



# Lifelong Learning in the Global Knowledge Economy: skills and competences of the future economies

## Ugnius Savickas

Senior consultant for innovation and entrepreneurship at ISM university;

Head of ISM Innobase and startup mentor

Executive education programme designer at ISM Executive school;

Volunteer for social innovation initiatives

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## Why me?

- 20 years in Executive education industry
- Lecturer and trainer for many major brands in Lithuania
- Personal entrepreneurial experience in consultancy, professional service, restaurant and manufacturing industries
- Recent 7 years with ISM university
- Recent 5 years heavily in futurology and organisational trends
- And because I am sure - education industry is lagging behind the needs and ecosystem requirements

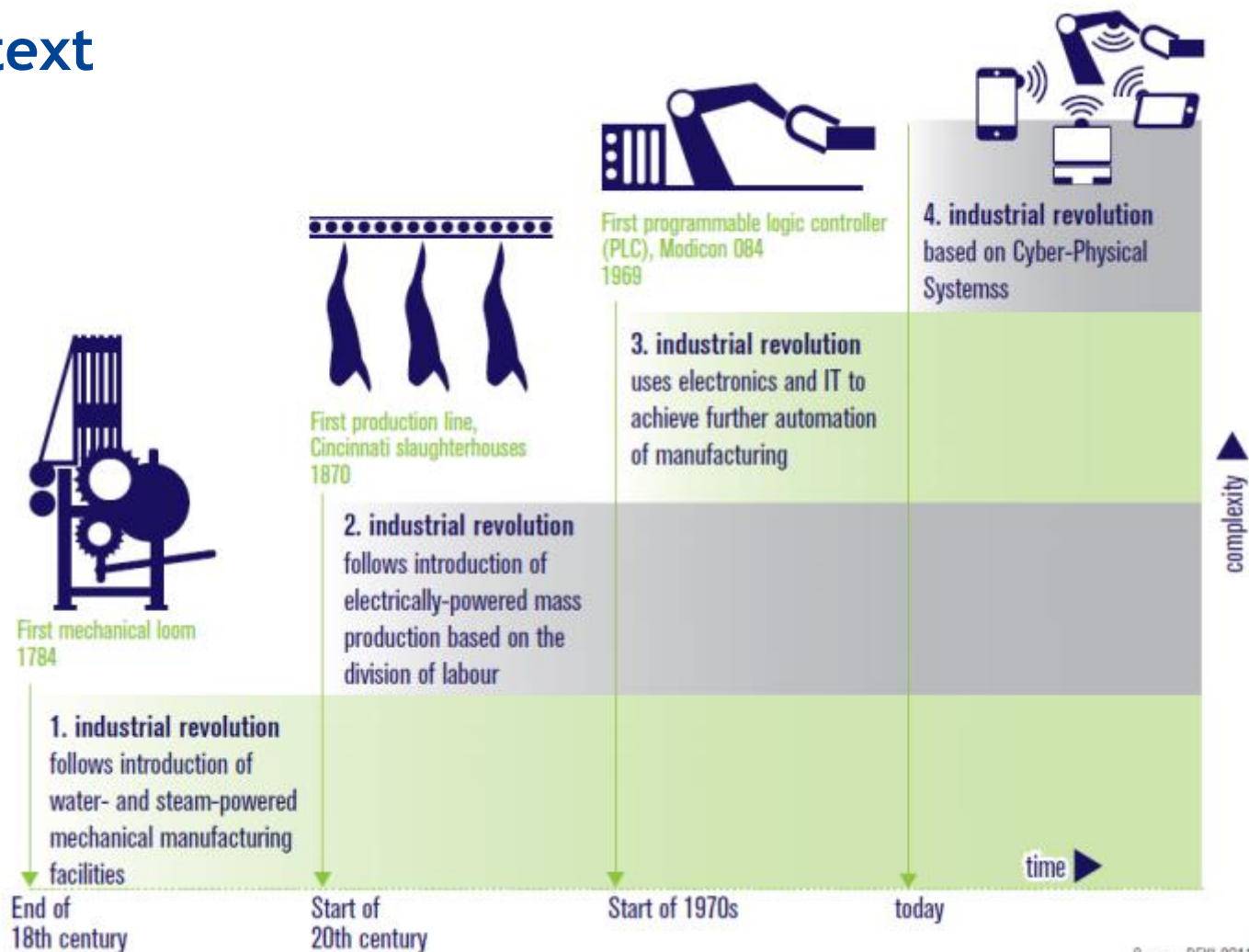
## Context



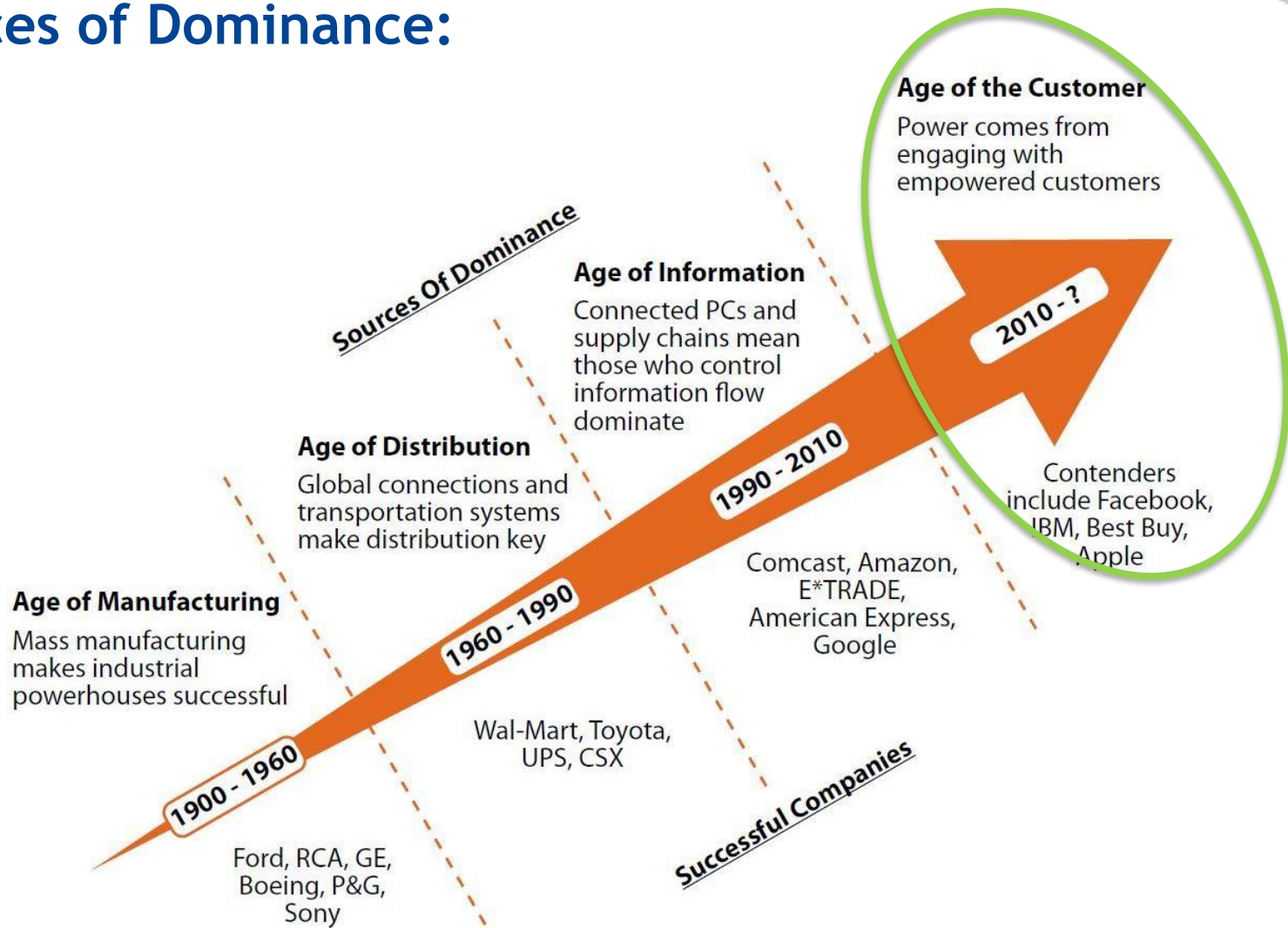
### Navigating the next industrial revolution

Revolution	Year	Information	
	1	1784	Steam, water, mechanical production equipment
	2	1870	Division of labour, electricity, mass production
	3	1969	Electronics, IT, automated production
	4	?	Cyber-physical systems

