

# **Unleashing the Power of Cognitive diversity: Building teams for Enhanced Innovation**

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– BCITO – Te Pūkenga**



**PRODUCT AOTEAROA**



**PRODUCT  
CONFERENCE  
2023**

# Tech explainerer timeline

- **1983 Apia, Samoa**
- **7 of 9 [more than a Star Trek character]**
- **1987 from Samoa to South Auckland to Central Auckland**
- **AGGS - Per Angusta Ad Augusta**
- **2011 University of Auckland Foreign Policy Hons**
- **2015 MSD Business Advisor to Product Owner**
- **2017 – 2019 DIA & Privacy Programme for a Telco**
- **2019 BCITO – Te Pukenga : 2 CRMs; 25 orgs merge into 1**





# People, Process & Technology

**Embrace your cat-herding self**



**1 – Diversity in Aotearoa Technology Sector**

**2 – Understanding Cognitive Diversity**

**3 – BCITO – Te Pūkenga Digital Apprenticeship**

# 1. Diversity in Aotearoa Technology Sector

**2.8%**

**Pasifika Peoples**

**4%**

**Māori**

**5%**

**Neurodiverse**

**27%**

**Wahine**

*Digital Skills for Our Digital Future Report 2021*

**Tech  
Explainerer  
0.75%**





# **2. Understanding Cognitive Diversity**

# **What is cognitive diversity**

**Cognitive diversity is the inclusion of people who have different styles of problem-solving and can offer unique perspectives because they think differently or HBR 'differences in perspective or information processing styles'.**

# Value of Cognitive Diversity:

**Increasing cognitive diversity can lead to less groupthink, better decision-making and can enable digital teams to better respond to their stakeholders.**

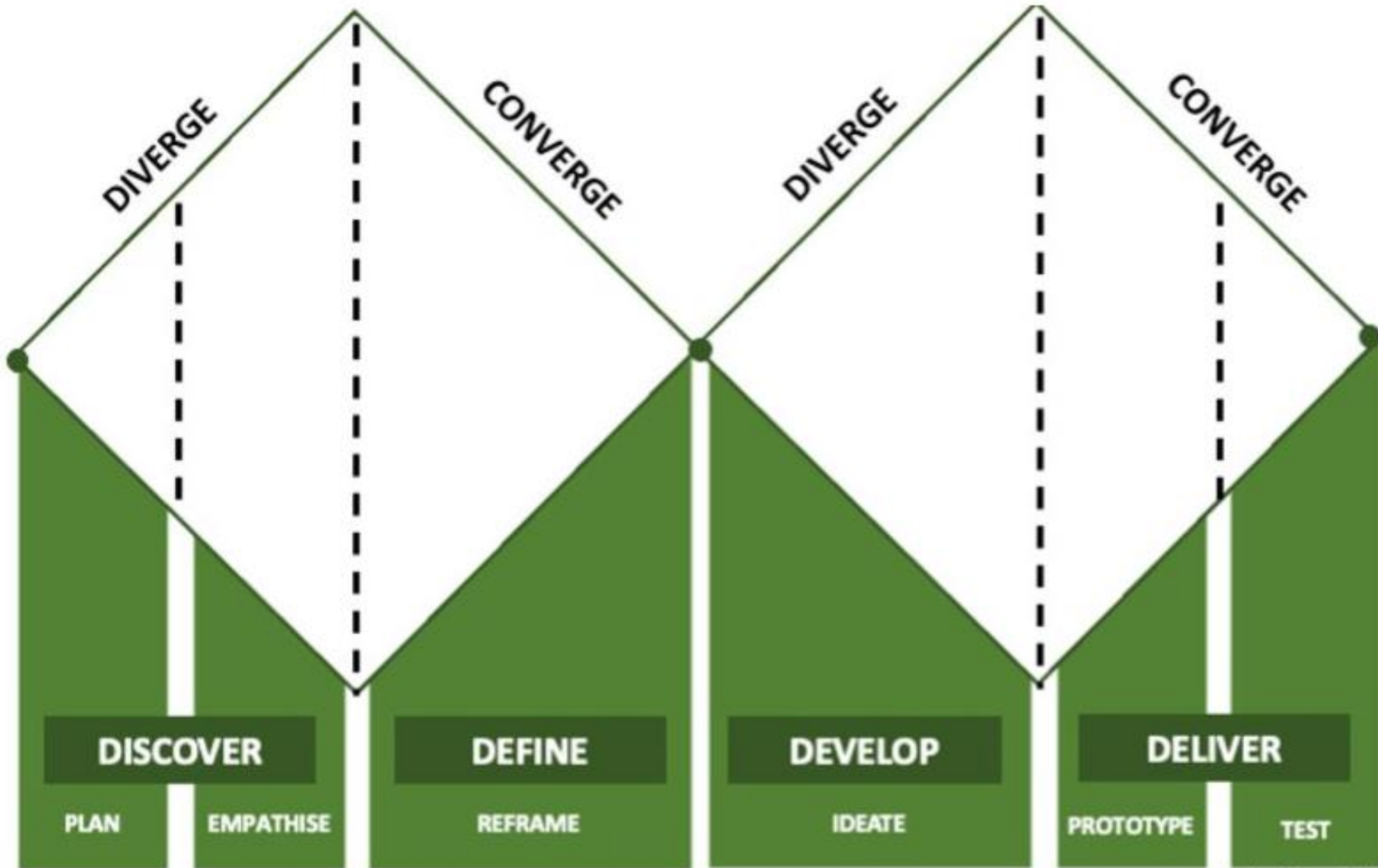
**Cognitively diverse teams are up to 20% more innovative**

