CIHE

LEADERSHIP FOR BUSINESS AND HIGHER EDUCATION

Global Graduates into Global Leaders

David Docherty

Chief Executive, CIHE

Going Global 2012

Global Attributes

CIHE

LEADERSHIP FOR BUSINESS AND HIGHER EDUCATION

“I think we’re starting to see a particular generation where they think of themselves as quite literally world citizens. I don’t mean conceptually. I mean they see the world as boundary less: that they are able to move, shift, work anywhere, and do anything.” (Prudential)

“I think cultural dexterity is important: an ability not to impose one’s own culture on another, to be sensitive to other cultures and how to do business in different environments.”
(PWC)

CIHE

LEADERSHIP FOR BUSINESS AND HIGHER EDUCATION

Global Competencies	Mean Ranking
An ability to work collaboratively with teams of people from a range of backgrounds and countries	8.2
Excellent communication skills: both speaking and listening	7.5
A high degree of drive and resilience	5.6
An ability to embrace multiple perspectives and challenge thinking	5.4
A capacity to develop new skills and behaviours according to role requirements	4.6
A high degree of self-awareness	4.4
An ability to negotiate and influence clients across the globe from different cultures	4
An ability to form professional, global networks	3.9
An openness to and respect of a range of perspectives from around the world	3.6
Multi-cultural learning agility (e.g. able to learn in any culture or environment)	2.4
Multi-lingualism	1.7
Knowledge of foreign economies and own industry area overseas	1.7
An understanding of one's position and role within a global context or economy	1.6
A willingness to play an active role in society at a local, national and international level.	0.5

CIHE

LEADERSHIP FOR BUSINESS AND HIGHER EDUCATION

What are businesses doing with their talent?

International Graduate Development Programme (IGDP) at BG Group

- Structured two year programme to give young professionals management skills and hands on experience in different locations
- Candidates do at least one international assignment and also will work in one of BG's many international locations on completion
- *"It's a truly multi-cultural company – there are people from all around the world here and there's a great interaction between them. You can see there are people from everywhere – Oman, Egypt, the UK, Kazakhstan – and it's good to have several nationalities in the same team"*

CIHE

LEADERSHIP FOR BUSINESS AND HIGHER EDUCATION

What are businesses doing with their talent?

Global Marine Careers at Lloyd's Register

- Two year graduate programme followed by a further two years on-the-job surveying to gain Chartered Engineer status
- Transfer abroad is expected during the course of the programme, with many UK graduates going through a series of rotations
- Graduates can rotate across both Europe and the rest of the world – they are expected to be "globally mobile"
- *"One of the greatest experiences is having the chance to be part of a team with so many talented colleagues from around the world and sharing our experiences helps us to develop as professional engineers"*

CIHE

LEADERSHIP FOR BUSINESS AND HIGHER EDUCATION

What needs to be done

HEIs

- Enrich students' learning experience through extra-curricular activities
- Help students to develop a platform of highly agile learning skills
- Provide opportunities to study overseas or work with global project teams addressing problems within a global context

Employers

- Look for evidence of global competence in graduate applicants
- Interact with potential talent giving a taste of global business activity through competitions, challenges, social media
- Develop global graduate programmes and competency frameworks
- Encourage and facilitate internal and external global networking

CIHE

LEADERSHIP FOR BUSINESS AND HIGHER EDUCATION

What needs to be done

Young people

- Seek out opportunities to gain rich *life* experiences and to develop *life* skills (exposure to difference cultures/societies)
- Build aspirations for a globally oriented career whilst at school
- Gain work experience with a global organisation through placement, internship or entrepreneurial activity
- Incorporate study overseas in learning experience (eg Erasmus)

Government

- Review opportunities for international talent to benefit UK-based companies
- Incentivise HEIs to offer affordable transnational exchange programmes and sandwich course