

EEUK Design and Enterprise: The marriage made in

For you to ask questions, take notes, share inspiration and to capture your thoughts for the design challenge!

SD IN EDUCATION FEB 12, 2021 01:07PM

Questions for Sarah Mann (Design Council)

ANONYMOUS FEB 23, 2021 10:40AM

Does the Design Council have learning materials suitable to add into HE business studies courses?

Hello - yes we have some templates from our design economy on our website and some great tools you can use – ANONYMOUS

ANONYMOUS FEB 23, 2021 10:40AM

How can you deal with the constraints of time and budget when working with business especially sme

And how do you emphasis the value of design in SMES and the importance of paid internship for design students to gain experience ? – ANONYMOUS

I think this is all about knowledge - learning about design at a foundational level can be transformative. But we also need to build a peer to peer network so that SMEs can learn from each other – ANONYMOUS

ANONYMOUS FEB 23, 2021 10:39AM

What are the limits of design when working with businesses?

ANONYMOUS FEB 23, 2021 10:35AM

Do you think people interpret design as one practice? What do you think that is? Would it be beneficial to be more granular when talking about design?

ANONYMOUS FEB 23, 2021 10:34AM

How do you define a design firm?

ANONYMOUS FEB 23, 2021 10:35AM

How do we bridge the gap between designers and their clients i.e. non-design educated business owners / managers? In my experience many business owners are design illiterate and struggle to articulate what they want, other than something that 'looks nice'!

I think adding design to existing support services so they can see it as part of the path to growth - but also making sure we have clear and simple tools which are available – ANONYMOUS

SD IN EDUCATION FEB 22, 2021 03:19PM

[Design Council 2020-24 Strategy.pdf](#)



What is the definition we are using here for Design – ANONYMOUS

Thanks Sarah. – JEAN MUTTON

Pop your thoughts and inspiration from Sarah's talk here

ANONYMOUS FEB 23, 2021 10:29AM

Alignment - with enterprise

So pleased to see this discussion re-surface :-) are the team aware of QAA guidance and EntreComp? Both informed by design education :-)

Have you looked at sir george cox 'S report of 2006 for UK treasury? Very similar message - some very useful alignments :-)
— ANONYMOUS

Questions for Ben Griffin (Innovate UK)

ANONYMOUS FEB 23, 2021 10:57AM

To create more demand for (and success through) design we must educate our business leaders of tomorrow in design, but such creativity seems at odds with much of mainstream business theory that is taught in HE - any thoughts?

You've just spoken about this, but not sure how to make progress in this area

We have two PhDs that can inform this :-) — ANONYMOUS

BG - It's tricky, because it's so much to do (I think) with baked-in culture and mindsets. Two thoughts: Firstly, design education needs to be thoroughly integrated from the outset, not approached as a "bolt on". Secondly, design needs to be framed in the language of business. The aim, I suppose, is to allow design to permeate business education in such a way that it's seamless and complementary. — ANONYMOUS

JEAN MUTTON FEB 23, 2021 10:52AM

What is the best way to help SMEs see the value of design? Is it to focus on outputs and outcomes?

BG - There's no shortage of evidence out there - so I think the challenge is making sure that evidence is delivered in the right way, by the right people. Who do SMEs listen to? Probably not designers telling them they should use design! Peer to peer learning is important, and also messaging from investors. Ultimately, the best way to recognise the value of design is to experience it first hand - so making it easier for SMEs to have a positive first experience of design is vital. — ANONYMOUS

ANONYMOUS FEB 23, 2021 10:51AM

Do Innovate UK have any upcoming workshops focussed on engaging/supporting students to be more creative/come up with innovative ideas?

It's not something we have planned right now (at least, not that I'm aware of). If you're keen to expose students to design methodologies, and help them be more creative, you could try bringing in design professionals to lead workshops? Or how about arranging some "virtual studio tours" for students, where designers in agencies or in-house teams talk about the work they're doing, and how they go about it? — ANONYMOUS

ANONYMOUS FEB 23, 2021 10:45AM

How to you apply design as part of the edge programme for businesses? What stage of business do you work with?

