

# Global Leadership Development Trends & Next Generation Leaders



*Pamela Valencia, Senior Consultant  
Pearson TalentLens*

# Objectives

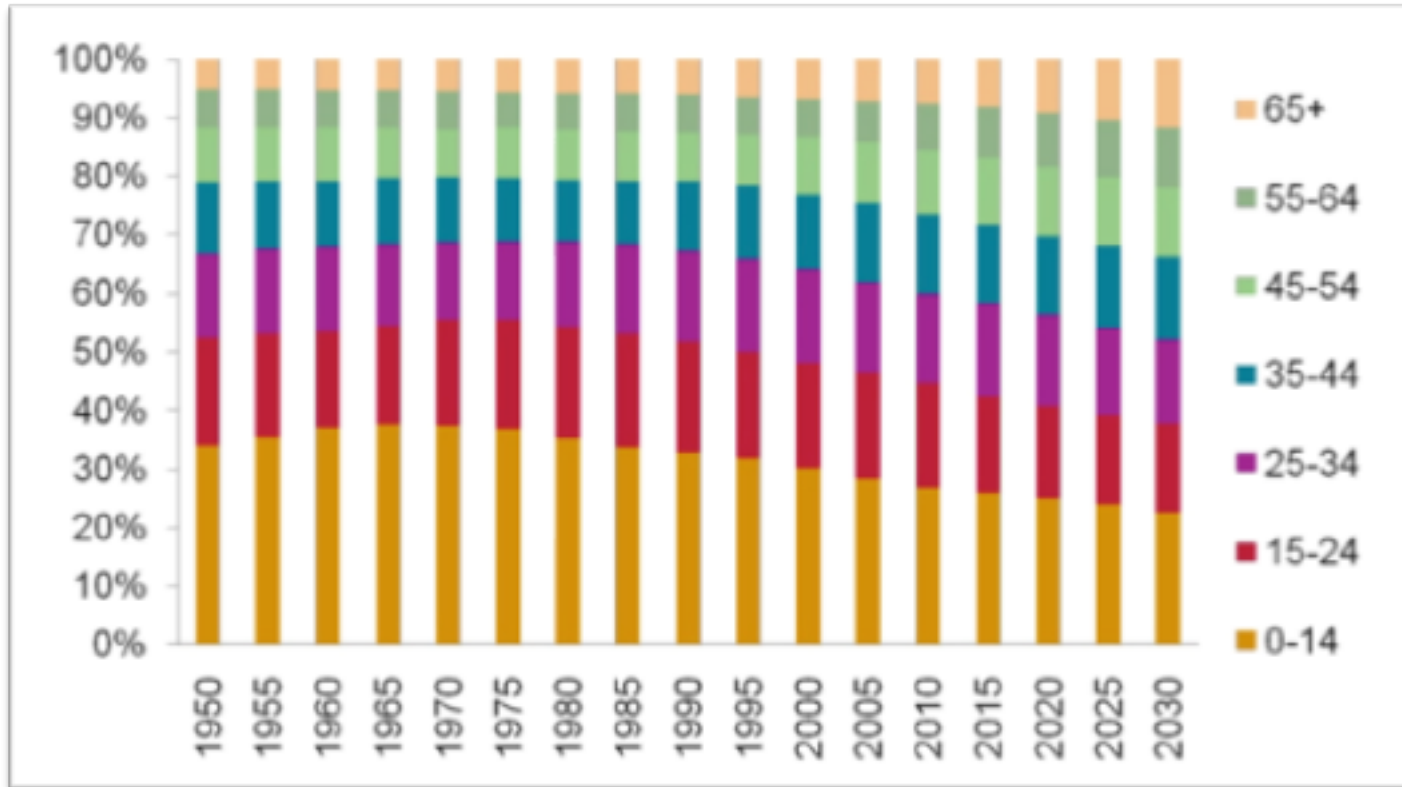
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- *Examine Workplace Demographics*
- *Review Research for Trends*
- *Next Generation Leadership Skills Gap*
- *Discuss Ways to Insulate/Protect Organization from the “Skills Gap”*
- *Explore 7 Crucial Competencies Required for Success in the 21<sup>st</sup> Century*

