



21st Century Skills

What you need to learn to survive in the global, rapidly changing, management landscape of modern organisations and industry

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Background – why a new set of skills?

The world is getting smaller and smaller and the companies and the organisations that inhabit this world is getting larger and larger in terms of scope. The globalisation of production as well as research and development (innovation) is more evident than ever and to be a leader/manager in the complex, international, organisations that run production, research and development is a very complicated task. It is far from easy but it is also far from impossible. In order to be successful, managers, on all level of management, need to be equipped with a certain set of skills to master the landscape in front of them.

At the same time as the context and the conditions for organisations and industry is rapidly and constantly changing on a global scale, the internal structures, processes, organisational principles, values and so forth are also changing. Hence, we have both an external and internal pressure, both pulling and pushing a modern organisation in different directions.

To be a manager in these organisations is to master and cope with the constant flux of change. But it is also to handle all the new forms of communication, cooperation, projects, digitalisation, etc. It could be said to be an impossible task but we believe it could be done and be done with excellence. Nevertheless, it cannot be done with the competences and the knowledge gained to manage the organisations of 20th century, or skills acquired to master local, isolated organisations without an international scope. There is a need for new skills.

In more traditional organisations, not being under pressure from a global competitiveness and not being under pressure from an ever on-going digitalisation of internal workflows, a certain set of permanent skills would make a decent manager. The skills needed were of a more static nature and could be learned by traditional educational programs. These include economical skills, reporting/writing skills, project management skills, etc. Even though we need new skills, we still need to foster and hold on to the old skills that gives us some tools to handle the day to day business. The new skills should rather be seen as complements and a way to utilize our old competences in a new setting.

If we don't develop our competences and acquire new skills we will get stuck in the old structures and perspectives and hence create a mind trap that will produce old solutions to new problems

In the modern, global, organisation your skills have to be more of a dynamic nature and encapsulate the need for constant change. The modern, global organisation has uncertainty as a driving force. The skills have to be competences that will allow you as a manager to understand and act on all the new things taking place around you. The skills have to be relevant for the 21st century.

21st Century Skills

Listed below are some of the core skills that Swedish University Outreach can offer and a brief description of them. Each skill is being introduced and discussed in a separate workshop lasting from 1 day to several days depending on the level of advancement. The skills listed are all sought after skills by the international industry. They are common topics in all reports and investigations into the competences needed for tomorrow.

Communication

Verbal and non-verbal communication is becoming a cornerstone skills at all levels in all organisations. To master some of the skills attributed to this area, is essential in order to keep up with the expectations from both internal and external stakeholders. During the workshop, participants will learn basic communications skills, both digital and analogical as well as more refined strategies for communication.

Participants will gain understanding of the role of communication in the organisation as well as how communication is a tool for steering and leading.

The participants will acquire a set of tools (Skills) including:

- How to engage via communication
- How to control via communication
- How to inform by communication
- How to create by communication
- How to engage (external) by communication
- How to cope with uncertainty by communication
- How to create smart reporting by the use of communication tools

Digitalisation

We used to talk about IT and/or ICT as the main driving force in the transformation of organisations and business. What we meant at the time was usually the introduction and implementation of administrative support systems. Today most of us talk about digitalisation instead and by that we widen the scope to mean not only the introduction of new administrative system, but rather the introduction and implementation of totally new processes and workflows. By digitalisation we create new business models and new ways of producing as well as sharing services, goods and ideas. In this workshop participants will learn what is meant by Digitalisation and what implications it has on the organisation.

The participants will acquire a set of tools (Skills) including:

- How to understand digitalisation
- How to use digitalisation strategies to improve business and services
- How to by new services
- How to involve the team

Teamwork

In all modern organisations there is increased demand for team based work, where employees from different parts of the organisation and from different areas of the organisation are expected to work together to solve complex tasks. In order to rationalise the workflow, experts and generalists from all over the vast international organisation will have to team up and, often in the form of a project, pull towards the same direction. During this workshop, participants will learn how to create teams, how to lead them and how to utilise the maximum output from these.

The participants will acquire a set of tools (Skills) including:

- Rationale for creating team
- Strategies for motivating team
- How to lead and control the workflow in the team

Time management

With increased focus on deadlines and time critical workflows in project-based production, managers often have to confront issues of time management. Managers have to manage both their own time but above all the time of their employees. There are a number of systematic approaches to time management as well as a number of supporting managing systems and during this workshop participants will learn about both. But the main focus in this workshop is the strategic perspective, why, when and how to manage time.