BG - You can find out more about the EDGE programme, and who it's for here: <https://www.innovateukedge.ukri.org/>
— ANONYMOUS

BG - We're planning to add design coaching to the portfolio of services this year (via a 3rd party supplier TBD). This will have a particular focus on helping businesses understand how they could use design principles to respond to challenges brought about by Covid-19. — ANONYMOUS

ANONYMOUS FEB 23, 2021 10:44AM

Design by non-designers, what can they bring, what are the skills they need and what is the role of trained designers in design for innovation

We have a PhD on the distinctions discovered between business & business educators - focussing on opportunity recognition
— ANONYMOUS

BG - I think "non-designers" can benefit from an understanding of the role of design, how it works and what it brings to the table. The emergence of "Design Thinking", along with easily accessible toolkits and training resources, has popularised the notion that "everyone can design". I would say that everyone can contribute to design, but doing it well is definitely a professional skill that requires education and practice. A key contribution of professional designers, often overlooked, is their ability to translate (often fuzzy) insight into tangible ideas and actionable plans. This is the transition point between the 'diamonds' in the design council model. — ANONYMOUS

ANONYMOUS FEB 23, 2021 10:47AM

Innovate UK supported Set Squared - the researcher to innovator programme was developed and delivered by design educators. Above all it relied on divergent thinking strategies, especially interdisciplinarity.

I wonder why this is not as overt as it could be?

BG - You're right, and apologies for not mentioning it. The ICURe programme is all about helping researchers to connect with potential end users and test their ideas. I'm actually talking to the ICURe team at the moment about how we might develop the model further. — ANONYMOUS

SD IN EDUCATION FEB 22, 2021 03:19PM



Pop your thoughts and inspiration from Ben's talk here

ANONYMOUS FEB 23, 2021 10:49AM

Graphic designers who have to promote many businesses are well placed to inform this discussion

SD IN EDUCATION FEB 23, 2021 10:47AM

Material design

I wonder if design is still perceived as a design of products - may this be a barrier?

ANONYMOUS FEB 23, 2021 10:47AM

Hello fellow industrial designer! Seems like this issue of lack of design uptake by UK business has been going on for decades. Having trained with the great Jonny Ive (Apple) - what more does design need to do to prove itself?

BG - I don't think we need more proof (although, from a government perspective, there is still a lack of counterfactual quantitative data i.e. what happens without design vs. with). I think the challenge is more about how we deliver the message. Too often, it comes across as designers telling businesses what to do i.e. a sales pitch. That's never going to land very well. Businesses listen to their peers, and to investors. — ANONYMOUS

BG - Designers also need to practice what they preach: they need to be more empathetic to the concerns and challenges of business.

SMEs, in particular, are under serious pressure to "keep the wheels turning" and deliver fast outcomes. It's a big ask to expect them to invest in design activity, the outcomes of which are often unclear and potentially long-term. We know it's good thing when they do it - and they probably recognise that too - but taking that first step feels risky and might be prohibitively expensive in the short term. We also need to minimise the risk of businesses having a bad first experience of design - which could put them off for life.

How can we help companies to find the right designer? How can we help them manage the process to get best results?
— ANONYMOUS

HEAD: What does your head tell you? What does your head/brain tell you is necessary for success?

ANDYCLARKE2 FEB 23, 2021 11:27AM

The definition of design is interesting: design for engineering may focus on how easy something is to repair rather than user features or aesthetics. So design in itself means different things to different sectors.

ANONYMOUS FEB 23, 2021 11:26AM

The definition of success is changing rapidly as people's values change as a result of the Pandemic.

ANONYMOUS FEB 23, 2021 11:25AM

Room 12

Lots of good work going on in our institutions. More could be done to connect what we are doing with students to the needs of employers.

ANONYMOUS FEB 23, 2021 11:11AM

Room 4

Connecting to what organisations do and manage change to implement the outputs of design work — ANONYMOUS

ANONYMOUS FEB 23, 2021 11:20AM

Group 1

Grass Roots, design innovation communities are really important. Perception of Design and it's worth, hard for businesses to understand. Stigma of 'non-designers' thinking they cant use a design approach or express it to others.

