
THE TALENT IMPERATIVE IN THE NEW GLOBAL REALITY

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Observation 1: In this profoundly changing world, talent will be a core differentiator among economies, societies, companies



“Due to recent technological advances, everything I taught you about computers is no longer valid.”

- We need to avoid **“status quo-ism”**
 - in a profoundly changing world, the status quo cannot be a long term strategy for success
- We need to combat **“short term-ism”**
 - it is hard to build for the future with a quarterly mindset
- We need to resist **“complacency”**
 - adaptation requires heading in the right direction at the right speed ...
 - As Yogi Berra noted, if you don't know where you're going, you don't know when you're lost.”

Observation 2: Technology is at a new inflexion point --- expect “disruptive innovations” --- and early adapters reap disproportionate gains

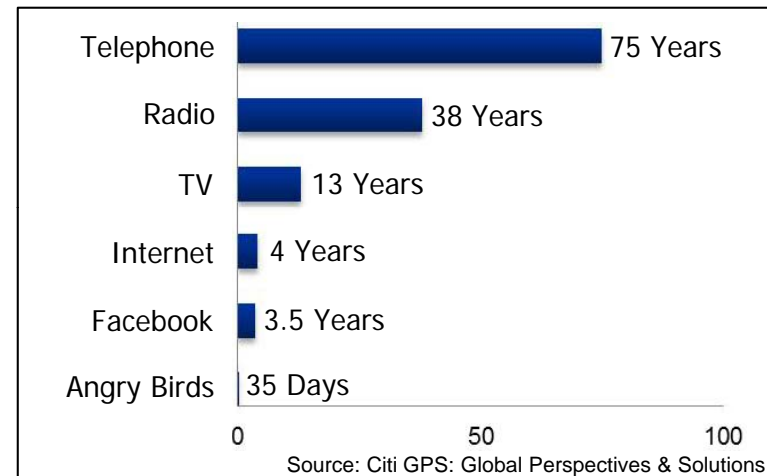
THE “DISRUPTORS”

- ✓ The Internet of things
- ✓ Advanced oil and gas exploration and recovery
- ✓ Energy storage
- ✓ Autonomous and near-autonomous vehicles
- ✓ Mobile Internet
- ✓ Cloud technology
- ✓ 3D printing
- ✓ Advanced robotics

Source: McKinsey

THE PACE OF DISRUPTION

(time to reach 50 million users)