*Deloitte, The diversity and inclusion revolution: Eight powerful truths*

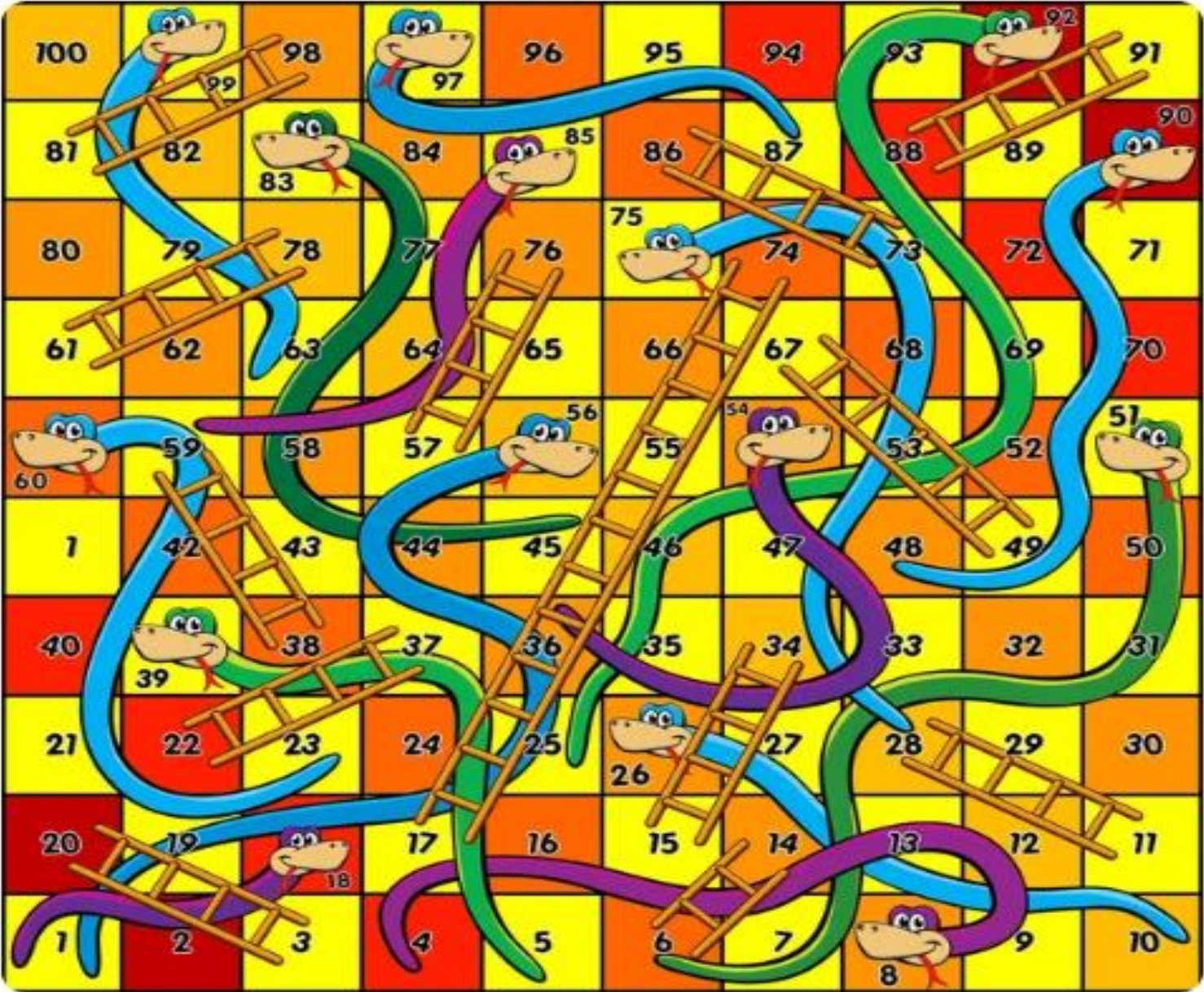
# **Barriers to increasing cognitive diversity**

