

Solve Problems

- Solve different kinds of non-familiar problems in both conventional and innovative ways
- Identify and ask significant questions that clarify various points of view and lead to better solutions

Agility and Adaptability

The shift from hierarchal authority that tells you what to do to a team-based environment has been both rapid and profound. Similarly, the intensifying rate of change, the overwhelming amount of data, and the increasing complexity of problems that individuals and teams face every day in their work are dramatic new challenges for everyone.

Adapt to Change

- Adapt to varied roles, jobs responsibilities, schedules and context
- Work effectively in a climate of ambiguity and changing priorities

Be Flexible

- Incorporate feedback effectively
- Deal positively with praise, setbacks and criticism
- Understand, negotiate and balance diverse views and beliefs to reach workable solutions, particularly in multi-cultural environments

Curiosity and Imagination

These are key factors not only in solving problems, but also in developing new or improved products and services needed in our global society. These dispositions will be our competitive edge in the future. We need those who can think in disciplined ways, but also those who have burning curiosity and a lively imagination; the true knowledge worker.

Think Creatively

- Use a wide range of idea creation techniques (such as brainstorming)
- Create new and worthwhile ideas (both incremental and radical concepts)
- Elaborate, refine, analyze and evaluate ideas in order to improve and maximize creative efforts

Work Creatively with Others

- Develop, implement and communicate new ideas to others effectively
- Be open and responsive to new and diverse perspectives; incorporate group input and feedback into the work
- Demonstrate originality and inventiveness in work and understand the real world limits to adopting new ideas
- View failure as an opportunity to learn; understand that creativity and innovation is a long-term, cyclical process of small successes and frequent mistakes

Implement Innovations

- Act on creative ideas to make a tangible and useful contribution to the field in which the innovation will occur

Initiative/Entrepreneurialism

Leaders today want to see individuals that take more initiative and even be entrepreneurial in terms of the ways to seek out new opportunities, ideas and strategies for improvement.

Manage Goals and Time

- Set goals with tangible and intangible success criteria
- Balance tactical (short-term) and strategic (long-term) goals
- Utilize time and manage workload efficiently

Work Independently

- Monitor, define, prioritize and complete tasks without direct oversight

Be Self-directed Learners

- Go beyond basic mastery of skills and/or curriculum to explore and expand one's own learning and opportunities to gain expertise
- Demonstrate initiative to advance skill levels towards a professional level
- Demonstrate commitment to learning as a lifelong process
- Reflect critically on past experiences in order to inform future progress

Effective Oral and Written Communication Skills

As more and more people are working in “virtual” offices, the ability to express one's views clearly and to communicate effectively across cultures is becoming increasingly valuable. Communication via email, and google hang-outs, requires the ability to communicate one's thoughts clearly and concisely but also the ability to create focus, energy and passion.

Communicate Clearly

- Articulate thoughts and ideas effectively using oral, written and nonverbal communication skills in a variety of forms and contexts
- Listen effectively to decipher meaning, including knowledge, values, attitudes and intentions
- Use communication for a range of purposes (e.g. to inform, instruct, motivate and persuade)
- Utilize multiple media and technologies, and know how to judge their effectiveness a priori as well as assess their impact
- Communicate effectively in diverse environments (including multi-lingual)

Access and Analyze Information Skills

In the twenty-first century, we have to manage an astronomical amount of information flowing into our lives on a daily basis. We have to be able to access and evaluate information from many different sources.

Access and Evaluate Information

- Access information efficiently (time) and effectively (sources)
- Evaluate information critically and competently

Use and Manage Information

- Use information accurately and creatively for the issue or problem at hand
- Manage the flow of information from a wide variety of sources
- Apply a fundamental understanding of the ethical/legal issues surrounding the access and use of information

Collaboration

The skillfulness of individuals working with networks of people across boundaries and from different cultures has become an essential prerequisite for a growing number of multinational corporations.

Collaborate with Others

- Demonstrate ability to work effectively and respectfully with diverse teams
- Exercise flexibility and willingness to be helpful in making necessary compromises to accomplish a common goal
- Assume shared responsibility for collaborative work, and value the individual contributions made by each team member

Resources/Excerpts from:

<http://www.p21.org/our-work/p21-framework>

Wagner, T., *The Global Achievement Gap*, Basic Books, New York, NY. (2008)