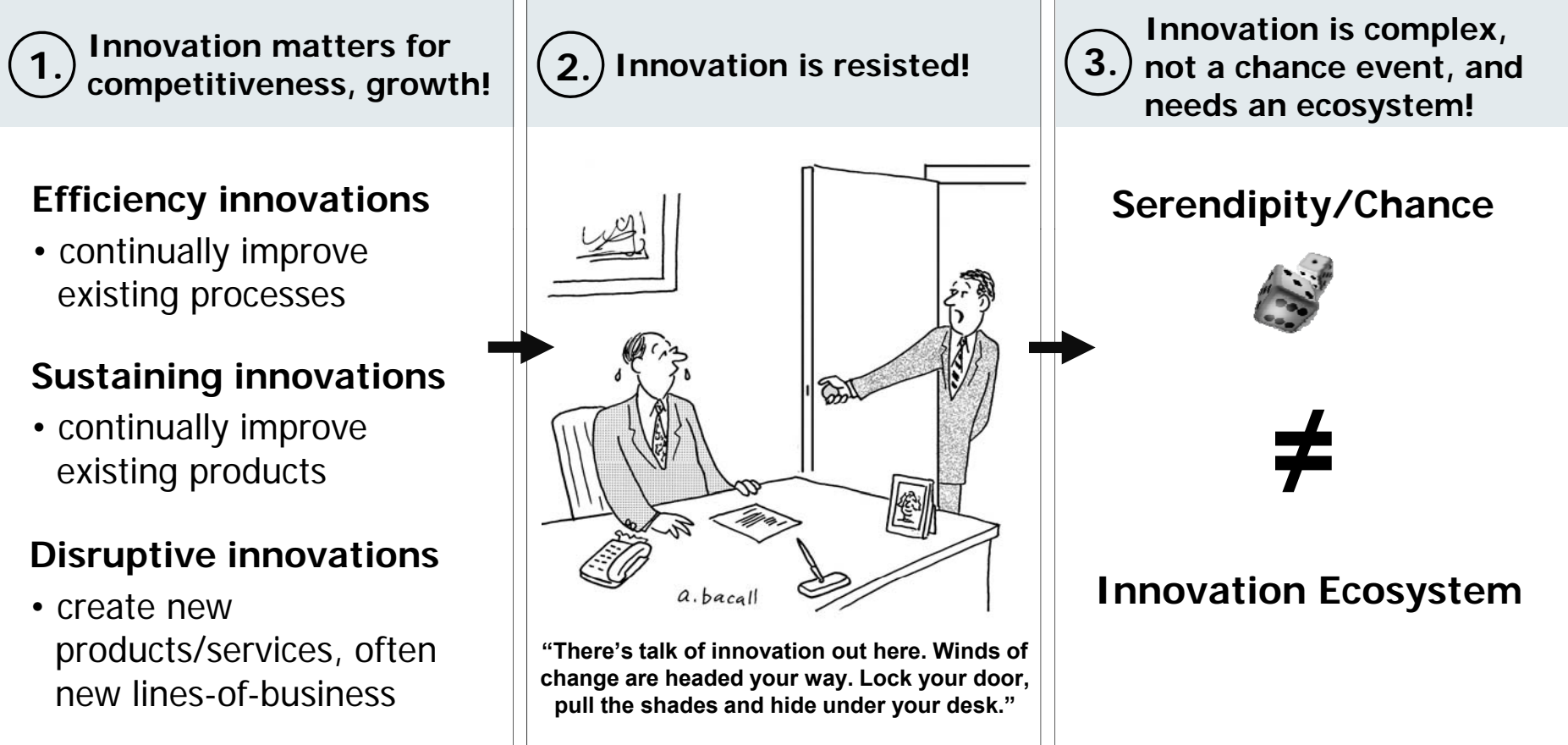
THE “BIG QUESTIONS”



Do we have the capacity and entrepreneurship to be the disruptors, or simply be the disrupted?

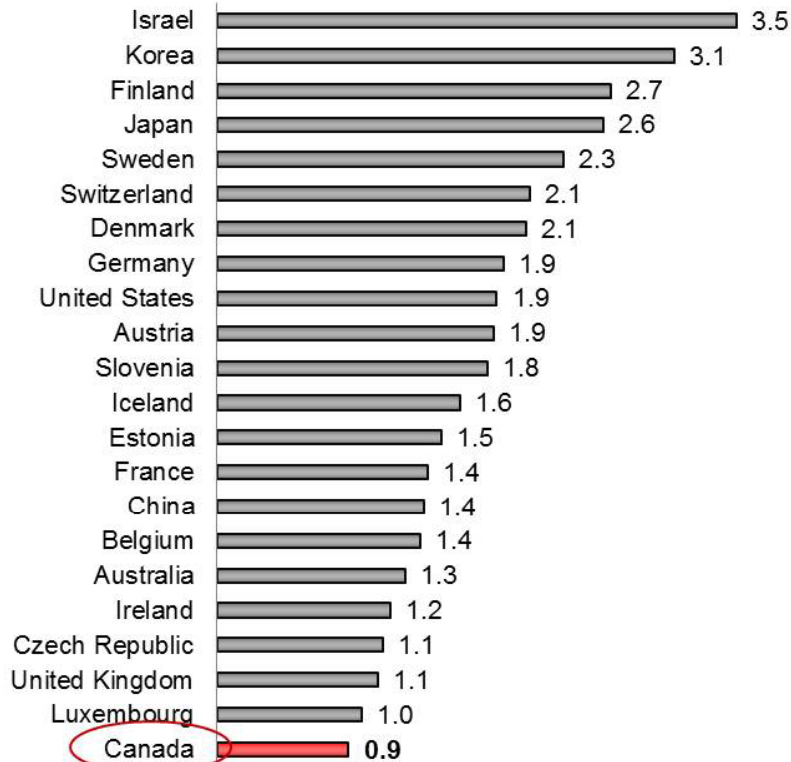
Do we have the technology skills, management and culture to be early adapters, or simply late followers?

Observation 3: Innovation drives productivity growth, competitiveness and living standards --- talent and entrepreneurship and an ecosystem are key, BUT are we developing them in Atlantic Canada?

