



Learning and Innovation Skills

Creativity and Innovation

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 their own 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

Critical Thinking and Problem Solving

Reason Effectively

- Use various types of **reasoning** (inductive, deductive, etc.) as appropriate to the situation

Use Systems Thinking

- **Analyze how parts of a whole interact** with each other to produce overall outcomes in complex systems

Make Judgments and Decisions

- Effectively **analyze and evaluate evidence**, arguments, claims and beliefs
- Analyze and evaluate major **alternative points of view**
- **Synthesize and make connections** between information and arguments
- **Interpret information and draw conclusions** based on the best analysis
- **Reflect critically** on learning experiences and processes

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

Communication and Collaboration

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)

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



Life and Career Skills

FLEXIBILITY AND ADAPTABILITY

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

INITIATIVE AND SELF-DIRECTION

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

SOCIAL AND CROSS-CULTURAL SKILLS

Interact Effectively with Others

- Know when it is appropriate to listen and when to speak
- Conduct themselves in a respectable, professional manner

Work Effectively in Diverse Teams

- **Respect cultural differences and work effectively with people from a range of social and cultural backgrounds**
- **Respond open-mindedly** to different ideas and values
- Leverage social and cultural differences to create new ideas and increase both innovation and quality of work

PRODUCTIVITY AND ACCOUNTABILITY

Manage Projects

- Set and meet goals, even in the face of obstacles and competing pressure
- Prioritize, plan and manage work to achieve the intended result

Produce Results

- Demonstrate additional attributes associated with producing high quality products including abilities to:
 - **Work positively and ethically**
 - **Manage time** and projects effectively
 - **Multi-task**
 - **Participate actively**, as well as be reliable and punctual
 - Present oneself professionally and with proper etiquette
 - **Collaborate and cooperate** effectively with teams
 - **Respect and appreciate team diversity**
 - Be accountable for results

LEADERSHIP AND RESPONSIBILITY

Guide and Lead Others

- **Use interpersonal and problem-solving skills** to influence and guide others toward a goal
- **Leverage strengths of others to accomplish a common goal**
- **Inspire others** to reach their very best via example and selflessness
- Demonstrate **integrity and ethical behavior** in using influence and power

Be Responsible to Others

- **Act responsibly with the interests of the larger community in mind**