The participants will acquire a set of tools (Skills) including:

- How to analysis time management needs
- How to implement a time management system
- When not to implement
- Where to implement and not to implement

Coping with chaos

An organisation on chaos might be perceived as bad thing and the opposite to structural organisation. But, in a modern, ever changing organisational landscape, chaos is becoming normal and a state of development. The important task for managers in this “new” situation is to have tools to cope with and take advantage of the chaos without putting the employees at risk. In this workshop the participants will learn the skills of coping with and using chaos as a momentum for development and innovation.

The participants will acquire a set of tools (Skills) including:

- How to understand chaos
- How to detect and analyse “good” from “bad” chaos
- How to utilise the momentum in chaos
- How to engage your employees
- How to create a sense of structure and security in chaos

Innovation management

The global competitiveness and the strive for excellence in all organisations have created a demand for on-going innovation. At all level of production and management, there is a constant need for re-evaluation and innovation in order to keep-up with the pace of the development. A manager in this context need to know how to foster innovative thinking and innovation processes. During the workshop participants will learn the basics of Innovation management and the driving forces behind innovation.

The participants will acquire a set of tools (Skills) including:

- How to create a innovation management system
- How to motivate employees to be innovative
- How to foster innovative thinking
- How to foster a innovative culture/mind set

Commercial awareness (entrepreneurship)

To understand the conditions of global business is becoming important for all employees and managers in a global organisation. In order to contribute to the development of the organisation one has to know the conditions of that organisation. When employees and managers have an insight in the core business, they are better equipped to contribute to the development and innovation. In a modern organisation the leaders has to have an entrepreneurial mind-set.

The participants will acquire a set of tools (Skills) including:

- How to understand the business model
- How to motivate employees to gain a holistic perspective
- How to develop entrepreneurial skills
- How to use your entrepreneurial skills in the development of your organisation

Trend spotting (analysing)

As the world is spinning faster and faster and the context is getting bigger and bigger, every organisation with an ambition to excel has to know about its competitors and other stakeholder or policies that have an effect on your organisation. To develop a strategy for business intelligence is a vital part of survival. By applying a structured approach to trend spotting your business intelligence will be state of the art. During the workshop participants will learn the art of trend spotting.

The participants will acquire a set of tools (Skills) including:

- Setting up a structured Trend-Spotting strategy
- Implement business intelligence in the organisational structure
- How to motivate employees to engage in trend-spotting

Network, Relations, Cooperation

Modern organisations are much like networks of individuals. The ties between them are intricate and not easily detected. Relations and networks create new roles and informal structures for management and leadership. As a manager one has to be aware of these networks and relations and also learn how to use them for the benefit of the organisation. In this workshop the participants will gain new skills to utilise and understand the networks penetrating the organisation.

The participants will acquire a set of tools (Skills) including:

- How to map the networks
- How to use (utilise) the network (formal and informal)
- How to gain control through engagement in network

Meeting management

With more and more complex relations and production one of the most important coordinating events are the meeting (face to face or online). Being one of the few, relatively hands on, activities to realise in order to create structure, they might be overused and badly planned. As a manager you need to be on top of the meeting agenda and use the meetings effectively. In this workshop the participants will learn how to become an efficient meeting planner.

The participants will acquire a set of tools (Skills) including:

- How to maximize the outcome of meetings
- How to plan meetings
- How to use different forms of meetings for different purposes
- When not to choose a meeting