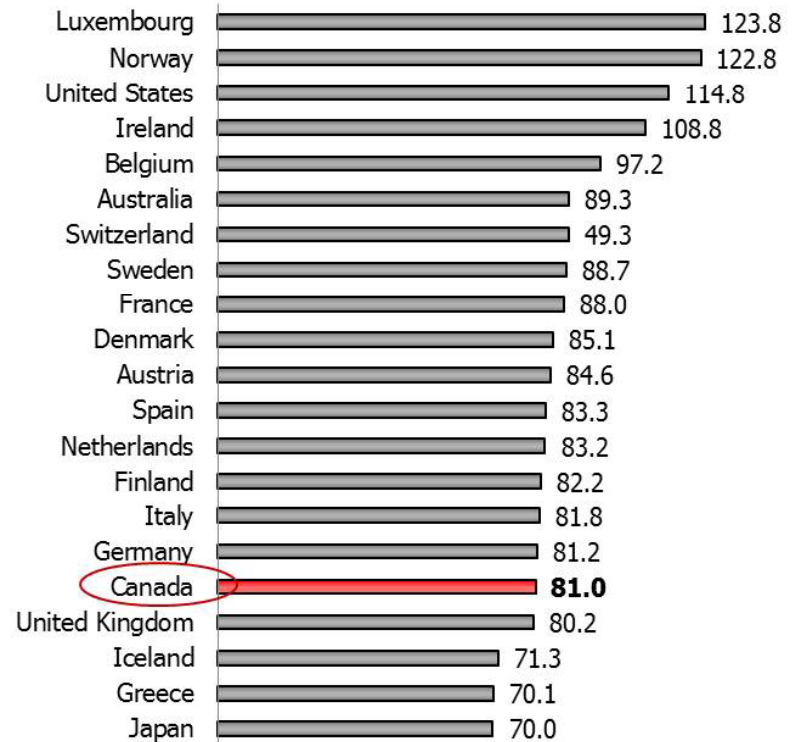


Observation 4: The new competitiveness imperative is productivity
 --- it requires an “innovation engine” and a “talent accelerator”
 --- and we have to be better at both in Atlantic Canada

Canadian business spending on R&D ranks 22nd among OECD countries (% of GDP) --- and we're ranked 26th by WEF on innovation



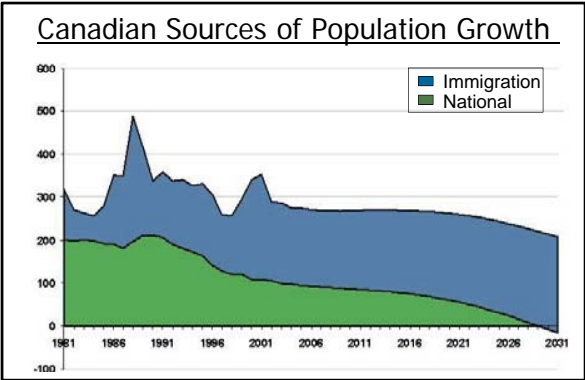
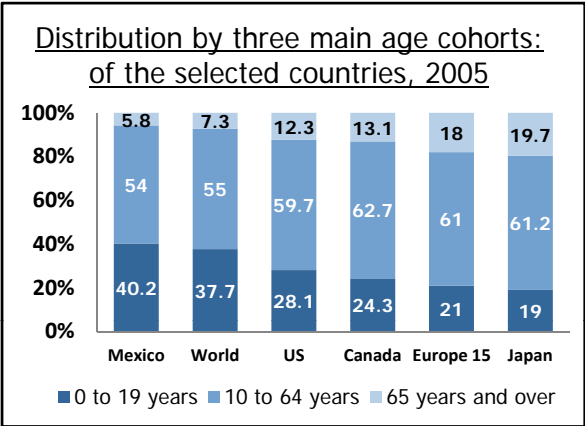
Canadian business productivity is ranked 17th among OECD countries --- almost 30% lower productivity levels than U.S. business



Observation 5: An overview of various 2014 world university rankings --- they differ, they influence perceptions, they contain learnings and we lag in Canada including the Atlantic ...