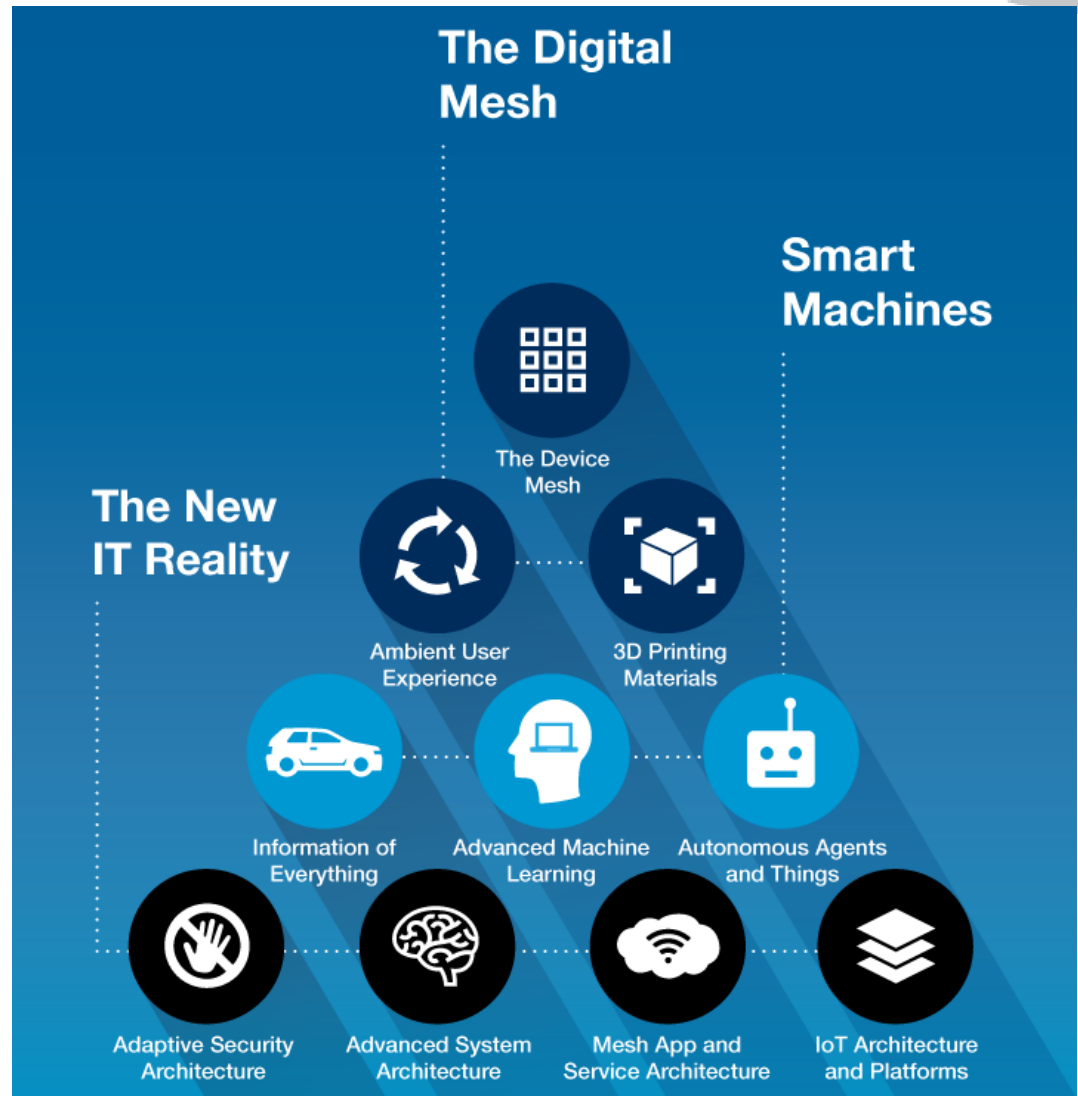
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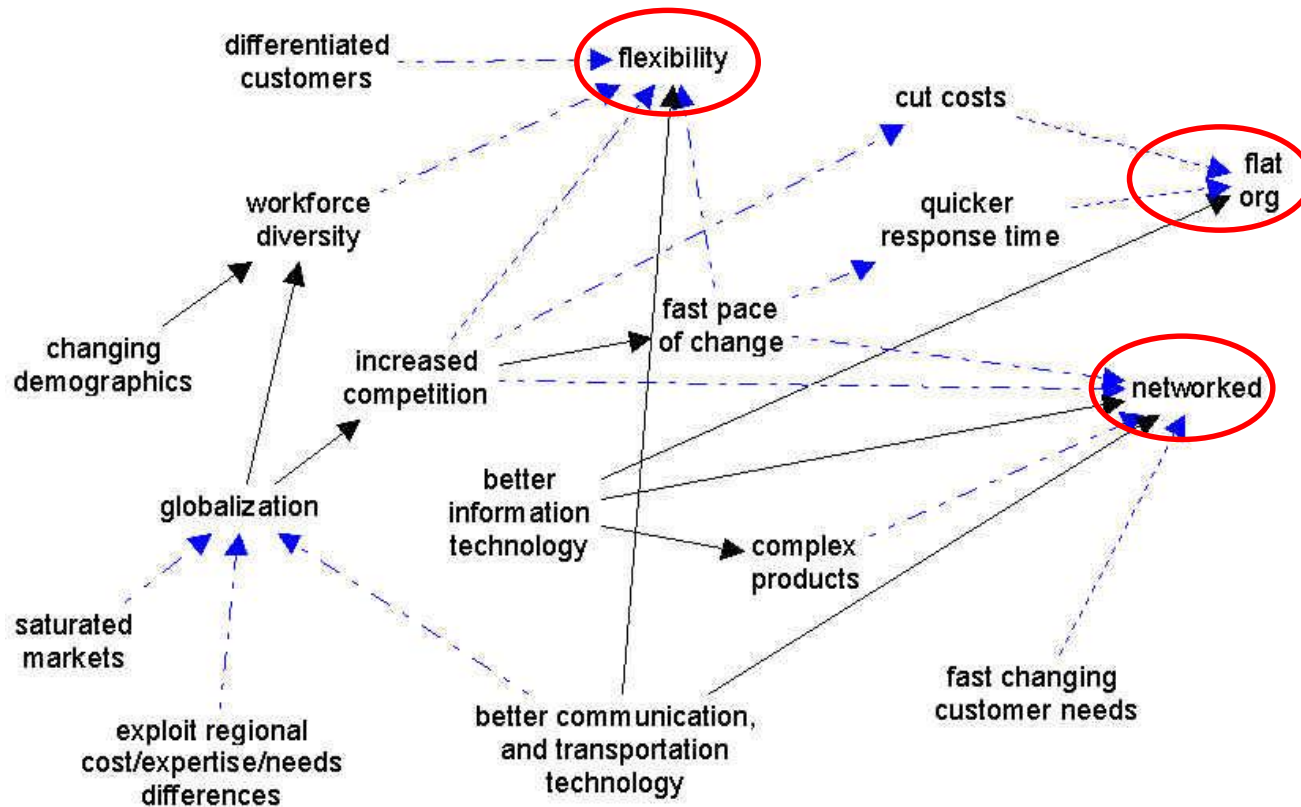
## Sources of Dominance:



## Technology trends



## Organisational trends



- Multisided platforms – networked organisations;
- Lean and flexible structures;
- Maximum transparent and decentralized management;
- Engaging and flexible / individualized business culture;
- More coordinating than managing;
- Need to recognize technology, customer, market and society trends.



## Context: hard knowledge is not enough

### Leaders then

**NOKIA**

 **Polaroid**



### Leaders now

**facebook**

**Google**





## Employee trends

- Most popular positions today didn't even exist 5 years ago (not to mention 10 years ago)
- 35% of core competencies will change definitely by 2020
- 65% of kids starting school today, will be working in a positions we cannot even imagine now
- 2 bln workplaces will dissaper by 2030 (futurist Thomas Frey)

## Skills stability, 2015 - 2020, industries overall

Industry group	Unstable	Stable
<b>Industries Overall</b>	<b>35%</b>	<b>65%</b>
Media, Entertainment and Information	27%	73%
Consumer	30%	71%
Healthcare	29%	71%
Energy	30%	70%
Professional Services	33%	67%
Information and Communication Technology	35%	65%
Mobility	39%	61%
Basic and Infrastructure	42%	58%
Financial Services & Investors	43%	57%

Source: Future of Jobs Survey, World Economic Forum.

## TOP 10 skills

### in 2020

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1. Complex Problem Solving
2. Critical Thinking
3. Creativity
4. People Management
5. Coordinating with Others
6. Emotional Intelligence
7. Judgment and Decision Making
8. Service Orientation
9. Negotiation
10. Cognitive Flexibility

### in 2015

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1. Complex Problem Solving
2. Coordinating with Others
3. People Management
4. Critical Thinking
5. Negotiation
6. Quality Control
7. Service Orientation
8. Judgment and Decision Making
9. Active Listening
10. Creativity

## Context

### From

- Knowledge Management
- Controlling
- Programming
- Management commodities
- Teaching
- Institutions

### To

- Knowledge Productivity
- Sharing
- Flexibility (content and delivery)
- Reality
- Learning
- Communities

# Context

### Significance of barriers to change, industries overall

Share of respondents reporting barrier, %



Source: Future of Jobs Survey, World Economic Forum.

Note: Names of barriers have been abbreviated to ensure legibility.