# *Generational Parade*

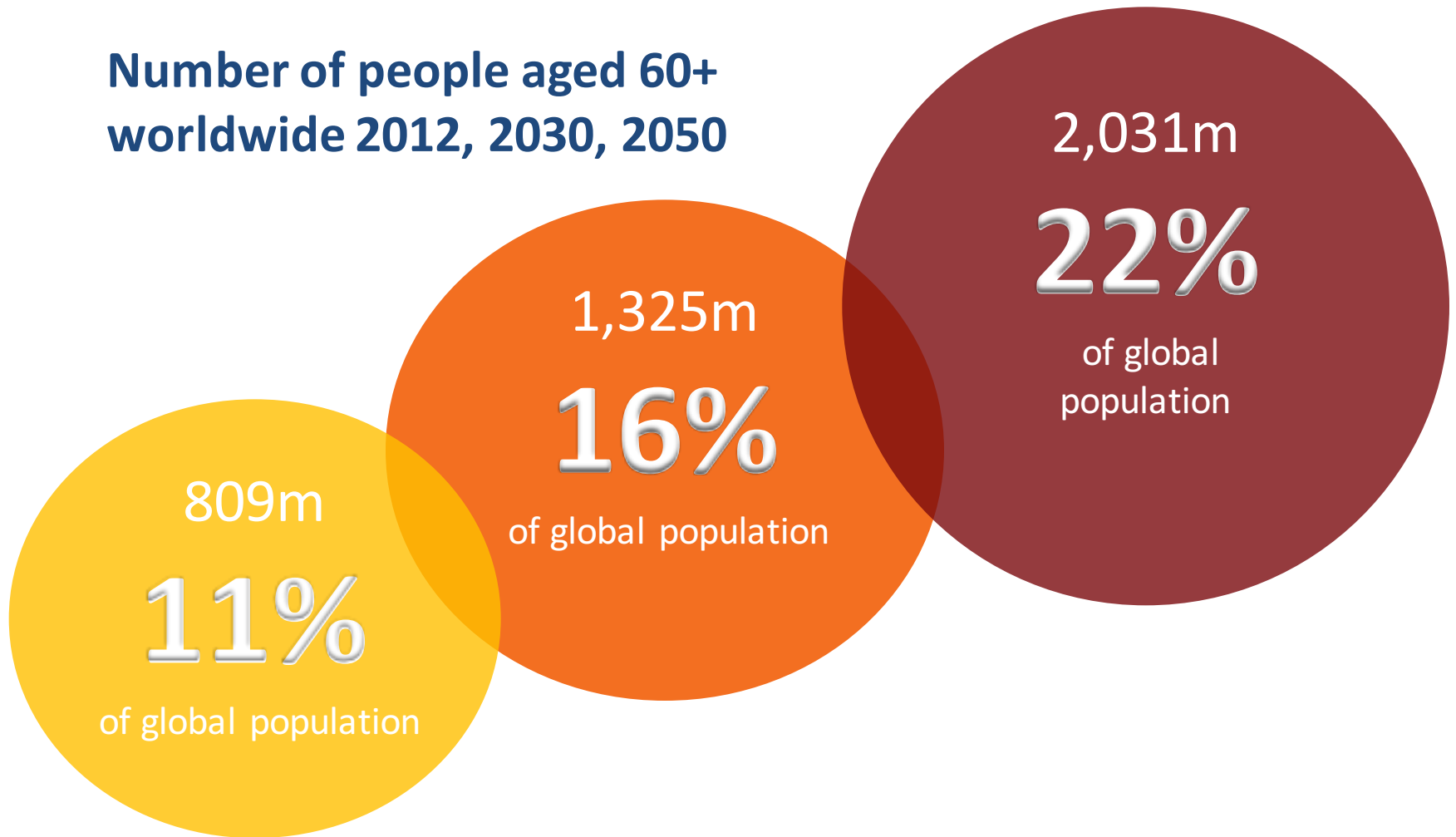


# Global Aging: 1950 to 2030



# Aging Population...It's a Global Trend

Number of people aged 60+ worldwide 2012, 2030, 2050

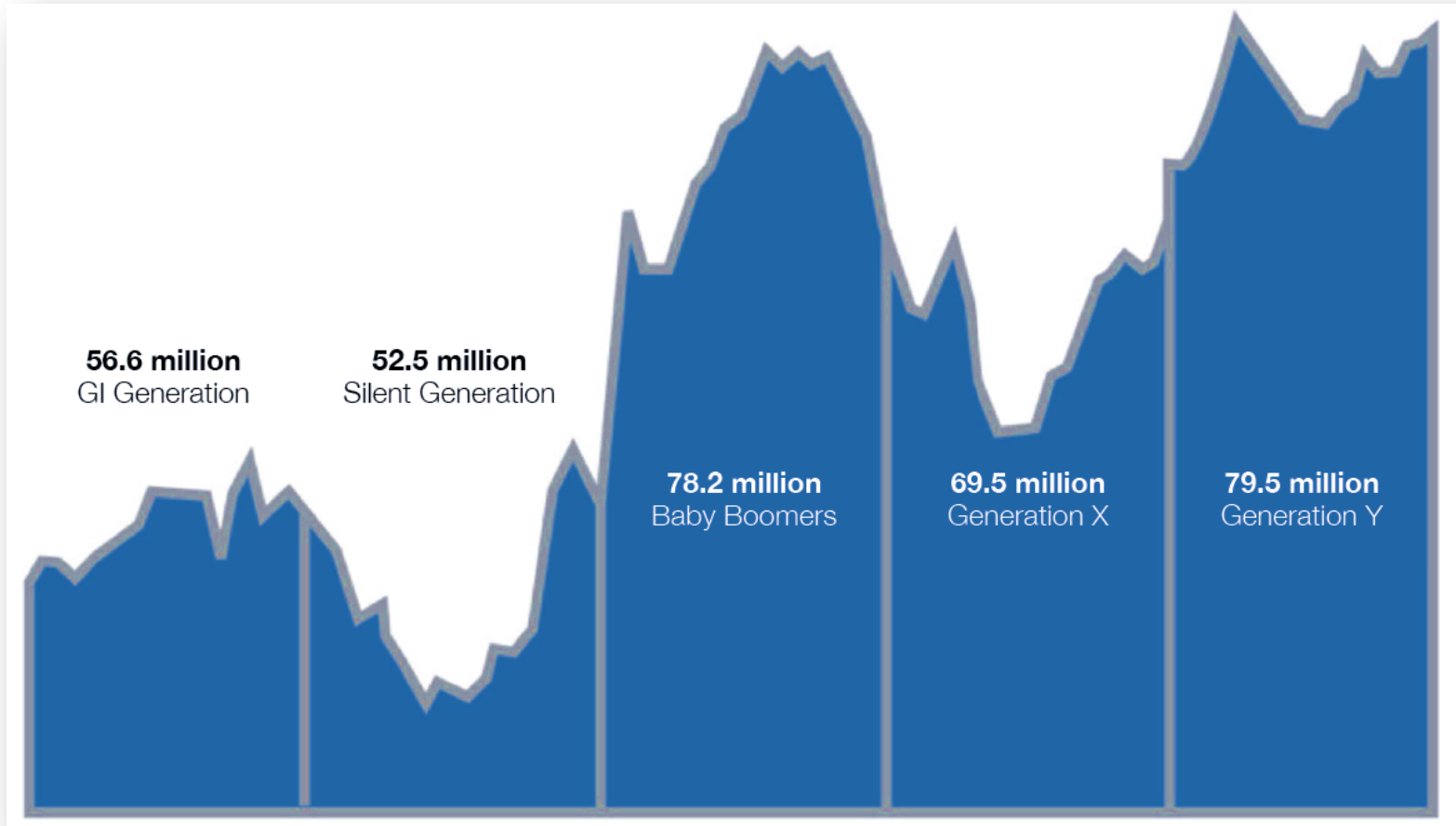


Source: UNDESA Population Division, Population Ageing and Development 2012, Wall Chart, 2012, UNDESA Population Division, World Population Prospects: the 2012 Revision, 2013. <http://www.un.org/esa/population/> (with prior written permission).

For the first time in  
history, people aged  
65+  
outnumber  
children under the age  
of 5