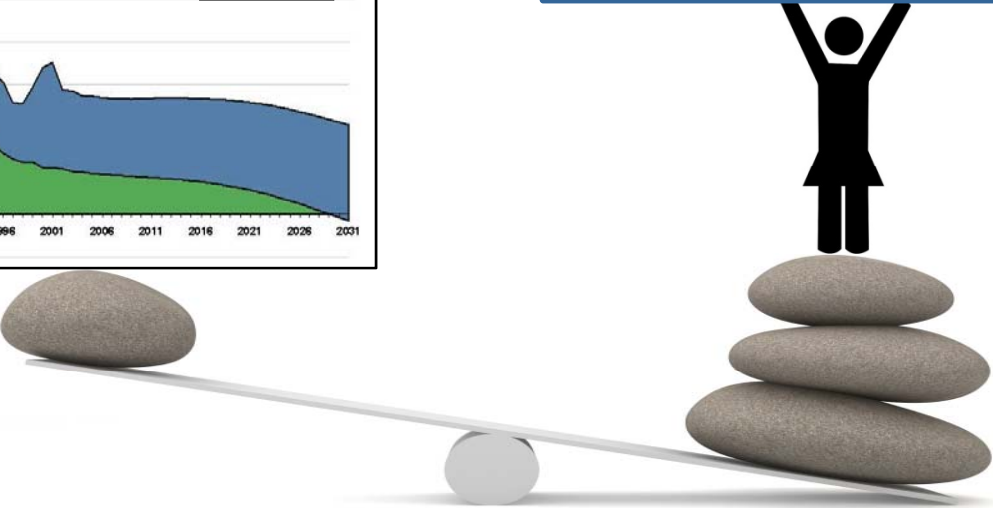
Canadian University Ranking	THE World University Rankings Times Higher Education	Academic Rankings of World Universities (ARWU) Shanghai Ranking Consultancy	Centre for World University Rankings CWUR (New in 2012)
Top 100	<ul style="list-style-type: none"> • University of Toronto(20) • UBC (32) • McGill University (39) • McMaster University (94) 	<ul style="list-style-type: none"> • University of Toronto(24) • UBC (37) • McGill University (67) • McMaster University (90) 	<ul style="list-style-type: none"> • University of Toronto (31) • McGill University (42) • UBC (61)
101-200	<ul style="list-style-type: none"> • University of Montreal (113) • University of Alberta (124) • University of Victoria (173) • University of Ottawa (188) 	<p><u>101-200 Group</u></p> <ul style="list-style-type: none"> • University of Alberta • University of Montreal • University of Calgary 	<ul style="list-style-type: none"> • University of Alberta (103) • Université de Montréal (134) • McMaster University (141) • Western University(152) • University of Calgary (166)
201-300	<p><u>226-250</u></p> <ul style="list-style-type: none"> • University of Calgary • Carleton University Dalhousie University Laval University • Simon Fraser University Western University • York University <p><u>251-275</u></p> <ul style="list-style-type: none"> • Queen's University • University of Waterloo 	<p><u>201-300 Group</u></p> <ul style="list-style-type: none"> • Dalhousie University • Laval University • Queen's University • Simon Fraser • University of Guelph • University of Ottawa • University of Victoria • University of Waterloo 	<ul style="list-style-type: none"> • University of Ottawa(212) • University of Manitoba (220) • Laval University (226) • Queen's University (277) • University of Waterloo(280) • Dalhousie University(284)

Observation 6: Aging demographics affect simply everything --- it puts a premium on talent, and yet, the “politics of aging” are a risk for education sector



Consequences of aging

- Potential growth ↓
- Fiscal balance ↓
- Education needs ↓
- Health, pension costs ↑
- Savings ↑?
- Housing ↑↓



Observation 7: Tsunami of forces are reshaping higher education --- will we be early adapters or late followers in Atlantic Canada?



1. Revenues from traditional sources
--- falling



2. Demands for higher returns from
education --- rising



3. Public and gov't demands for more
transparency about education performance
and student outcomes --- increasing



4. New business models of higher education
--- arriving



5. Globalization of education --- increasing



6. Education and income inequality/social
mobility --- linking

Observation 8: Education and employment are approaching “disruptive change” --- will be early adaptors in Atlantic Canada?