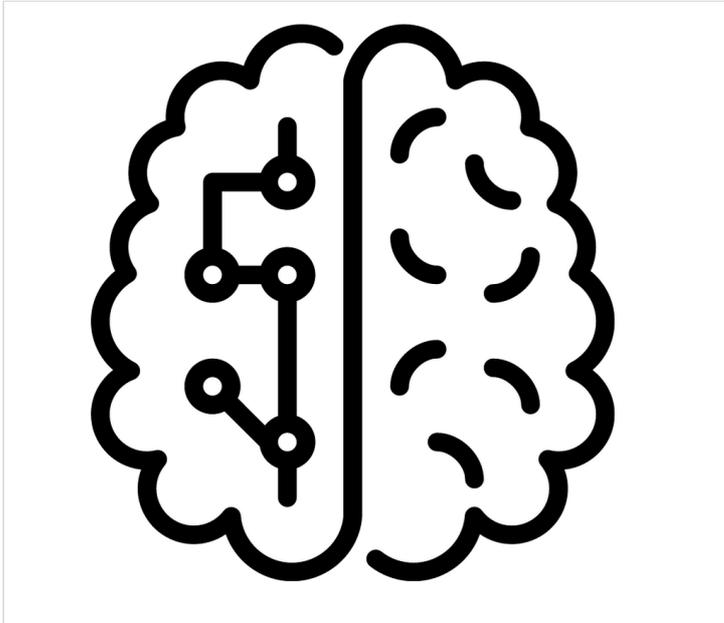
We need to provide education and communities of practice for educators in how human centred design can help them in their work and their practice to develop confidence in this area. Theres potentially a massive sense of imposter syndrome that came up in our group about saying you do design or are a designer. Taking on a design mindset and using design processes is for everyone.

– ANONYMOUS

There is need for design for enterprise success. – ANONYMOUS

SD IN EDUCATION FEB 12, 2021 01:16PM

What does your head/brain tell you is necessary for success?



The stuff we do at UWTSD and Bristol :-) – ANONYMOUS

Design can bring a return on investment, but it's not guaranteed if things go wrong, unlike buying a more efficient machine which may be perceived as less of a risk – ANONYMOUS

Ability to think creatively – ANONYMOUS

Is this design for a start up or design in general terms when looking at university enterprise and design as a whole. Are we returning to the drawing board and thinking through the customer. – ANONYMOUS

It's useful to allow people to think outside the box. – ANONYMOUS

Institutional support- clear understanding of value to service as a whole (Danish ladder) – KAYDEVISION

align elements from design in frameworks such as SFEDI and Chatrered Management Quals – ANONYMOUS

We need to empower students in this and use the student Voice. At Lancaster we experimented with the University Innovation Fellows Programme @stanford d.school to develop student ambassadors as design thinkers and change makers to scale through students. It was an experiment with huge potential with more resource. The story from one student about how it changed his thinking and his life and his experience in enterprise was fantastic. – ANONYMOUS

HEART: What do you love about the strategies? What is making your heart pump? What do you LOVE about this?

ANONYMOUS FEB 23, 2021 11:33AM

Group 12

Builds on what we are already doing as enterprise educators and gives us evidence that it works!!

ANONYMOUS FEB 23, 2021 11:28AM

How policy is following to secure the foundations and value of design thinking in education, business, individuals and society

ANONYMOUS FEB 23, 2021 11:22AM

Group 1

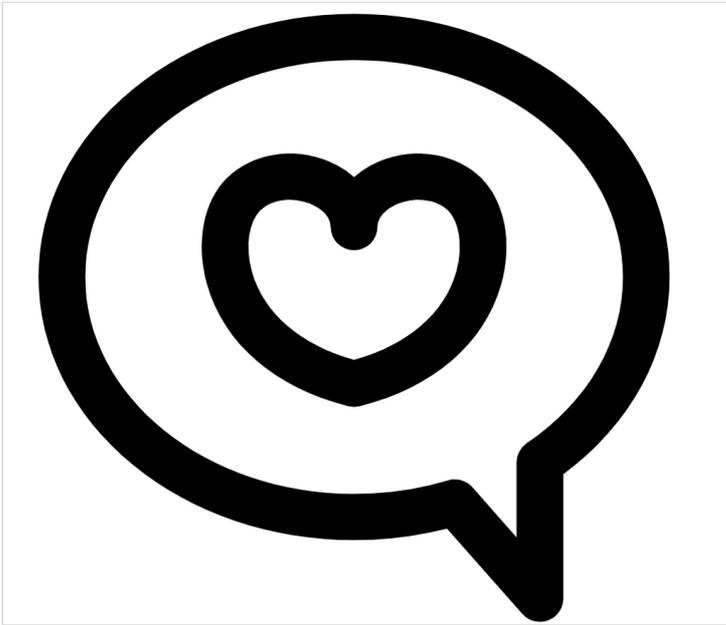
Common sense that has the potential to benefit everything and everyone. 'The right thing to do'.

