

Transcript

0:00

it's about complexity we cannot be

0:02

reduced and put into boxes we don't

0:05

neatly fit into

0:08

stages we we are individuals we are

0:11

complex dynamical open systems that are

0:13

continually changing operating within

0:16

other complex dynamical systems

0:19

interacting with other human complex

0:22

dynamical systems it is almost

0:25

impossible to work out how many

0:28

different combinations you can make some

0:30

of you may have heard before I've used a

0:32

model based on the Rubik's Cube and what

0:35

really captured my imagination about

0:36

that is it only has um 54 small little

0:40

faces on the six major faces yet the

0:43

number of combinations you can make from

0:46

that is a staggering number the number

0:48

is 43

0:50

quintilian so things get complex really

0:53

fast there are more than 54 influences

0:56

on your career development you start

0:57

adding up things like genetic inherit

1:00

political environment culture parents

1:03

marau the vibe you put all of those

1:05

things in and trying to compute and

1:09

calculate what all the possible outcomes

1:11

can be is beyond us and therefore

1:15

complexity begets uncertainty we are

1:18

always going to be making decisions

1:20

under conditions of uncertainty we can

1:21

never be entirely sure of course we can

1:24

be more sure of some things we think

1:28

than others

1:30

but we can't be ever totally sure and

1:32

this thing about past Behavior predicts

1:34

future behavior that truism well it is

1:37

true up to a point but what people never

1:39

tell you is but that's still not a very

1:40

good predictor it's just the best of a

1:43

whole bunch of bad predictors but people

1:45

jump on it because we want certainty so

1:47

we grasp these things rather than

1:50

embracing the uncertainty it means

1:52

chance events are inevitable and in the

1:55

research increasing body of This

1:57

research that we've done as I say people

1:58

like Eva Chan have contributed

2:00

significantly to this at the University

2:01

of New South Wales um people around the

2:04

world have done some uh some great stuff

2:06

on this John crumal most um obviously

2:09

has done some great stuff Andreas

2:11

Hershey at Switzerland has done some

2:12

great stuff we're increasingly seeing a

2:15

body of evidence to say that chance

2:17

events are not unusual oneoff dramatic

2:21

things they are happening all the time

2:23

in all of our careers in fact about the

2:25

only thing you can be sure of is that a

2:27

chance event will happen in your career

2:30

what are we doing to help people deal

2:31

with chance in their

2:33

careers how do we think about chance

2:35

ourselves how do we talk about it how do

2:37

we help people with uncertainty these

2:39

are the ideas behind it one of the

2:41

misconceptions about this theory is that

2:43

people think it's all about disorder

2:44

chaos the word is awful we chose that

2:47

because we wanted to reflect the

2:48

intellectual Heritage from Chaos Theory

2:50

from mathematics and meteorology and

2:51

evolutionary biology that's the term

2:54

they used it doesn't mean everything's

2:56

completely out of control it's not like

2:58

my waistline there is is some order in

3:01

all of this clearly there's an order

3:03

we've all turned up to the same room at

3:05

roughly the same time the speaker still

3:07

at the front of the room most of the

3:08

time there is some order so it would be

3:11

wrong to say there isn't but there's

3:12

continual change and one way of thinking

3:14

about that idea of stability and

3:17

change is before you go out tonight have

3:20

a look at yourself in the

3:21

mirror and then tomorrow morning after

3:23

the conference dinner have a look at

3:25

yourself in the no

3:30

if you look at your face over time it's

3:32

stable but it's changed some of you have

3:34

had The Misfortune to hear me before and

3:36

you've recognized me I'm different but

3:38

I'm the same so that Paradox that kind

3:41

of idea of continual change built in

3:43

with stability is what chaos is about

3:45

it's a theory of order it is saying that

3:49

stability and disorder are not opposites

3:51

they're Composites and in fact

3:53

ultimately you need disorder for order

3:56

because if you try to fix things and

3:58

make them absolutely stable

4:00

it doesn't work in nature that trying to

4:04

fix things usually results in some

4:09

artificiality it's not natural it's not

4:11

how life works it's not what reality is

4:14

like we have to go with the flow while

4:18

at the same

4:19

time trying to paddle our canoe through

4:22

that with some degree of

4:24

self-determination but recognizing the

4:26

limits of our personal control again

4:29

that's not sexy oh you're limited you

4:31

know I should be up here saying there's

4:32

no limits you can be anything you want

4:34

to be what absolute rubbish what a nasty

4:38

nasty thing to impose on someone to say

4:41

that they can be anything they want and

4:43

the fact that they're not means

4:44

obviously there's something wrong with

4:46

them rubbish there are all of us are

4:49

limited and recognizing our limitations

4:52

helps us develop our

4:54

strengths it's an important point but

4:57

it's not necessarily the most sexy point

4:59

that motivational speakers want to get

5:01

across but recognition of limitations

5:03

limitations of knowledge limitations of

5:05

control limitations of talent and skill

5:08

are all things which are important for

5:10

us to understand so we don't waste our

5:13

lives trying to train Ravens to fly

5:18

underwater but rather devote Our Lives

5:21

to something more constructive where we

5:23

can use the talents and skills that were

5:25

being given in a productive way for the

5:27

betterment of our communities and for

5:30

our own personal

5:33

satisfaction change in order in this

5:35

picture here this is a man-made

5:36

structure the goal the goal post and

5:39

behind it these fluffy white things

5:42

which Pilots tell me are called

5:44

clouds one is ragged and sort of messy

5:47

and the other one is supposed to be nice

5:48

and square and geometric and linear but

5:50

even the goalposts you can see here are

5:52

rusting even they're changing the

5:54

goalposts are

5:55

moving change is inevitable

6:00

so what concepts are we uh trying to

6:02

privilege we're trying to privilege uh

6:05

Notions like change perception

6:07

opportunity awareness things like luck

6:09

Readiness flexibility curiosity optimism

6:11

self-efficacy strategy luckiness risk

6:14

and persistence we believe these are the

6:16

sorts of the language and the concepts

6:18

that we need to be thinking about and

6:20

developing these skills uh in our

6:22

clients adaptability we've heard a lot

6:25

about adaptability this is so important

6:27

this is a a key foundational idea a in

6:30

the chaos theory of careers what I call

6:32

plmhp not develop not developing a plan

6:35

and having a goal but teaching people

6:37

how to revise a plan devise a plan

6:40

abandon a plan copy somebody else's plan

6:43

put a plan on Ice dust off a plan and

6:46

take it out of moth balls and use it the

6:48

timing of a plan we don't teach these

6:51

things

6:52

explicitly we're too often stuck in

6:55

specific measurable achievable realistic

6:57

and time-based banned

7:01

banned okay you need to move away from

7:04

that idea the evidence for that isn't

7:05

very good either so we need to move I

7:09

argue towards these Notions the natural

7:12

response to chaos should not be fear it

7:15

should be

7:16

creativity and again we're hearing this

7:18

creativity Innovation adaptability we're

7:22

hearing this now in things like the

7:23

curriculum for work studies that have

7:25

been red uh introduced in schools are

7:27

now very big on these sorts of ideas

7:29

policy makers are getting it now which

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is great they recognize that if we're

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going to have a flexible Workforce we

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need people we need the skills like this

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these are the important skills to have

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not encouraging people to think in terms

7:41

of stability we need to think about slow

7:43

and slow shift and fast shift

(English auto-generated)