## What we do know?

- Digitalization as global trend in many industries
- Employees: from assets to value/talents/partners
- Learning is a non stop experience (experience economy)
- Management subjects are commodities
- Gap between research and reality
- Need for individualized learning (content)
- Need for flexibility (processes, learning methods)
- Need for multiple experiences (more schools)
- Need for crosscultural multinational experiences

## How the future economy will look like?

- Rise of the Care and Shared Economy
- Free talents and virtual teams
- Start-ups and „disruptive forces“ rising from underdeveloped economies
- Electronic currency and fintech rise
- Demographic change of the consumers
- Resource efficiency and eco themes
- Robotization and digitalization
- Big data trap



## What competences will ensure success in the future?

- Empathy;
- Intuition;
- Creativity, creative problem solving;
- Critical and complex thinking;
- Emotional intelligence;
- Persuasion;
- Teaching others.

Very soft, transferable, yet never touched clearly during the learning (education) process.

## What shall we do?

### Short term:

- Transformation of HR function in organisations
- HR data analysis and usage (competency models)
- Talent diversity – no excuses
- Flexible working agreements and virtual talent platforms

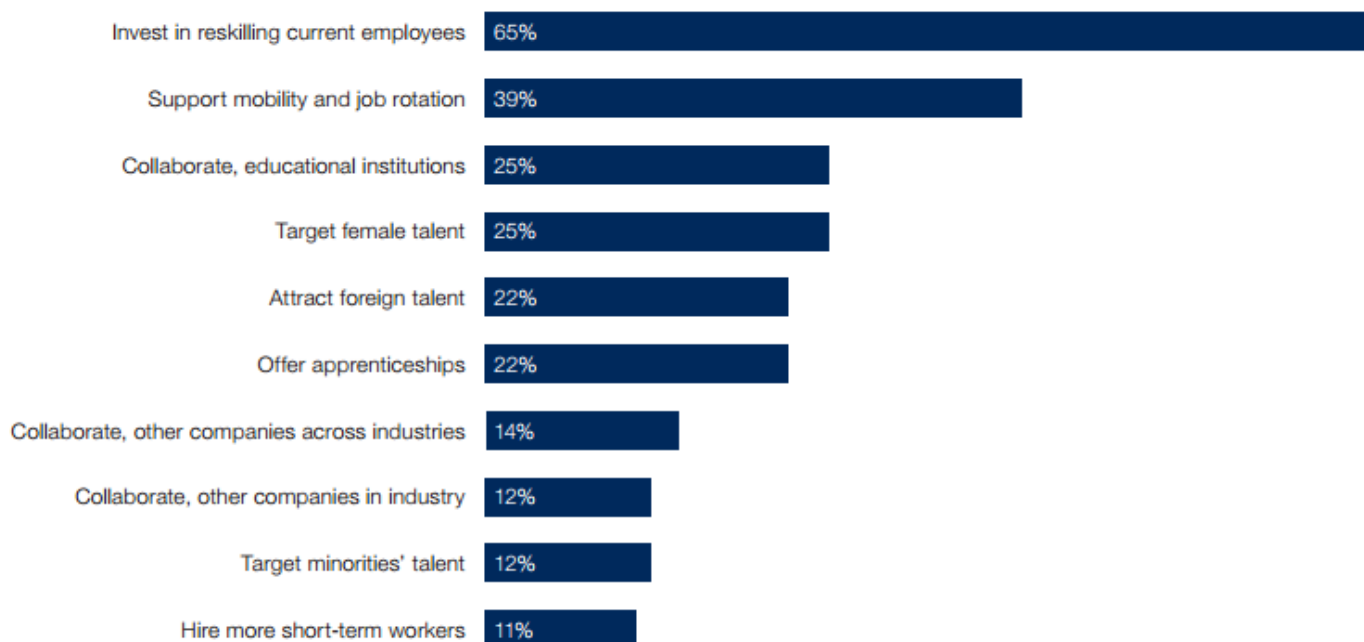
### Long term:

- Rethinking institutional learning systems
- Life long learning implementation at work
- Cross industrial and cross sectoral collaboration

## What shall we do?

### Future workforce strategies, industries overall

Share of respondents pursuing strategy, %



Source: Future of Jobs Survey, World Economic Forum.

Note: Names of strategies have been abbreviated to ensure legibility.

## **Our contribution and open call for partners:**

- International executive MBA - launched
- Global MBA (for Baltic Sea region) – under construction
- International Blended learning platform (for Baltic Sea region) – under construction

ISM



Ugnius Savickas



[ugnius.savickas@ism.lt](mailto:ugnius.savickas@ism.lt)



+370 650 93397