JEAN MUTTON FEB 23, 2021 11:14AM

Everything we have heard so far is an affirmation of what we are trying to do. Having the policies makes it easier to share with senior managers.

SD IN EDUCATION FEB 12, 2021 01:17PM

What is making your heart pump? What do you LOVE about this?



Ben G - The "time out" required to do this stuff is a really good point. Many of the businesses that won grants from us to carry out design work said that the funding gave them a valuable opportunity to take "time out" from the day-to-day concerns of the business. It allowed the the headspace to reflect on their business purpose, what they do for their customers, and what they should do next. – ANONYMOUS

JEAN MUTTON FEB 23, 2021 11:18AM

That the messages are not getting across to the right people. Is it due to terminology?

Resources – ANONYMOUS

SD IN EDUCATION FEB 12, 2021 01:19PM

What makes you a little bit anxious or worried? What is your tummy telling you?

Awareness of the importance of reducing practical challenges of introducing Design into SMEs rather than previously just promoting it. [Duncan] – KAYDEVISION

(to introducing design): Designers are rarely good at "speaking the language of" and "tackling the problem faced by" SME managers. – KAYDEVISION

Findings, curious, testing your assumptions – ANONYMOUS

We do need more design thinking – ANONYMOUS

It is more practitioner oriented – ANONYMOUS

We like the visual element of the double diamond which makes it easy to use for designers. – ANONYMOUS

Creativity is the key word here! – ANONYMOUS

Empowering students to be part of the change. – ANONYMOUS

STOMACH: What makes you worried? What makes you a little bit anxious or worried? What is your tummy telling you?



Is 'Service Design' just a new way of saying 'Business Process Re-engineering' from the 1990's? BPR had a focus on cost reduction as a result of making processes more efficient – ANONYMOUS

That silos in education cause problems – not the intent – ANONYMOUS

I'm worried this doesn't happen fast enough to accelerate the change we need in education. – ANONYMOUS

Not enough people equipped to promote and deliver design enterprise education- niche in a niche – KAYDEVISION

ANONYMOUS FEB 23, 2021 11:29AM

This is a journey of discovery, for the brave and courageous. Ready not worried

ANONYMOUS FEB 23, 2021 11:23AM

Group 1

Disconnect between micro-businesses and large corporates in using this approach. Time out of the business to do all of the required things to enable this approach, culture change to encourage bottom-up design

KNEES: What's holding these strategies back? What are the potential barriers to these strategies? What could cause friction?

ANONYMOUS FEB 23, 2021 11:32AM

Group 12

Lack of understanding about what design is and can be and that one doesn't have to be a qualified designer to apply it successfully.

ANONYMOUS FEB 23, 2021 11:30AM

Fixed mindsets possibly? But this is changing too as we emerge in a world that is different every day.

ANONYMOUS FEB 23, 2021 11:21AM

Group 1

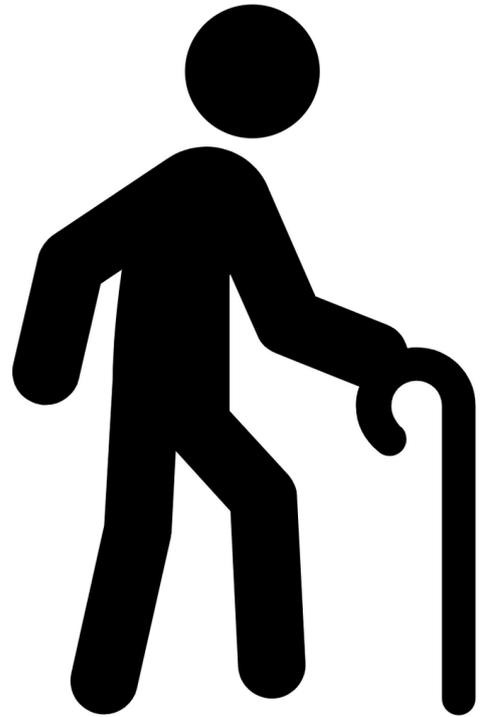
Seen as the 'secret sauce' that only a small number of people can use. Human centred design is vital, also important to bring in the environment/sustainability centred design into the mix as well.