# The Impact of Demographics (US)

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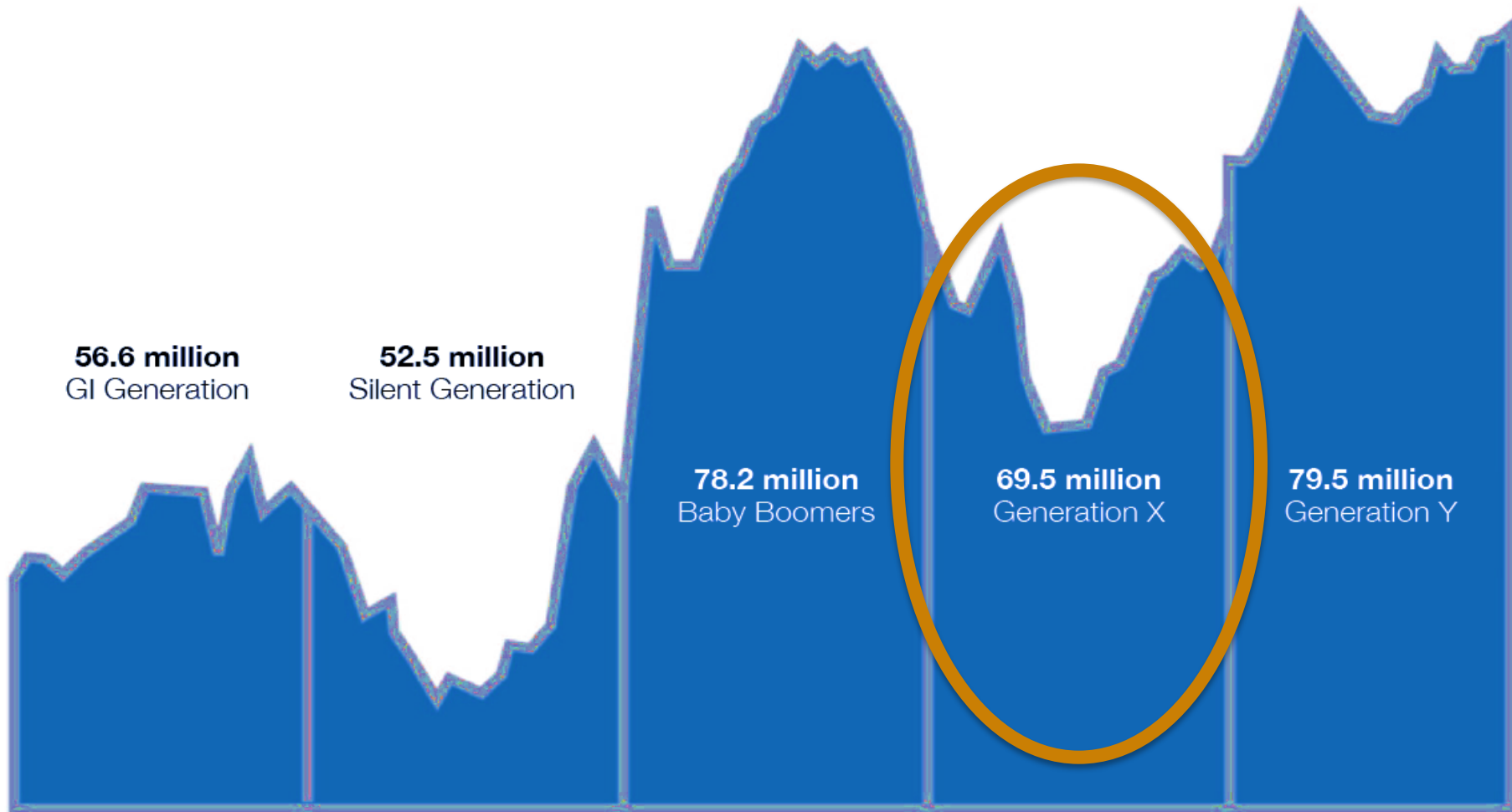
*Baby boomers are retiring at a rate of about one every four seconds.*



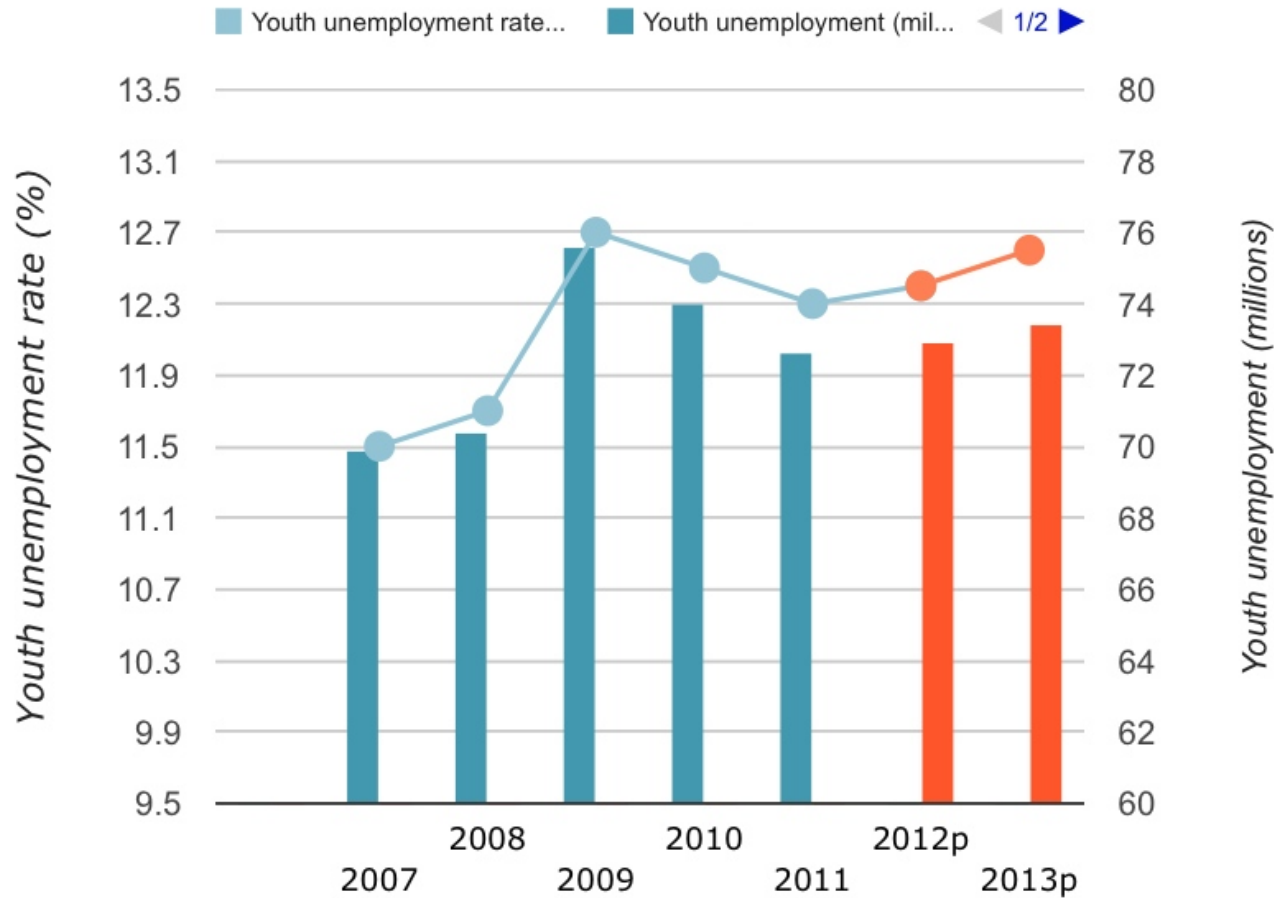


*We're OUTTA here!*

# The Impact of Demographics



# Global Youth (15-24) Unemployment



# Gen Y in the Workforce



Gen Y accounts for 35% of the  
US workforce (2012)