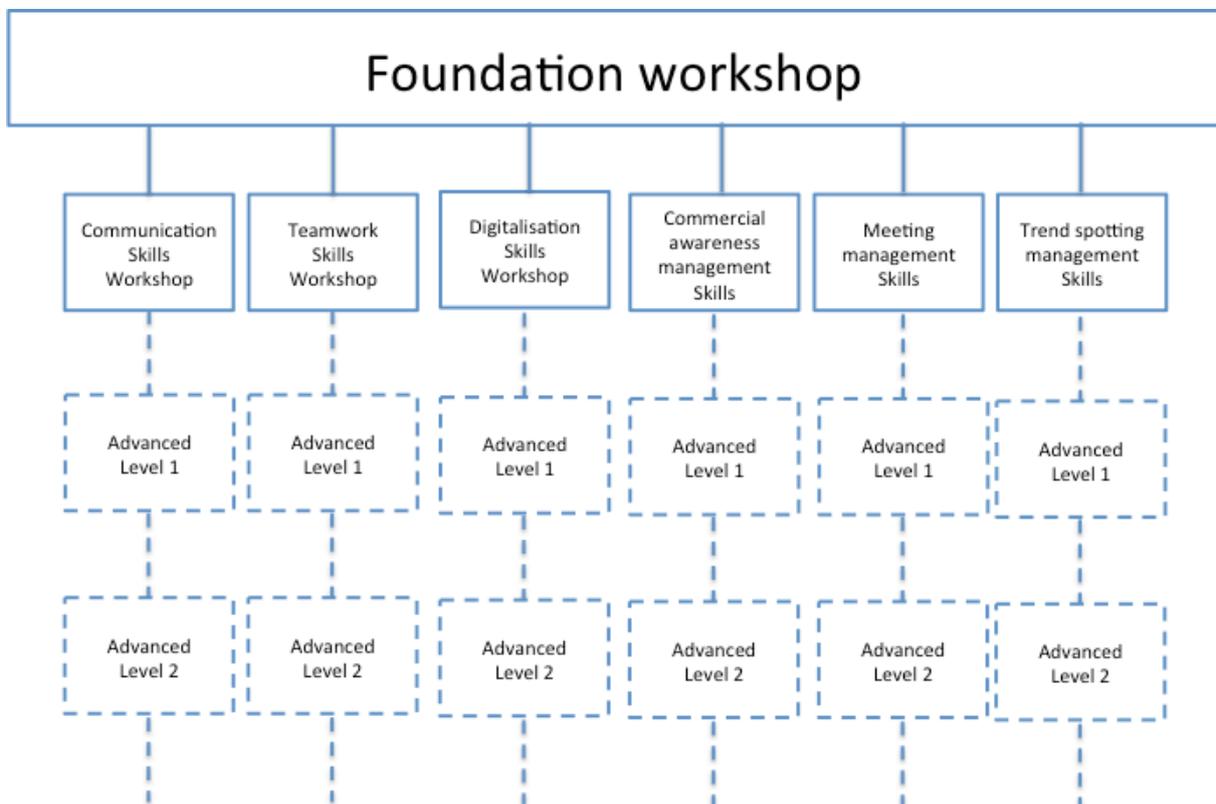
Our program

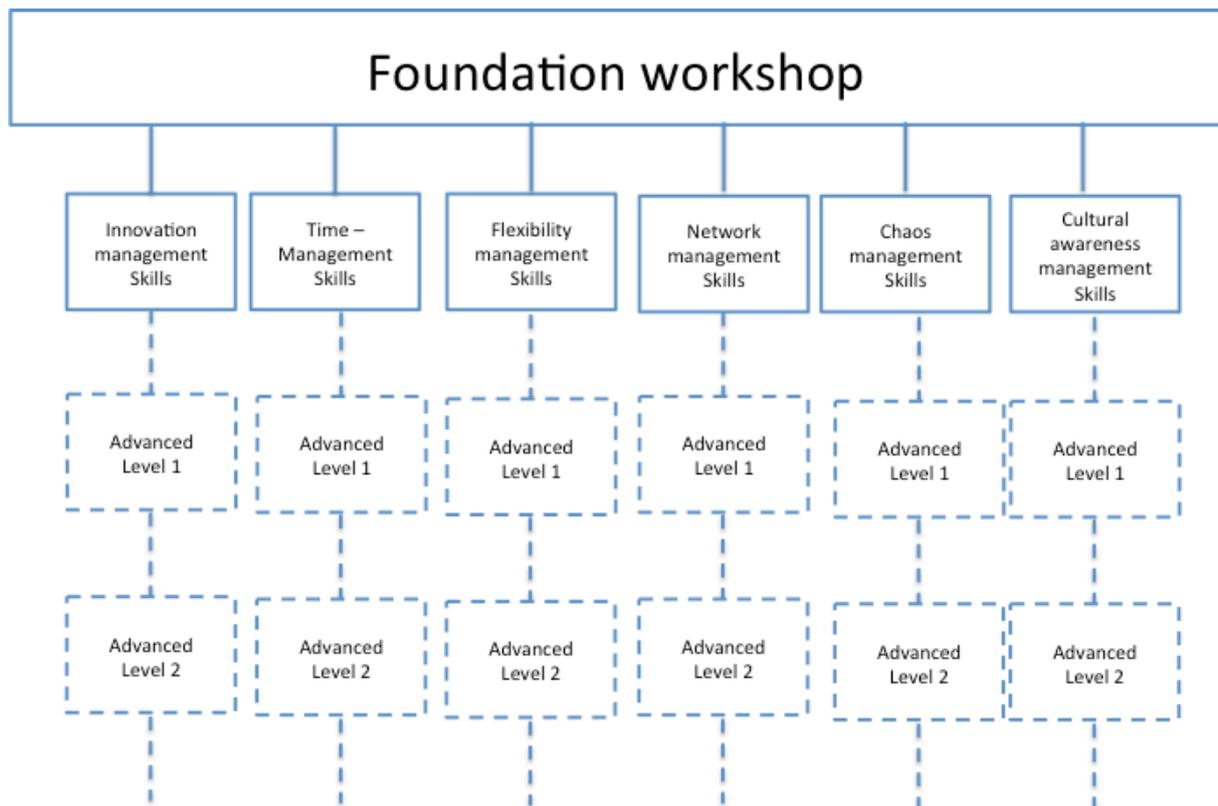
In brief

Our program offers a flexible model, where each group of participants can choose from a “smorgardsbord” of the skills presented above. This gives the participants the opportunity to focus on the skills their organisation lacks the most.

No matter what set of skills you choose to focus on, every new program will start with a foundation workshop. This workshop will enable the participants to understand how to learn the skills and how to develop them to their needs. A foundation workshop in its basic outline will last for 1 day.

After finishing the foundation workshop, the specific skills workshop will follow. Each level of the skills workshop last for 1 day and can be developed into advanced levels.





Target group

Our program is targeting all levels of management, from top management via middle management and down to group/team management. We will tailor the specific program for each of the subgroups in order to meet the specific demands of each level of management. Preferable each program target one group (level) at a time, allowing the training to be more adapted to the respective level.

The methodology (pedagogical approach) used in workshops

Our program director is renowned for applying learning technics that will enable learning and enhance the adaptability of gained skills. Our workshops will be focusing on delivering skills that each participant will train on during the workshop. All participants are expected to engage in the discussions and practical training taking place during the sessions.

The workshops will contain both lectures and more traditional workshop activities, to create the best possible learning possibilities. After each workshop the participants will leave with a set of tools, written down, that will support them and guide them once their back at their workplace.

Certificate

After completion of a workshop, each participant will be awarded a certificate from Swedish University Outreach stating their successful participation in the workshop.



About the program director and head lecture