JEAN MUTTON FEB 23, 2021 11:17AM

There are challenges in engaging support from senior managers.

SD IN EDUCATION FEB 12, 2021 01:23PM

What are the potential barriers to these strategies? What could cause friction?



The term "design" has been conflated with "designer" in the minds of many people i.e. the latest on-trend branded nonsense thus making it more frivolous than the deeper problem solving and strategic meaning. – ANONYMOUS

(to introducing design): Designers are rarely good at "speaking the language of" and "tackling the problem faced by" SME managers.
[Duncan] – KAYDEVISION

How will business students respond – ANONYMOUS

As a designer I can confirm that I spend most of my time translating 'business speak'. – ANONYMOUS

Be good to stop back a bit more to see where things are already happening - a lot in our group have already engaged - but mostly from the creative industries perspective. – ANONYMOUS

The culture in SMEs. Many I've worked in and my children work in still operate in a top down culture where the owner manager feels he/she needs to know all of the answers and doesn't draw on the knowledge in the team or the business. Design thinking and design inside enterprise is a team sport. organisational culture is something to address. – ANONYMOUS

FEET: What do you want to kick in the bin? What do you not like? What would you get rid of?

ANONYMOUS FEB 23, 2021 11:31AM

Fixed mindsets and assumptions

Its isn't what you think, it is how you think – ANONYMOUS

JEAN MUTTON FEB 23, 2021 11:21AM

Lack of time and resources to see this through. Preconception that enterprise education is an add on. Should be business as usual for all.

SD IN EDUCATION FEB 12, 2021 01:22PM

What do you not like? What would you get rid of?



Watch u for the new QAA Education for sustainable development - out at the end of the month. Language may still be an issue but we mean many of the same things - ANONYMOUS

Questions for Lisa Wardlaw (YES)

ANONYMOUS FEB 23, 2021 11:55AM

Do you work with young people experiencing barriers?

ANONYMOUS FEB 23, 2021 11:45AM

@Lisa Wardlaw which organisation would you say is your equivalent in England?

SD IN EDUCATION FEB 12, 2021 02:41PM



The language often causes issues, for example enterprise has so much in common with sustainability goal (I say this from working with UN). What can we d to bring them together more effectively?

- ANONYMOUS

Yes, I'm interested in exploring this @Debbie Smith - ANONYMOUS

Pop your thoughts and inspiration from Lisa's talk here

ANONYMOUS FEB 23, 2021 11:40AM

Why are Scotland and wales ahead of English school education when it comes to creativity and enterprise? (Previous Eeuk event informed)

Questions for Radka and Tobi (LUMS)

SD IN EDUCATION FEB 12, 2021 02:41PM



Are management schools ready to move beyond design thinking towards design education approaches? They are quite different :-)

- ANONYMOUS

How did you 'sell' your design thinking ideas for the MBA to decision-makers at the University who lean more naturally towards business theory? - ANONYMOUS

To answer - we explain the different brain structuring theory :-)
- ANONYMOUS

Eg Tobi is talking about Premature Articulation - ANONYMOUS

Tobi. Brill. Loved the awakening to the clients needs, perspective etc. - ANONYMOUS

Pop your thoughts and inspiration from Radka and Tobi's talk here

JEAN MUTTON FEB 23, 2021 12:11PM

Tobi

Your passion really comes across....how can we bottle it?

Tobi tried to bottle it here <https://uxfol.io/project/0418b4fd/Case-study>-----A-service-design-for-international-citizens - SD IN EDUCATION

Thank you Jean! Yes, I tried to bottle it all in the case study link shared above! - ANONYMOUS

An innovative service design for international citizens in Lancaster - superb! - ANONYMOUS

Questions for Brian McNicoll (UoD)

ANONYMOUS FEB 23, 2021 12:25PM

Are you connecting with ULab Scotland in public service design?

Is design better explained by action rather than words?