By 2025 Gen Y will account for  
75% of the global workplace

(US Bureau of Labor Statistics)

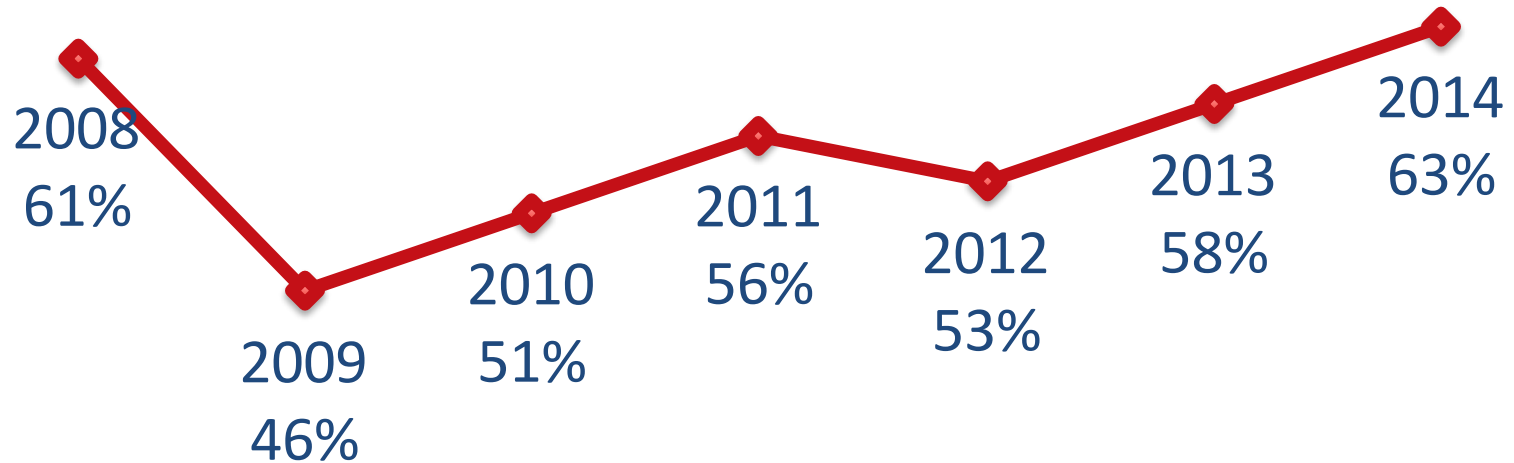


15% of Gen Y  
are already managers

*Are they prepared?*

(Millennial Branding 2012)

# % of CEO's Concerned About Finding Key Skills (PwC)



## Global Results

Base: All respondents (2014=1,344; 2013=1,330; 2012=1,258; 2011=1,201; 2010=1,198; 2009=1,124; 2008=1,150)

Source: PwC 17th Annual Global CEO Survey, [www.PwC.com/ceosurvey](http://www.PwC.com/ceosurvey), 2014

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# Capability Gaps

#1

- Urgent Priority- Global Leadership Development

70%

- Of Organization's "Capability Gaps" 1 of 5 Top Challenges

3-5

- Years to Make a Seasoned Professional Fully Productive

15%

- Corporate Training Spend Up This Year

87%

- Contend That Most US College Grads Lack the Most Important Skills to Succeed

Source: Bersin, Delete - The Corporate Learning Factbook 2014: Benchmarks, Trends, and Analysis of the US Training Market, Karen O'Leonard, January 2014.  
Source: Innovations Survey, Northeastern University, February 2014

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# Corporations...addressing the skills gap

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# *L&D Trends...what is the biggest concern for you?*

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## **Key themes:**

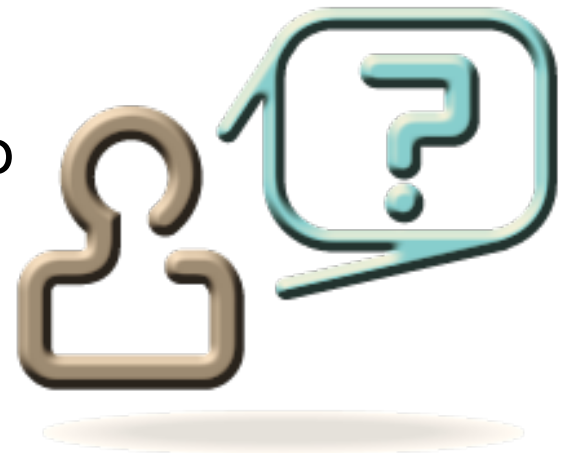
- **Aging workforce?**
- **Capability/skills gaps of emerging leaders?**
- **How to ramp up Gen Y quickly?**
- **Next generation leaders lacking key skills?**
- **Budget?**
- **Talent in the pipeline?**

## 5 Minute Discussion

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**Working with a partner, or small group discuss the following:**

1. Are any of these trends impacting your business yet? Which ones?
2. How are you adjusting your leadership development strategy to address these challenges?





# Trends in Executive Development 2014

## A Benchmark Report

05 Trends and Implications

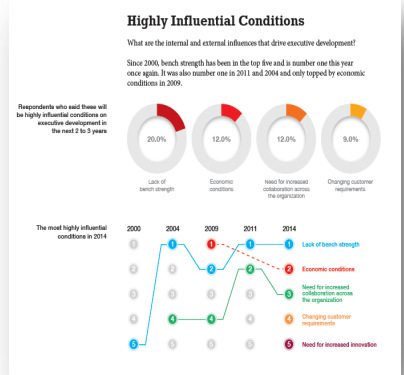
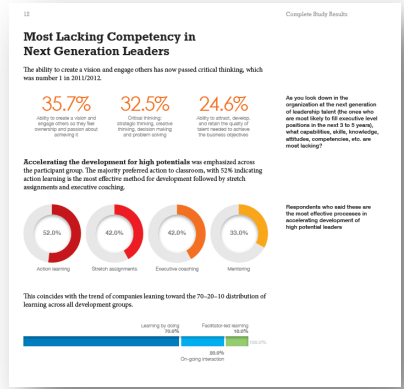
11 Complete Study Results