Kjell Lindstrom

Has over 30 years experience of working as a trainer and lecture for ABB, Ericsson, SKF, IKEA and other major Swedish companies.

Mr Lindström has also worked with a number of Swedish state authorities and trained their top-level management.

He has been the program director for a number of qualified top management programs, both for private sector (Stockholm School of Economics) and for public sector (ex .via Uppsala University)

Mr Lindström it often engaged as a lecture at Uppsala University, Swedish Agricultural University and Stockholm School of Economics on their top programs (both international and national).

Author of several management books, among others "Beyond the Mind Trap" (2013)
Was rewarded the prestigious "Magnus Söderström"-prize 2013, for his long-term contribution to Swedish HRM.

Before his carrier as a sought after trainer of top executives and managers, Mr Lindström worked as a researcher and teacher at Uppsala university.

About Swedish University Outreach

Swedish University Outreach is a company creating a bridge – connecting Swedish academics and practitioners with international clients.

We offer turnkey solutions support to private, public and non-governmental clients to develop, improve or implement projects, programmes, assessments and evaluations.

Our aim is to facilitate and release the potential of international co-operation for the benefit of our clients and society.

Swedish University Outreach was founded and is run by highly skilled professionals with a background in the Swedish Higher Education structure and also many years of experience in the private international consultancy business.

We are experts on identifying clients' needs and then bring high quality solutions.

We are project managers who will assign the right expert or team of experts for each specific task.

We draw our resources from our partners and large and impressive network in academia, business, industry and government.

Swedish University Outreach is supported by an Advisory Board comprised by prominent and leading persons from the Swedish Science Council, Swedish Academia and Swedish Industry.