- **Cognitive diversity isn't a visible trait like height**
- **Cultural bias 'we recruit in our own image'**
- **We need to embrace team members that disagree**

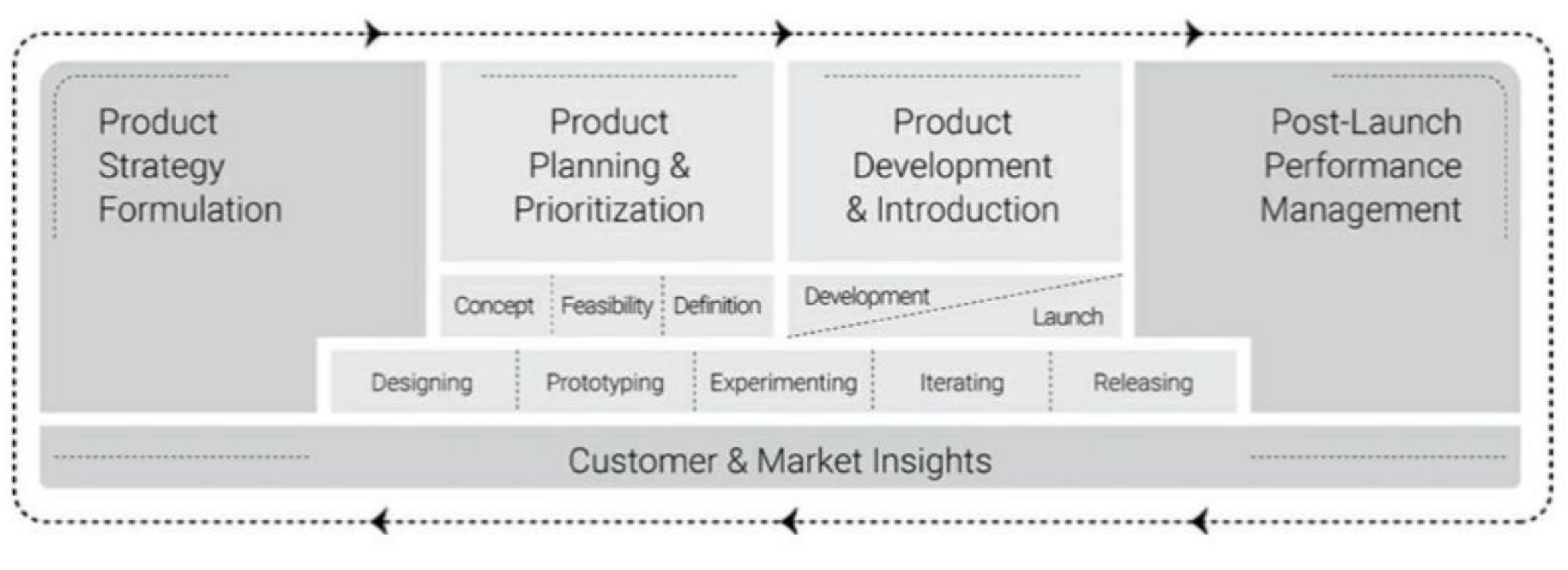
# The beloved double diamond journey



**The reality vs the  
vision setting  
required to get  
to the other side**



# BCITO – Te Pūkenga Digital Evolution



**Steven Haines – Leading Product Management : Product Management Lifecycle Model**

# 3. BCITO – Te Pūkenga Digital Apprenticeship



# **Learn without limits**

**The opportunity to learn anywhere,  
anytime, in a way that suits your life  
— on the job, on campus and online.**

# Stronger network, greater options

New Zealand's career-focused learning network is now Te Pūkenga

16

+

9

Institutes of Technology  
and Polytechnics

Industry Training  
Organisations

Together as one Te Pūkenga — The New Zealand Institute of  
Skills and Technology

# Build capability

## Bring in the skills you need

Your business depends on the skills of your people. Te Pūkenga can help you turn talent into capability.