41 The Study

48 How to Benchmark Your Organization

ALWAYS LEARNING

PEARSON





*What are we doing  
to develop the next  
generation of  
leaders?*

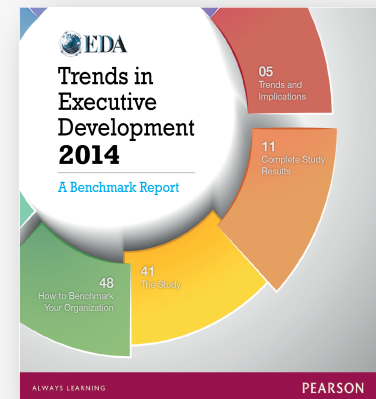
# Partial List of Participating Companies

- 3M
- Accenture
- Adidas
- Agilent Technologies
- Altria
- Army Officer Candidate School
- Aspen Skiing Company
- Assurant
- Asurion
- Austal
- Avery Dennison
- Bank of Singapore
- Banner Health
- BJC Health Care
- BNY Mellon
- Brava Corporation
- Caterpillar
- Chicago Transit Authority
- Children's Institute, Inc.
- Chiltern
- CNL Financial Group
- Comcast Corporation
- Continental Resources
- Cox Enterprises
- Dart
- Department of the Navy
- DHL
- Emdeon
- Express Employment Professionals
- FedEx Express
- FINO PayTech
- First Advantage
- Husky Energy
- International Enterprise Singapore
- Infotech Corporation
- Integra LifeSciences
- John Hopkins University
- Jurong Health Services
- Keyence
- Landcorp Farming
- Liberty Mutual Insurance
- McDonald's Corporation
- McGraw-Hill
- Memorial Healthcare System
- Merrill Gardens
- Navy Federal Credit Union
- North Carolina Department of Transportation
- Oklahoma Gas and Energy
- Ontario Public Service
- Paladino and Company
- Panduit
- Pearson
- Province of British Columbia
- Puppet Labs
- Quant Capita
- Robert Half International
- Reliance Industries Limited
- Rolls-Royce
- Royal Bank of Canada
- RS Components International
- Sapient
- Serco, Inc.
- Sidrapex
- SingTel
- Taconic
- Tata Power Company
- Texas Department of Agriculture
- Tennessee Department of Correction
- The Bon-Ton Stores, Inc.
- The Timken Company
- TJX Companies
- U.S. Military Academy
- Union of British Columbia Municipalities
- UnitingCare Health
- Unum
- United States Department of Agriculture
- Valero Energy
- Watsons Personal Care Stores

# Major Findings....

Organizations need the following for success:

- Create & Communicate Vision
- Critical Thinking
- **Bench strength - Need more**



## Major Findings, cont.

### **Most lacking** competencies in next gen leaders:

- Create & Communicate Vision & Inspire others
- Critical Thinking
- Ability to attract & retain top talent



## Generation Y

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Do they have **critical thinking** skills?



# Generation Y

## Employers' Ratings of Critical Thinking Skills by Population

<b>RATING</b>	<b>High School Grads</b>	<b>2yr College Grads</b>	<b>4yr College Grads</b>
<b>"Deficient"</b>	<b>70%</b>	<b>23%</b>	<b>9%</b>
<b>"Adequate"</b>	<b>30%</b>	<b>73%</b>	<b>63%</b>
<b>"Excellent"</b>	<b>0%</b>	<b>4%</b>	<b>28%</b>

Source: American Management Association, Critical Thinking Skills Survey 2010

# Generation Y

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- Can they effectively **communicate**?
- Do they have the capability to **develop relationships and collaborate**?



# Conversation with BFF

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# Date Night?