Hi! - no but very interested to hear more - ANONYMOUS

<https://ulabscot.com/> - ANONYMOUS

SD IN EDUCATION FEB 12, 2021 02:42PM



Ali McGill at Dundee (your predecessor I think) celebrated the enterprising competencies - without which the entrepreneurship journey will fail. Is that where design fits well? - ANONYMOUS

What are the specific design tools over and above the business model canvas tools that can be used in business schools - ANONYMOUS

<http://www.designabetterbusiness.tools/> - ANONYMOUS

Thank you - ANONYMOUS

yes thats righ Ali laid some of the foundations for what we do here at UoD and is niw running is own design led accountancy business Ashton McGill. - ANONYMOUS

Yes ensuring you are working to a design approach I think will help identify issues and projects that should be pivoted much earlier! - ANONYMOUS

You can see a lot of them here too:
<https://www.innovationcanvas.ktn-uk.org/resources/#/tool>
- ANONYMOUS

Pop your thoughts and inspiration from Brian's talk here

JEAN MUTTON FEB 23, 2021 12:23PM

Case studies

Great to hear some real life success stories from design and enterprise.

FAVOURITE service/experience & how does it make you feel?

ANONYMOUS FEB 23, 2021 12:37PM

Instant book purchasing and delivery on my Kindle

It is so convenient and means a lot to me!

ANONYMOUS FEB 23, 2021 12:36PM

Solitary walk

ANONYMOUS FEB 23, 2021 12:35PM

Beer 52 subscription

ANONYMOUS FEB 23, 2021 12:35PM

Mural

so intuitive to use for design innovation with groups (whiteboard) doesn't need a log in just works

AFRAHI, BAHARE FEB 23, 2021 12:35PM

coffee shop

SD IN EDUCATION FEB 23, 2021 12:35PM

Hello Fresh

Makes me feel excited about a new recipe, opening the box and discovering new food

ANONYMOUS FEB 23, 2021 12:35PM

Online Creative workshop

No right answer – ANONYMOUS

Exploring – ANONYMOUS

ANONYMOUS FEB 23, 2021 12:35PM

Super efficiently of recent hospital visit re Covid etc

ANONYMOUS FEB 23, 2021 12:35PM

Netflix

it is sooo easy to use

MARTIN HENERY FEB 23, 2021 12:34PM

Getting the Covid vaccine

JEAN MUTTON FEB 23, 2021 12:34PM

My local Mini dealer

They anticipate my needs and offer a great service with added value

ANONYMOUS FEB 23, 2021 12:34PM

amazon (dangerously good)

ANONYMOUS FEB 23, 2021 12:35PM

Walking in the the peak district

ANONYMOUS FEB 23, 2021 12:34PM

Rally driving - learning your boundaries

Develop confidence in abilities feels good – ANONYMOUS

ANONYMOUS FEB 23, 2021 12:34PM

A Spa - personal attention, being valued, relaxation...and wine

ANONYMOUS FEB 23, 2021 12:34PM

AMAZON

CLIENT FOCUSED

ANONYMOUS FEB 23, 2021 12:34PM

A walk in my local country park. It gives me some time together with my dog.

ANONYMOUS FEB 23, 2021 12:33PM

Aldi click and collect

Changed my life

ANONYMOUS FEB 23, 2021 12:35PM

Online food shopping

with 2 children, it saves all the stress! packing, unpacking etc

ANONYMOUS FEB 23, 2021 12:34PM

Spa day

Relaxing, get away from stress, everyday life. being pampered.

SD IN EDUCATION FEB 22, 2021 10:23AM

iTunes

SD IN EDUCATION FEB 12, 2021 04:38PM

DisneyLand!

Mix your good service experience with the design challenge "How can we connect Design and Enterprise in Education?"

ANONYMOUS FEB 23, 2021 12:54PM

Embed creativity, relevant, fun, personal, choice, values, broad and deep experiences in a variety of mediums. Listen to students

ANONYMOUS FEB 23, 2021 12:55PM

Aldi and Disney

1. How we package it to meet different user needs from one off, short experiences to full time longer term experiences
2. Way to 'rate' experiences to enable individuals to make good decisions about which to engage with
3. Returns and exchanges are easy and painless

Aldisney – ANONYMOUS

ANONYMOUS FEB 23, 2021 12:48PM

From Aldi

Identifying different users, there are always different preferences when it comes to your service, trying to accommodate more alternatives? Identify barriers to participation and actively try to remove those. Bite sized educational programmes to cater to more types of users. Asking users what their expectations are (e.g. is a certification important to you?)