# Core Organisational Values

**Manawa nui – We reach out & welcome in**

**Manawa roa – We learn & achieve together**

**Manawa ora – We strengthen & grow the whole person**

**BCITO – Te Pūkenga core values: building people through integrity, dedication, innovation & professionalism**

# **Work-based learning & innovation within the construction sector**

## **Why work-based learning?**

As the world of work changes, many employers struggle to find employees with the skills they need, even though the workforce may have other skills and qualifications. Referred to as a skills mismatch (education and training are not providing the skills needed in the labour market).

## **How work-based learning helps employers?**

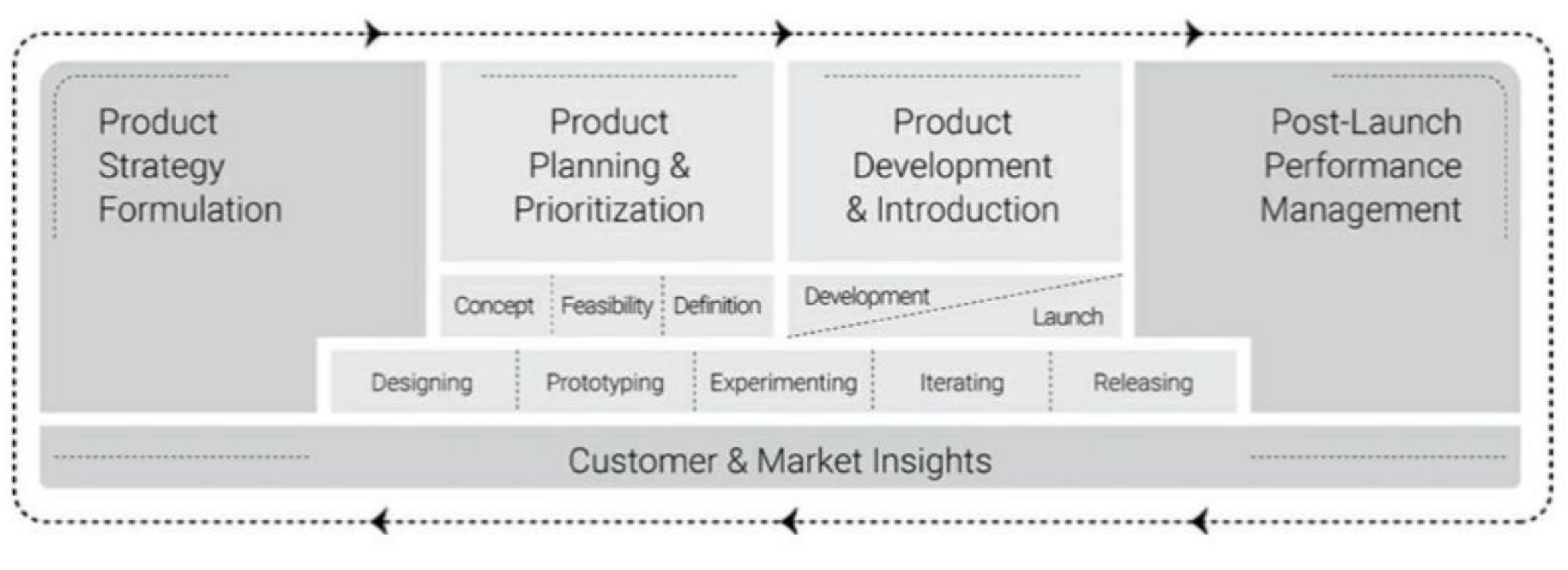
Work-based learning means that employees can be trained in the skills needed by the business while simultaneously developing practical experience. This helps develop & reinforce talent pipelines for individual businesses and industries.