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# A Trip to the Museum

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# Coffee with friends

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# *Dinner with Friends*

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# A Day at the Beach

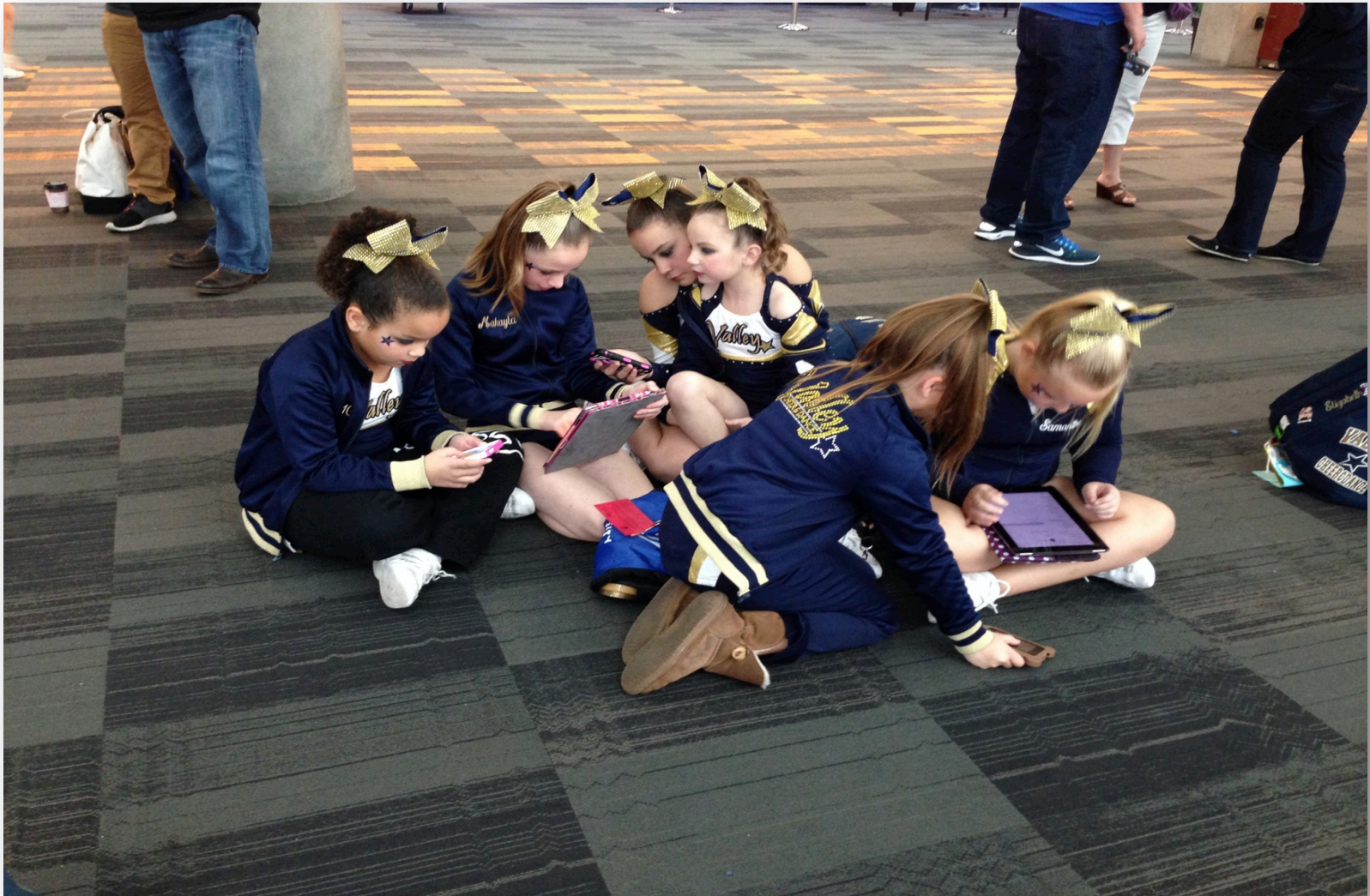
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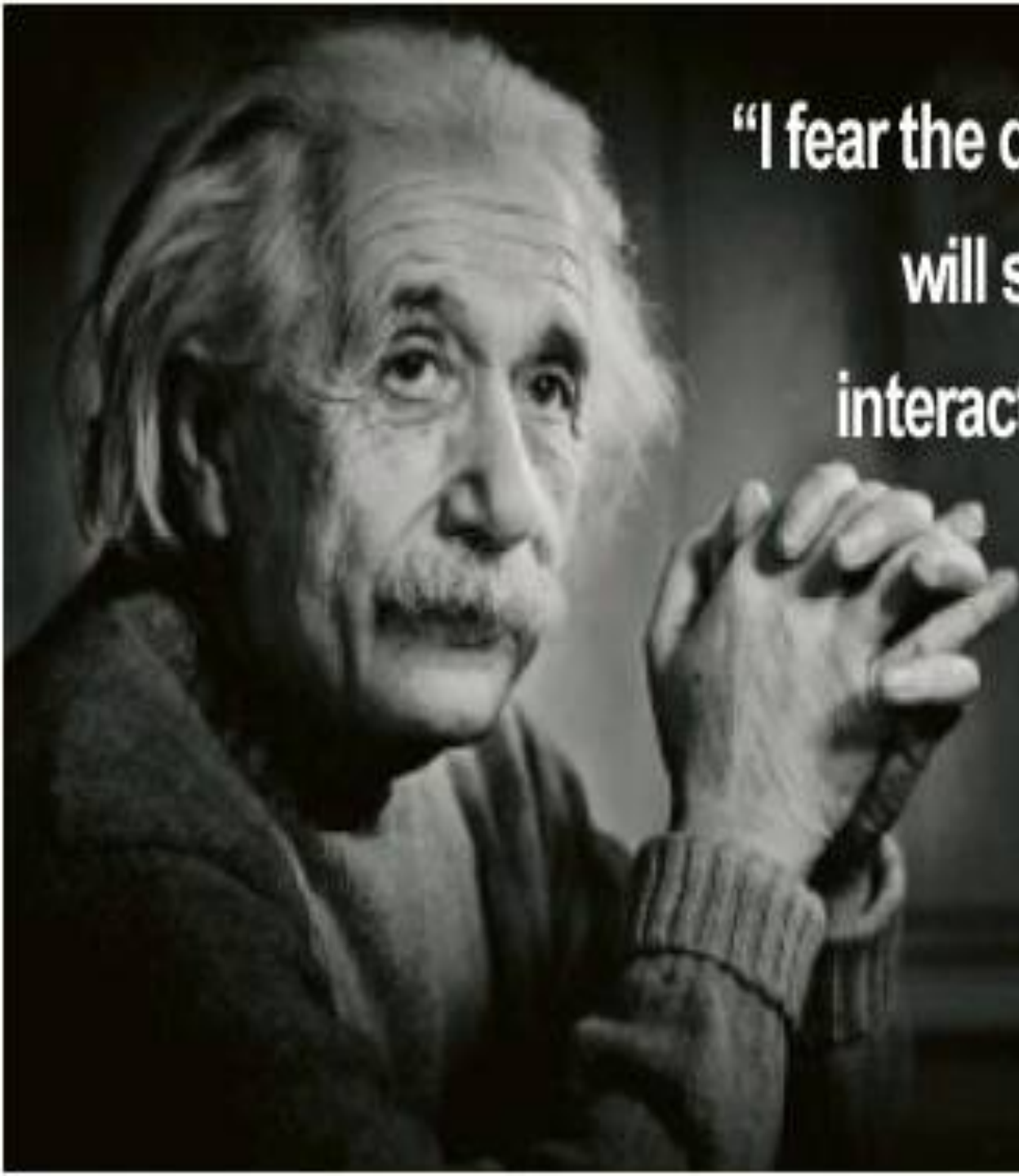


# Generation Y – Cheering on Your Team



# Generation Y – Participating on Teams





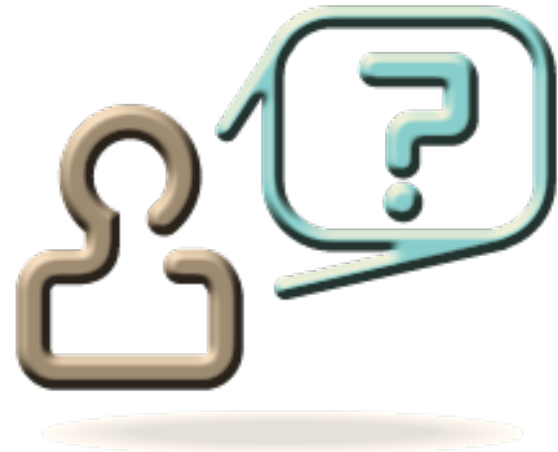
**“I fear the day that technology  
will surpass our human  
interaction. The world will  
have a generation  
of idiots.”**

*Albert Einstein*

## Over the next 5 – 9 years ...

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- How do we bridge the skills gap that our organization faces?
- How do we insulate & protect our organizations?
- How do we avoid the negative effects of this leadership shortage?



A blurred background showing several people in a meeting or office setting. The focus is on the text overlaid on the image.

