

## Abstract

24th IERE General Meeting and PLN Indonesia Forum  
November 19–22, 2024

# Systemic Moments for Electricity Utilities - Building Adaptive Skills in a Complex World

**Greg TOSEN**  
**IERE Emeritus Advising Chair**  
**South Africa**

**Keywords:** *Systemic change, Adaptability, Complexity, Agility*

### Abstract

Adaptive skills are the ability that allow organisations and individuals to adjust their thoughts, behaviour, and emotions to an ever-changing ecosystem. These skills include flexibility, resilience, problem-solving, and the ability to learn from experience.

In an increasingly complex world, building adaptive and resilience skills is not just beneficial, but essential. Adaptive skills, often referred to as ‘soft skills’, include the ability to change one’s thinking or approach in response to new information, a change in context, or unexpected obstacles. These skills are critical for organisations in navigating the complexities and uncertainties of today’s fast-paced complex world. They enable organisations to respond effectively to changes in environments, whether those changes are in technology, societal norms, or the global economy. Building adaptive skills involves fostering a mindset of continuous learning, openness and the ability to respond to new experiences.

Moreover, developing adaptive skills requires a commitment to self-improvement and personal growth. It involves cultivating a sense of curiosity and a willingness to step out of one’s comfort zone. It also involves developing resilience and the ability to bounce back from setbacks. In today’s complex world, challenges and obstacles are inevitable. Ultimately, building adaptive skills equips organisations and individuals with the tools they need to thrive in a complex and ever-changing world in order to remain competitive and sustainable.