SD IN EDUCATION FEB 23, 2021 12:43PM

I tunes and education delivered by Amazon

accessible, free resource, creative, on demand - [DAYDREAM BELIEVERS](#)

ANONYMOUS FEB 23, 2021 12:42PM

From Disney

Make it more playful

ANONYMOUS FEB 23, 2021 12:50PM

DT and EE combination inspired by "ONLINE FOOD SHOPPING"

A participant suggested their favourite "experience/service" is Online food shopping because "with 2 children, it saves all the stress! packing, unpacking etc".

This might inspire the following DT & EE combinations:

1. All of an Enterprise Education service's various tools and workshops are available online via a searchable and filterable list (like a TESCO online shopping page)
2. The "packing and unpacking" involved in receiving EE (Enterprise Education) is removed (to some degree) by offering not only full workshops but also very simplified and distilled "key takeaways" that do not require "unpacking" by a workshop attendee (IE they do not need to sit through 2 hr workshop to get the key takeaway that matters to them)
3. The EE service is mostly automated (like much of a TESCO online shopping experience) and a live person only needs to do "stock picking for the online customer" by manually selecting and then delivering (by email perhaps) very specific and SUITABLE key learning materials that suit the EE learner in question. This "live human stock picker" who selects materials receives all requests in an efficient and time effective way (imagine how the picking orders come into an Amazon warehouse IE in a neat list in 1 place and organised to be efficient).

AFRAHI, BAHARE FEB 23, 2021 12:37PM

From mural: allow collaboration

From walking in the woods: time for practicing, and internalising the experience and then reflecting to improve it

ANONYMOUS FEB 23, 2021 12:36PM

Bespoke curriculum

Student centred

ANONYMOUS FEB 23, 2021 12:23PM

Uwtsd & Bristol - follow up on where a few years of experience?

There are many examples that I can only guess are under the radar. Eg Uwtsd combined approaches in 1996. Maybe a follow up with the likes of Bristol who have combined for 5 years?

Also see all parliamentary group on micro business report of 2014 - on Eeuk website. – ANONYMOUS

Can you DM us with more info please? – SD IN EDUCATION

Reflections (ideas, initiatives, thoughts)

ANONYMOUS FEB 23, 2021 12:58PM

Reflections

ANONYMOUS FEB 23, 2021 12:58PM

UG programme at the University of Bristol

We offer degrees in innovation starting at the UG level and we use a lot of design through the 4 years we have with students, I think it is a model that isn't too common in the UK so have a look at our structure if it sounds interesting:

<https://www.bristol.ac.uk/innovation/undergrad-masters/>

ANONYMOUS FEB 23, 2021 12:56PM

Great session!

Many thanks to all speakers and organisers for a great session.

Duncan

ANONYMOUS FEB 23, 2021 12:55PM

Reminds me to embed principles within our offer

AFRAHI, BAHARE FEB 23, 2021 12:48PM

Shopisign

match and mix different tools and practices : an online platform where designers and enterprise people could share snapshot of the tools where you could add/deduct/place ideas next to one another and see how they work.

ANONYMOUS FEB 23, 2021 12:17PM

QAA & EntreComp fit is almost perfect

I think we need to make design educations influence more overt.

Feedback! What did you like? What did you learn?

ANONYMOUS FEB 23, 2021 02:29PM

Glad I attended. I admire the passion shown but I'm not sure what it was meant to achieve overall and so if it was achieved. I really enjoyed Tobi relating her learning experience.

ANONYMOUS FEB 23, 2021 01:07PM

Reflections

For enterprise, the process starts in the market. If the market doesn't want it, it will pay for it, it can't be delivered. The market needs the education, so bottom up. People appreciating design recognising it, demanding it; a culture change is required. Educating younger children bringing in the parents, raises their awareness, and grows with the children into the future. Betting students of design etc to actually work in business for a week raises both the business to the opportunity, the idea, etc and starts them on the journey. It brings the real life challenge to the students so that they are aware of the commercial imperatives. If the world of work doesn't acknowledge the opportunity, the educated new workforce will have no need for the new skills and they will be lost;

Martin Moylan EIR; Serial entrepreneur, mentor, innovator.

ANONYMOUS FEB 23, 2021 12:55PM

Such an incredible session, thank you so much. Inspiring

AFRAHI, BAHARE FEB 23, 2021 12:54PM

thanks

Thanks for the session. could we have more practice in the future?

ANONYMOUS FEB 23, 2021 12:20PM

Really pleased you've resurfaced this discussion

sir George Cox started it in 2005 - 6, but translation has always been problematic. Perhaps it is time to be more overt?