# What can we do now?

**Hire & Develop “A”  
Players**

# As Many As Possible!

# Hire & Develop “A – Players”

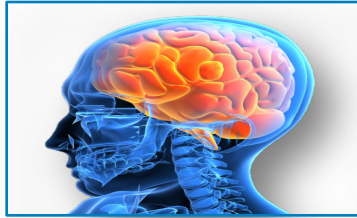
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- Talent needs to be #1 strategic priority or nothing else will be possible
- Look at every employee as a possible talent magnet
- Hire for potential not just past experience
- Develop your own talent - \$



What is the **DNA** of a  
**High Performer?**

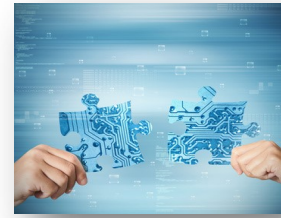
# 7 Crucial Competencies



METACOGNITION



ATTENTIONAL  
CONTROL



SENSEMAKING

*Cognitive  
Readiness*



INTUITION



PROBLEM  
SOLVING



ADAPTABILITY



COMMUNICATION

*Critical Thinking*

# 7 Crucial Competencies

## Critical Thinking



**INTUITION**



**PROBLEM  
SOLVING**



**ADAPTABILITY**



**COMMUNICATION**

# Brain Science



## System 2

Slow, logical,  
calculating,  
conscious and  
effortful

## System 1

Fast, emotional,  
subconscious,  
automatic,  
intuitive

# Elephant Brain



- Automatic, very little control – just happens
- Quickly makes assumptions to resolve ambiguity – once you put something into context – hard to get out
- Emotional content colors the rest of our thinking

# Intuition

- *Recognize Expert Intuition and Your Biases*
- *Develop and Trust Gut Reaction*

# Problem Solving

Keys to  
**CRITICAL  
THINKING**

**R**

ecognize Assumptions

**E**

valuate Arguments

**D**

raw Conclusions

Am I Solving the  
“Right” Problem

# *Adaptability*

The background of the slide features three ballerinas in black leotards and white tights, captured in a dynamic dance pose. They are standing on a light-colored floor against a plain white background. The ballerina in the foreground is in profile, with her right arm extended forward and her left leg raised high. The other two ballerinas are slightly behind her, also in similar poses, creating a sense of depth and movement.

*Change when  
change is required*

# Communication

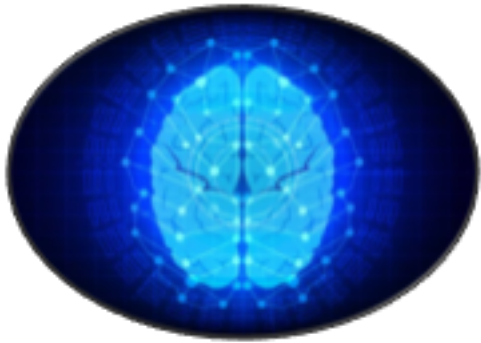


*Ability to Impact Others' Perceptions*

*The most important  
six inches on the  
battlefield are the  
ones between your  
ears.*



