

Developing Next Generation Leaders

Table 1 and table 3 are from the 2012 Center for Creative Leadership (CCL) Leadership Insights Survey, which was taken electronically by business, government, nonprofit, and education leaders. CCL received responses from 462 individuals from all sectors of the economy and at all organizational levels. The survey asked leaders to select competencies they deemed important for young people entering the workplace. Below is a summary of some of the key findings from that survey, as well as the results of a similar survey given to 85 NC business and economic development leaders at 8 regional “listening sessions” carried out as part of UNC’s strategic planning process.

Table 1 Source: CCL

| Center for Creative Leadership Five Most Important Competencies Today vs. 20 Years Ago | | | |
|---|-----|----------------------------|-----|
| Today | | 20 Years ago | |
| Self-Motivation/Discipline | 44% | Technical Mastery | 53% |
| Effective Communication | 40% | Self-Motivation/Discipline | 46% |
| Learning Agility | 29% | Confidence | 32% |
| Self-awareness | 26% | Effective Communication | 31% |
| Adaptability/Versatility | 22% | Resourcefulness | 20% |

In the CCL survey, self-motivation/discipline and effective communication skills were the highest rated competencies this year, followed by learning agility, self-awareness, and adaptability. Twenty years ago, self-motivation/discipline and effective communication were still among the top five seen as most important. However, the highest frequency choice then was technical mastery – a competency not at all among the top five competencies chosen as important today. Other skills that appear in the “20 years ago” list but not in today’s list include confidence and resourcefulness. It’s not that these qualities are no longer valued, but only that they have been replaced by learning agility, self-awareness, and adaptability — the latter three being more critical in the fast-paced, global context in which most organizations operate today.

Table 2 Source: Listening Sessions

| UNC Research and Economic Development Listening Sessions Most Important Competencies Today | |
|---|-----|
| Effective Communication | 89% |
| Integrity and Trust | 76% |
| Self-motivation/Discipline | 73% |
| Collaboration | 64% |
| Customer Focus | 53% |
| Adaptability/Versatility | 43% |

The results of our survey of NC business leaders, administered at 8 regional “Listening Sessions” were comparable to the national CCL survey results; both groups of respondents rated effective communication and self-motivation/discipline in the top three, illustrating the need for these skills both regionally and nationally. Interestingly, NC business placed a higher premium on integrity and trust and collaboration; the national group rated learning agility and self-awareness higher.

Table 3 Source: CCL

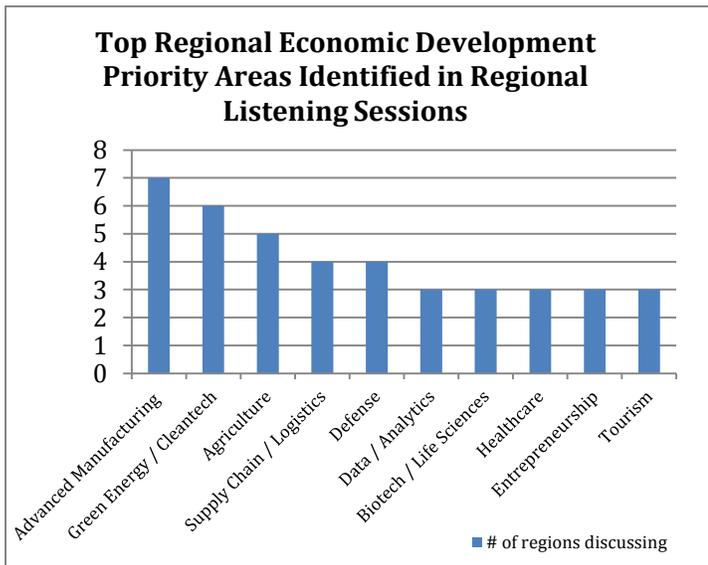
| Center for Creative Leadership Most Important Competencies 10 Years from Now | |
|---|-----|
| Adaptability/Versatility | 29% |
| Effective Communication | 26% |
| Learning Agility | 24% |
| Multi-cultural Awareness | 22% |
| Self-motivation/Discipline | 20% |
| Collaboration | 20% |

Looking at what respondents think will be *most important in the future* illustrates what skills may endure; effective communication and self-motivation/discipline appear on all four lists. Going forward, employers suggest they will also be looking for workers who have more adaptability and learning agility to adjust to the fast-changing business environment.

The CCL results and the results of our survey suggest that NC’s business leaders are attuned to the developmental needs of the next generation, and that the University has an important role to play equipping the people with the skills they need to succeed in the workplace today and into the future.

UNC Research and Economic Development Listening Sessions 2012

In a series of eight meetings facilitated by the Small Business Technology Development Center (SBTDC) in November and December 2012, UNC asked business leaders and economic developers across the state how campuses could most effectively help them and their regions grow and thrive over the next five years. Following is an overall summary of ideas and areas of emphasis.



What “hard” (degree programs/technical skills) and “soft” (Global, creative, entrepreneurial) skills do you need from UNC campuses over the next five years?

| Listening Sessions: Top 10 Hard Skills |
|--|
| Engineering |
| Biology |
| Chemistry |
| Computer Science |
| Finance & Accounting |
| Healthcare |
| Supply Chain / Logistics |
| Agriculture |
| Basic Math |
| Graphic Arts (design, video, photo) |

| Listening Sessions: Top 10 "Soft" Skills |
|--|
| Written and Oral Communication |
| Global / Multiculturalism |
| Entrepreneurship |
| Team Work |
| Working Across Disciplines |
| Problem Solving |
| Adaptability |
| Analytical Thinking |
| Planning Skills |
| Resilience |

How can the University help you grow business and/or communicate about business needs and interests?

Communication and Accessibility

- UNC needs to do a better job communicating relevant information with organizations in the community while concurrently working to make its resources (e.g. research, expertise, intellectual property, equipment, talks/conferences) more accessible.
 - Consider different communication media; podcasts personal phone call, social media
 - Push out relevant information related to university resources

Job Readiness

- UNC needs to serve as a talent pipeline for business, providing a well-trained job ready workforce.
 - Promote internships and experiential education

Form Deeper Relationships with the community

- UNC needs to forge stronger, more prismatic relationships with the communities that they serve
 - Executive speaker series
 - Faculty meet with promising startups — “dating”
 - Ongoing co-ops, internships and applied research

Resources for Lifelong Learning

- Continue to develop continuing education and methods for experience/competency to degree transfer for a broader demographic.
- Work with businesses to develop industry specific courses and certifications.

Research

- UNC needs to focus on translating research into solutions for community and business needs.
 - Streamline intellectual property transfer and speed up commercialization

What is your “one great idea” on the best ways the university can help businesses be successful?

- Focus on developing deep expertise—each university should be the best in the world at one thing.
- Continue to support and expand key community resources (e.g. applied research/rapid prototyping centers, industry conferences).
- Invest in strategic growth areas and clusters (e.g. multi-university aerospace program).
- Promote more UNC- industry partnerships for government research.
- Blur the lines between the university, community, business and the community colleges.
- Work with business leaders to develop deeper and more sustainable partnerships.