To be competitive in the “second machine age”, Canada will need graduates who are:

Literate, numerate and articulate (tablestakes)

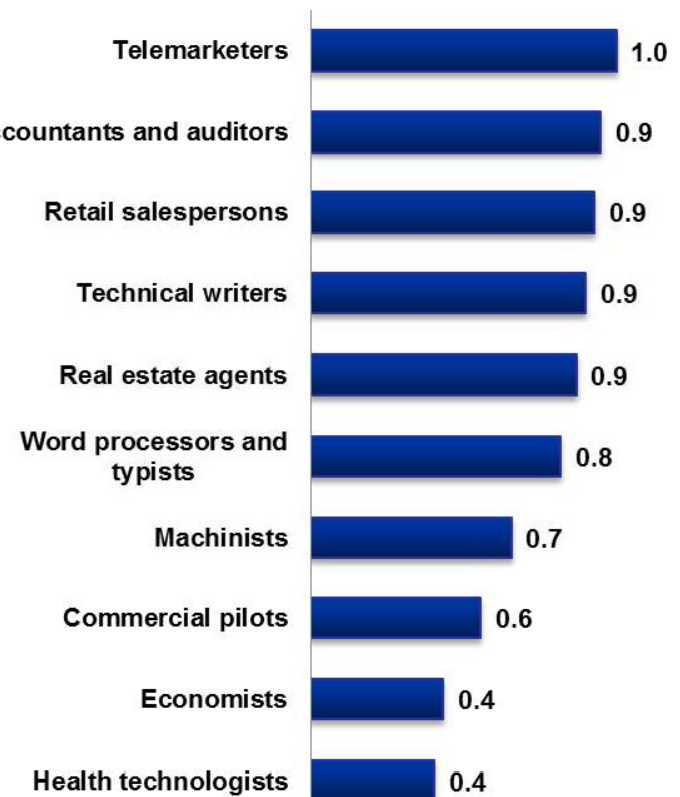
- + Creative, critical thinkers
- + Able to leverage new technologies
- + Able to collaborate in diverse teams
- + Open to failure, resilient
- + Endlessly adaptable, self-aware
- + Strongly entrepreneurial, commercially and socially

To win the technology vs education race, our education system must be focused on: inclusivity, excellence and differentiation:

- ✓ **Excellence** – bench mark to world’s best, from K-12, to college, to university, to research, to life long skills upgrading
- ✓ **Differentiation** – among institutions to focus limited resources on an excellence-based system
- ✓ **Digital learning** – be at the leading edge of this transformation of how we learn, both inside institutions and outside
- ✓ **Internationalization** – more foreign students here and more Canadian students abroad

Example of Disruptive Job Impacts

Probability that smart computerization will lead to job losses (1=certain)



Source: “The Future of Employment: How Susceptible are Jobs to Computerisation?” by C. Frey and M. Osborne (2013)

Observation 9: What does it all mean for Canadian higher education? --- “the times, they are a-changing”

Rankings	Global Competitiveness Index (WEF)	Innovation Capacity (WEF)	Productivity GDP per employed worker, current prices, USD (OECD)	Tertiary Education, % of Population (OECD)	K-12 Pisa Results: Math (OECD)	Number of Universities in Top 100 (Times Higher Education)
#1	Switzerland	Switzerland	Luxembourg	Canada	China (Shanghai)	United States
#2	Singapore	United States	Norway	Japan	Singapore	United Kingdom
#3	United States	Israel	US	United States	Hong Kong	Germany
#4	Finland	Germany	Ireland	New Zealand	Taipei	Netherlands
#5	Germany	Finland	Belgium	Finland	Korea	Australia
Canada	15 th	26 th	17 th	1 st	13 th	6 th
United States	3 rd	2 nd	3 rd	3 rd	36 th	1 st

How should Canadian universities answer this question?

Observation 10: Beware of “the status quo” in transforming times, including education --- strategy matters, talent strategies are needed, and, complacency is a risk best avoided!

COMPLACENCY



Source: 2010 Dan Regan

NEEDED: TALENT STRATEGIES!!

- ✓ Skills of tomorrow strategy
 - Be early adaptors
- ✓ Differentiation strategy
 - Take a systems approach
- ✓ Entrepreneurship strategy
 - Part of every curriculum
- ✓ Foreign student strategy (including branding)
 - Good for education, good for immigration