# **Work-based learning & innovation within the construction sector**

## **How work-based learning helps employees**

**Employees benefit as they gain the skills, they need to progress in the labour market even if they don't have traditional qualifications. They also have financial security to earn as they learn.**

# BCITO – Te Pūkenga Digital Evolution



**Steven Haines – Leading Product Management : Product Management Lifecycle Model**

# BCITO – Te Pūkenga Digital Evolution

**2019 -> 2023**

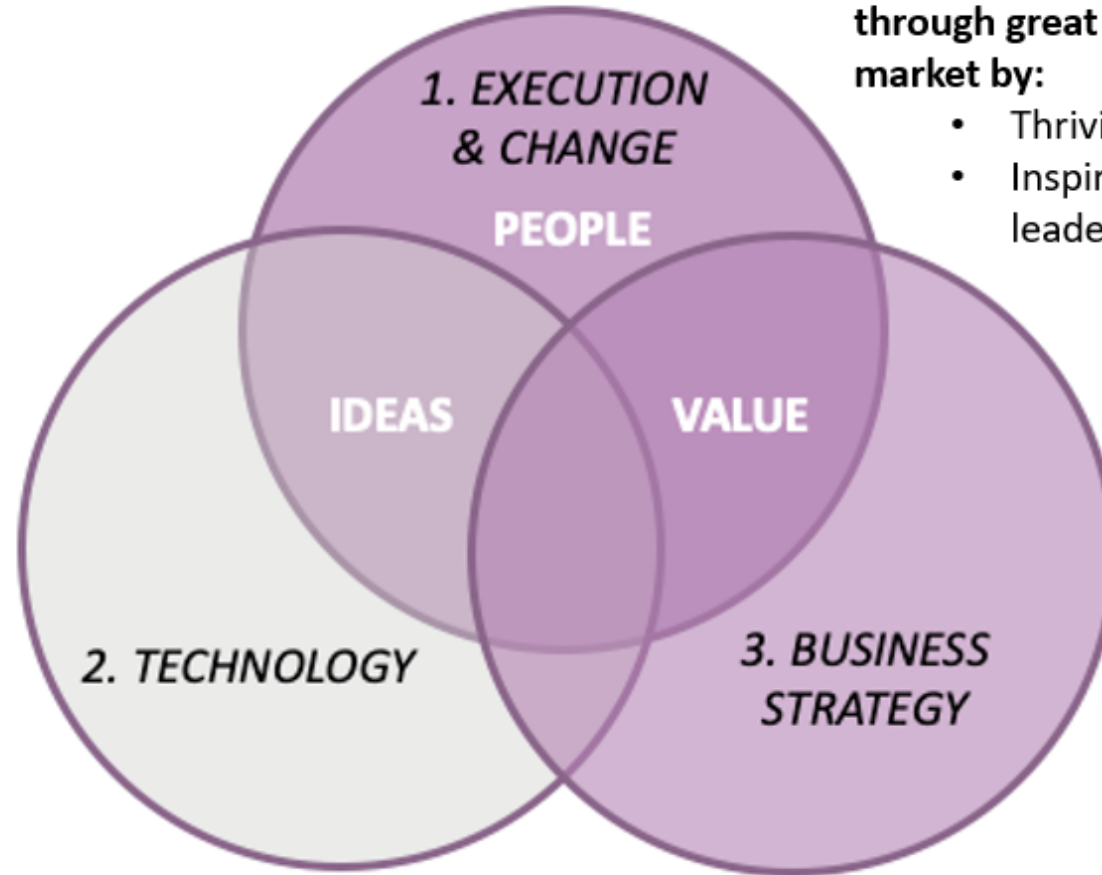
- **Digital Apprenticeship Strategy & Vision**
  - **Open & flat leadership & continuous development of people, process & technology**
- **Adoption of lean/agile culture & processes**
  - **Living documentation & communication styles**
- **Adoption of Product Ops model**
  - **From manual deployments to automated deployments**
- **Changes to People & Culture Process**
  - **Developing a new way to recruit & retain talent**