# Cognitive Readiness



*Metacognition*

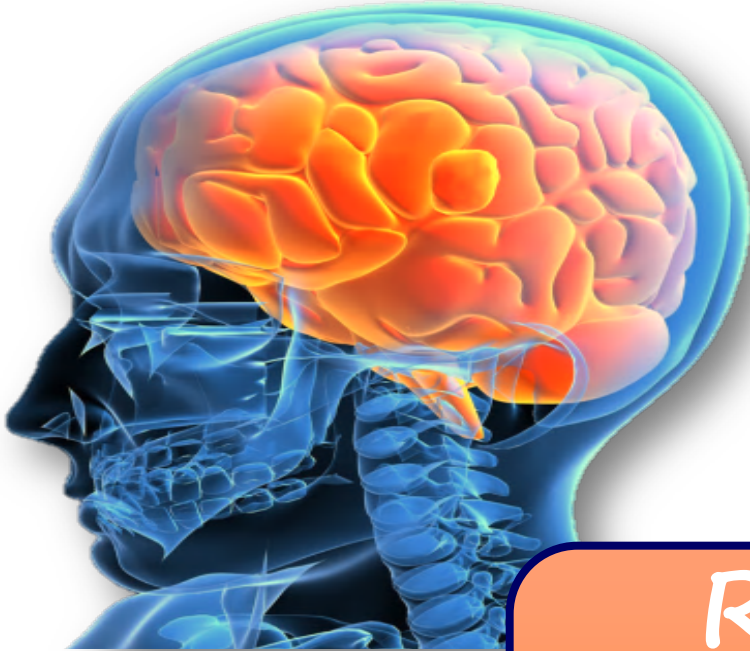


*Attentional  
Control*



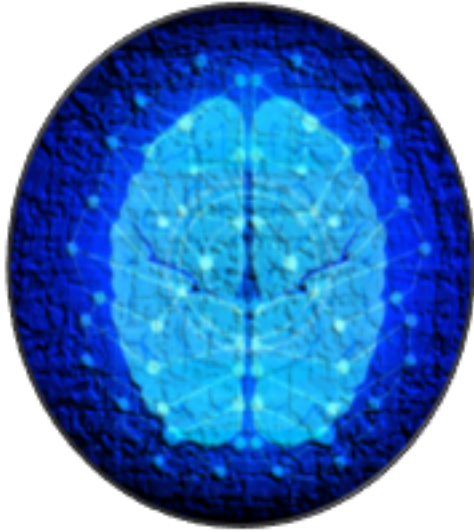
*Sensemaking*

# Metacognition



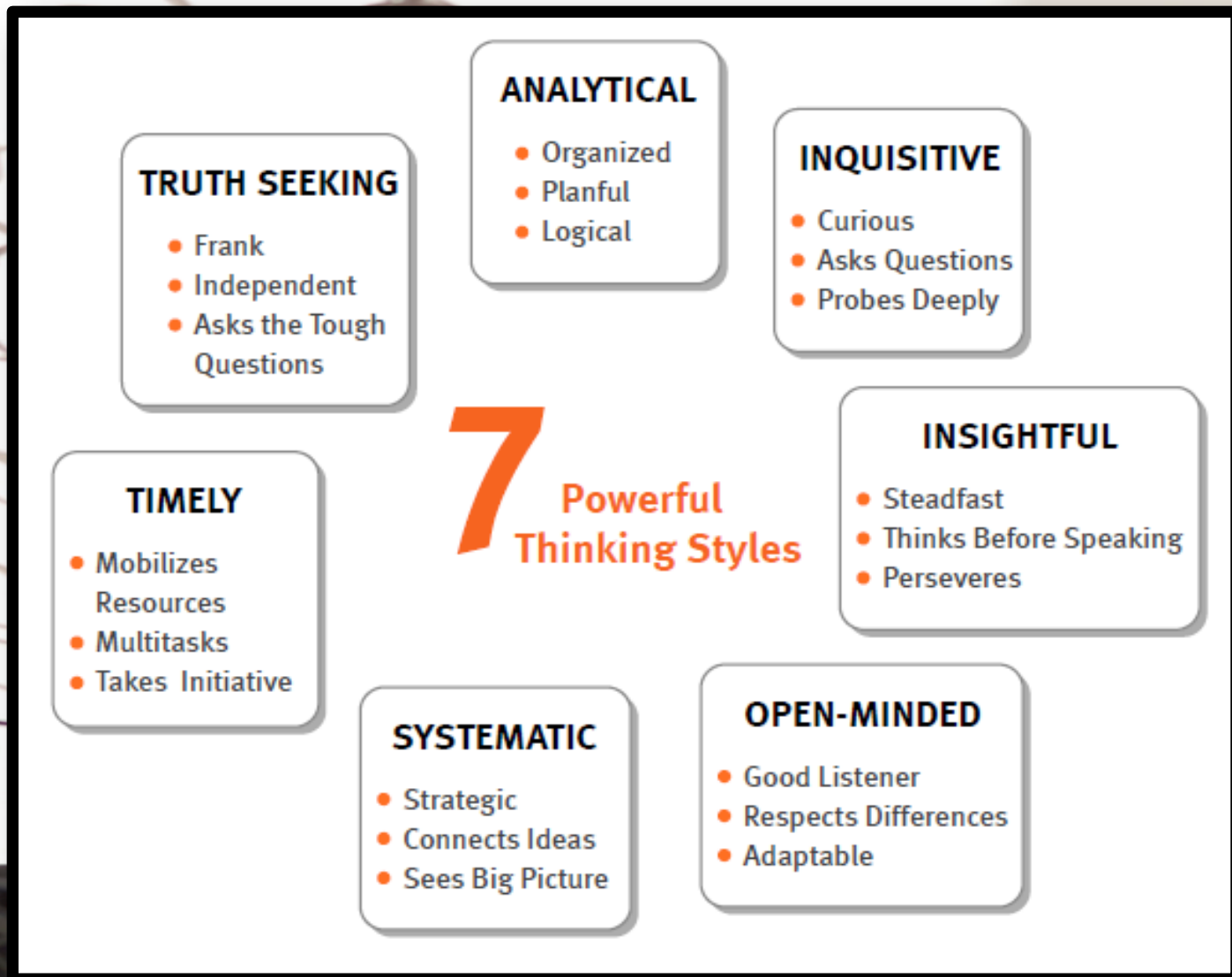
*Regulate your  
thoughts and  
emotions*

# METACOGNITION



- Thinking about your thinking
- Awareness and control of mental and emotional processes
- Skills: Reflective judgement, self-awareness, self-regulation

# 7 Thinking Styles



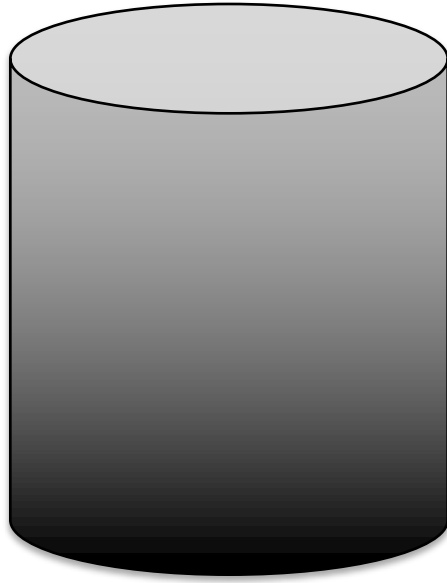
# Attentional Control



*“We cannot make the wrong decision fast enough to make it the right decision.”*

# Attentional Control

- Direct and Sustain Attention *Deliberately*
- Resolve Distractions
- Skills: Self-regulation, Mental Toughness, Mindfulness





# *Sensemaking*

*Understanding Connections to  
Estimate and Act*

*Situational Awareness, Anomaly  
Detection, Perspective Taking  
and Ambiguity Tolerance*

# Sensemaking



Future  
Trends,  
Events

*Interpreting Meaning  
and Making  
Connections*

# Always Old, Sometimes New

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- 
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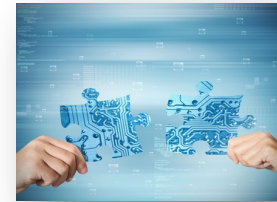
# 7 Crucial Competencies



**METACOGNITION**



**ATTENTIONAL CONTROL**



**SENSEMAKING**

*Cognitive Readiness*



**INTUITION**



**PROBLEM SOLVING**



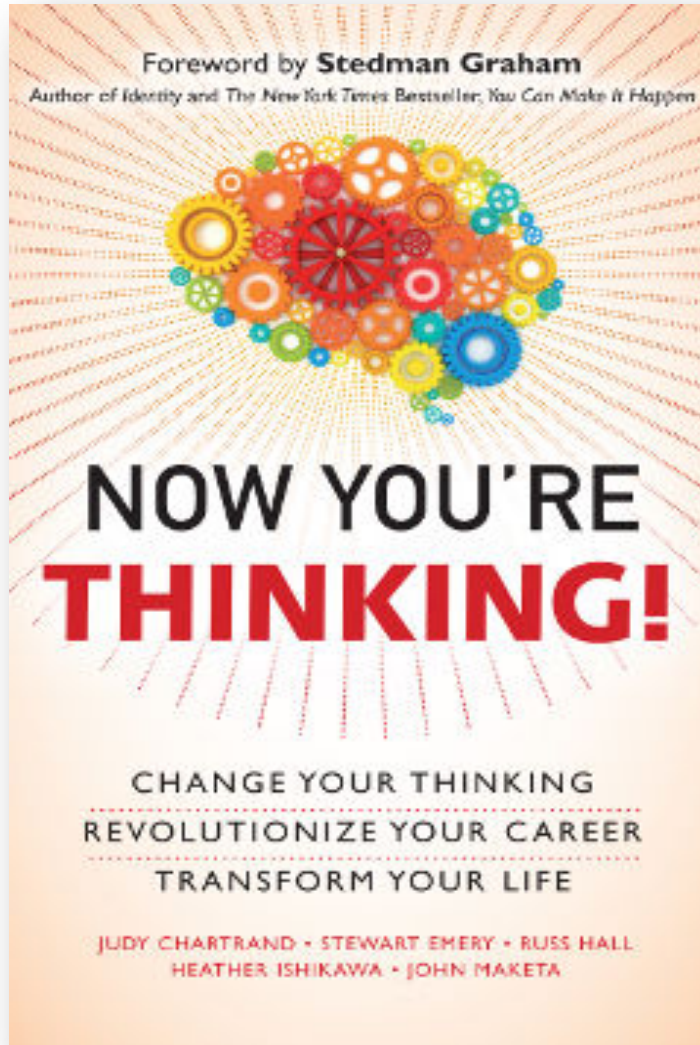
**ADAPTABILITY**



**COMMUNICATION**

*Critical Thinking*

# Now You're Thinking!





*Thank you!*

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Free resources:

[www.ThinkWatson.com](http://www.ThinkWatson.com)