# Digital is not a thing, it's a way of doing things

## 2. NEW IDEAS: A fundamental curiosity and passion for digital technology trends by:

- Being constantly curious - always learning
- Understanding competitive digital levers
- Seeing digital as a way of achieving strategic outcomes, not an output



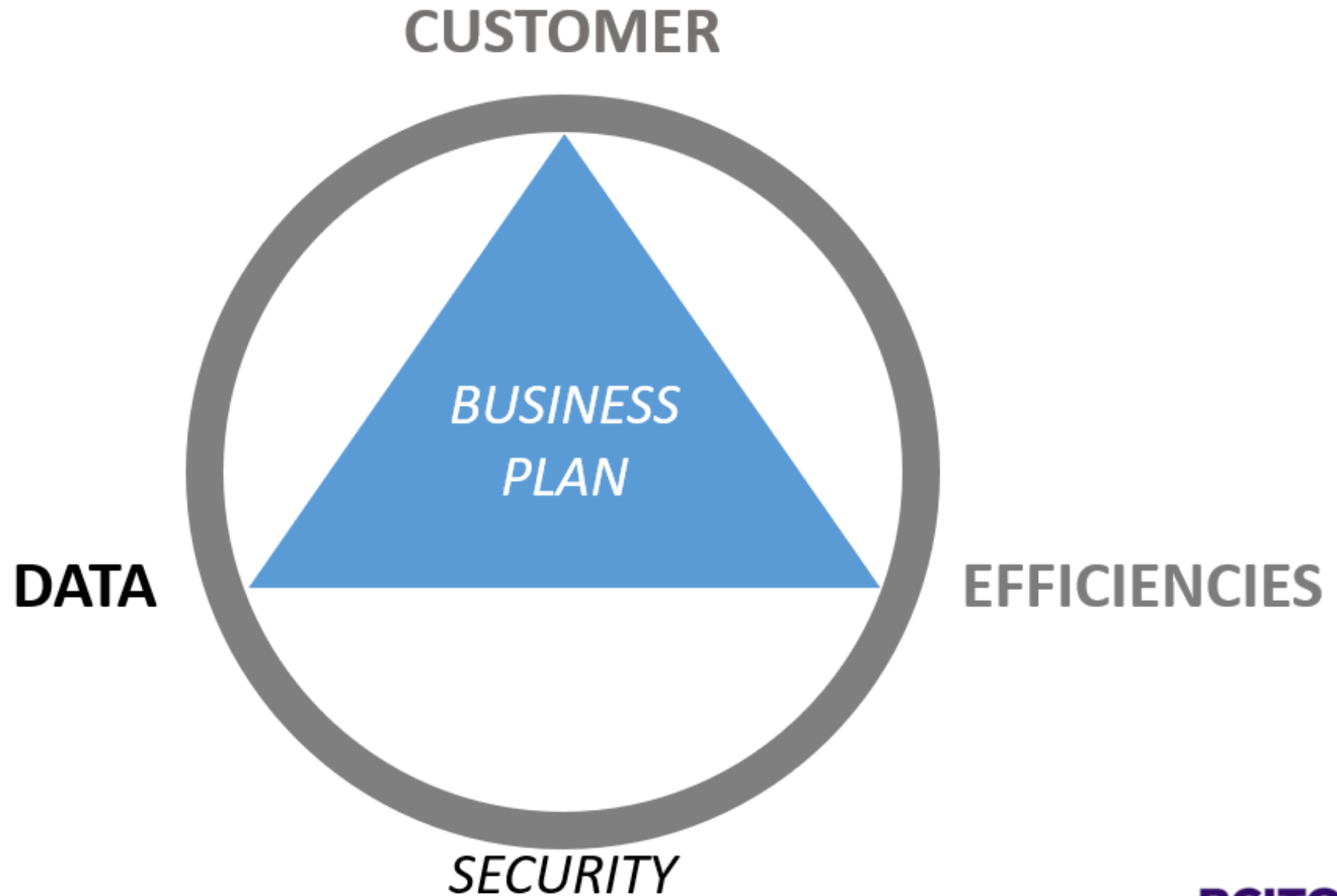
## 1. PEOPLE-FOCUSED: Inspiring and leading change through great delivery execution from ideation to market by:

- Thriving in uncertainty
- Inspiring and empowering teams - servant leadership

## 3. THINKING DIFFERENTLY: Relevant application to strategy of new technologies, ideas and innovations to create new value for a business by:

- Creating new customer value
- Exponential thinking over incremental

# Digital Strategy



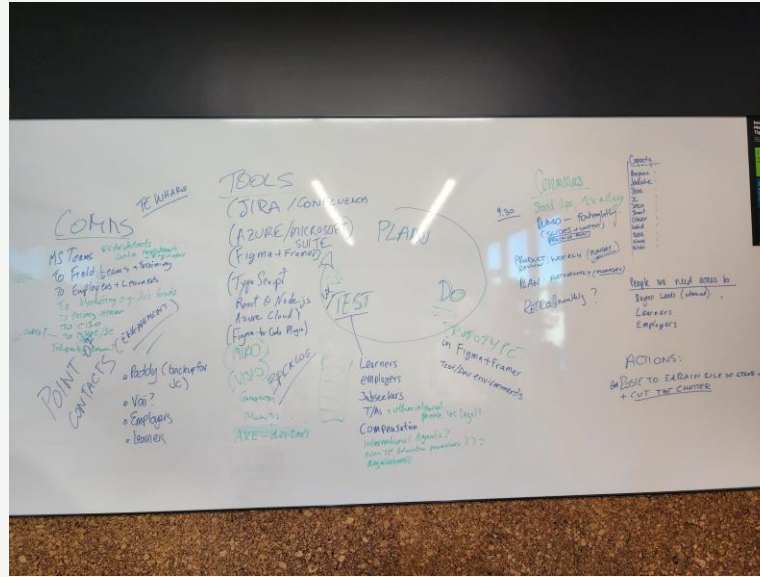
# BCITO - Te Pūkenga Digital Apprenticeships



# **BCITO – Te Pūkenga Digital Evolution**

- **2019: Stabilize platforms and teams + begin apprenticeship model**
- **2020 : Cleanse data & assess talent capabilities including process, tech builders**
- **2021 – 2022: Streamline & simplify processes & ceremonies and shift to 1 CRM. Implement digital apprenticeship training work-based model & adjust capacity**
- **2023: Drive to standardisation, automation & digital experiences**

# BCITO – Te Pukenga Digital Experience Teams



A **cross-functional team**, also known as a multidisciplinary team or interdisciplinary team, is a group of people with different functional expertise working toward a common goal or outcome a.k.a people, process & technology

# BCITO – Te Pūkenga Digital Leadership

