



Bringing you snippets of youth trends and issues compiled from diverse sources such as news reports, journals and press releases. Y+ is a quarterly e-newsletter that aims to help you stay in touch with the constantly evolving youth scene.

YOUTH & LEADERSHIP

Leadership development faces enormous challenges today. A [report](#) by the Center for Creative Leadership suggests that the methods being used to develop leaders have not changed much, but yet the environment we are in has become more complex, volatile and unpredictable. Workplaces, youth programmes and governments need to act to prepare the next generation for leadership.

This need is pressing as a large percentage of Millennials believe they are not being developed as leaders and intend to leave their organisations in the next 5 years ([2016 Deloitte Millennial Survey](#)). And ideally, according to managers in the US, leadership development should ideally start much earlier ([Center for Creative Leadership, 2015](#)). This issue of Y+ highlights the trends, opportunities and challenges of leadership and leadership development.

In this issue:

1. Canada Next: Learning for Youth Leadership and Innovation [Canada]

James Stauch, Devon Cornelisse

Institute for Community Prosperity, Mount Royal University, April 2016

2. Expanding the Leadership Equation: Developing Next-Generation Leaders [United States]

Ellen Van Velsor, Joel Wright

Center for Creative Leadership, 2015

3. Future Trends in Leadership Development [United States]

Nick Petrie

Center for Creative Leadership, 2014

4. The Deloitte Millennial Survey 2016. Winning Over the Next Generation of Leaders [Global]

Deloitte, 2016

5. A Blueprint for Youth Leadership [United Kingdom]

Sports Leaders

Issue 1, June 2015

6. What Millennials and Non-Millennials Value Most in Leadership at Work: A Study [United States]

Sports Leaders
Issue 1, June 2015

7. Other Research References

(Please note that you may be required to register with Taylor Francis or LIBRES in order to view and retrieve the article/s.)

- **Examining the Importance of Supporting Youth's Basic Needs in One Youth Leadership Programme: A Case Study Exploring Programme Quality**

Corliss Bean, Meghan Harlow & Tanya Forneris
Taylor & Francis, 29 Feb 2016

- **Perceptions of a Youth Leadership Program's Impact on Resiliency**

Cody Talbert, University of North Carolina, 2015

8. Further Readings

1. Canada Next: Learning for Youth Leadership and Innovation [Canada]



This paper seeks to shed light on the ecosystem of youth leadership and innovation programmes and provides a launching point for an understanding of the broader impact and potential of leadership development for Canada's competitiveness and social wellbeing.

Beyond reviewing traditional leadership development theories, the paper suggests an emergent universal competency framework of Empathy, Creativity and Courage – qualities that underpin innovation of all kinds and are among

the key leadership traits commonly discussed. The paper also discusses the importance of programme evaluation and summarises key leadership and innovation criteria for impact evaluations.

(Source: Mount Royal University. Accessed on 16 June 2016)

https://www.mtroyal.ca/cs/groups/public/documents/pdf/icp_canadanext_full.pdf

2. Expanding the Leadership Equation: Developing Next-Generation Leaders [United States]

According to the 2012 CCL Leadership Insights survey by the Centre for Creative Leadership, 90% of respondents believe that leadership development should start before 18 years of age. The majority also believe that leadership development should be offered to all youth, and that it should be incorporated as part of their education.

The report also shares further insights on the top competencies youth need when entering the workforce and what current leaders are excited and concerned with about the next generation. It suggests considering a multi-layered, cross-generational leadership and mentoring intervention to help better prepare young people for leadership roles.

(Source: Center for Creative Leadership. Accessed on 16 June 2016)

<http://insights.ccl.org/wp-content/uploads/2015/04/ExpandingLeadershipEquation.pdf>

3. Future Trends in Leadership Development [United States]

In another paper, CCL also highlights trends for the future of leadership development in recognition of the VUCA (Volatile, Uncertain, Complex and Ambiguous) environment we live in. The paper suggests that skills sets needed in the future are more complex, yet current leadership development methods in HR companies have not changed much.

(Source: Center for Creative Leadership. Accessed on 14 June 2016)

<http://insights.ccl.org/wp-content/uploads/2015/04/futureTrends.pdf>

4. The Deloitte Millennial Survey 2016. Winning Over the Next Generation of Leaders [Global]

According to findings from the [Deloitte Millennial Survey 2016](#), Millennials believe not enough is being done to ensure a new generation of leaders are well-equipped. If given a choice, two in three Millennials would switch to new jobs by 2020.

Critically, 63% of Millennials feel that their leadership skills are “not being fully developed” by their current organisations, suggesting a sign of neglect on the part of the employers. In Singapore, over 70% of the respondents report that their employers are not developing their leadership skills to the maximum. Survey findings also suggest that supporting leadership ambitions of Millennials would build loyalty to the organisation.



The 2016 Deloitte
Millennial Survey

(Source: Deloitte Website. Accessed on 16 June 2016)

Full Report: <http://www2.deloitte.com/global/en/pages/about-deloitte/articles/gx-millennials-one-foot-out-the-door.html#report>

Infographics:

<http://www2.deloitte.com/content/dam/Deloitte/global/Images/infographics/gx-millennial-survey-2016-infographic.pdf>

5. A Blueprint for Youth Leadership [United Kingdom]



The [blueprint](#), produced by an independent social enterprise, Sports Leaders UK, details three areas to ensure that the future generations in UK are equipped with leadership skills for life. They are:

- (1) Recognise the potential of young people to lead, engage and inspire peers and local communities
- (2) Provide leadership skills, experiences and opportunities to every child
- (3) Champion vocational leadership and soft-skills for employability

(Source: Sports Leaders. Accessed on 15 June 2016)

http://www.sportsleaders.org/media/878646/sl0702_blueprintforyouthleadership_jun15.pdf

6. What Millennials and Non-Millennials Value Most in Leadership at Work: A Study [United States]

This poll of over 1,000 employees in US found that Millennials and non-Millennials have similar expectations for leadership. However, merely 23% of Millennials strongly feel that the management is concerned about them as compared to the Non-Millennials (40%). Both Millennials and non-Millennials agree that 5 years from now, workplace leadership will need to delegate more assignments, empower their teams more, master more technical skills, develop better teaching capabilities and develop better gender sensitivity. Results from the study are available [here](#).

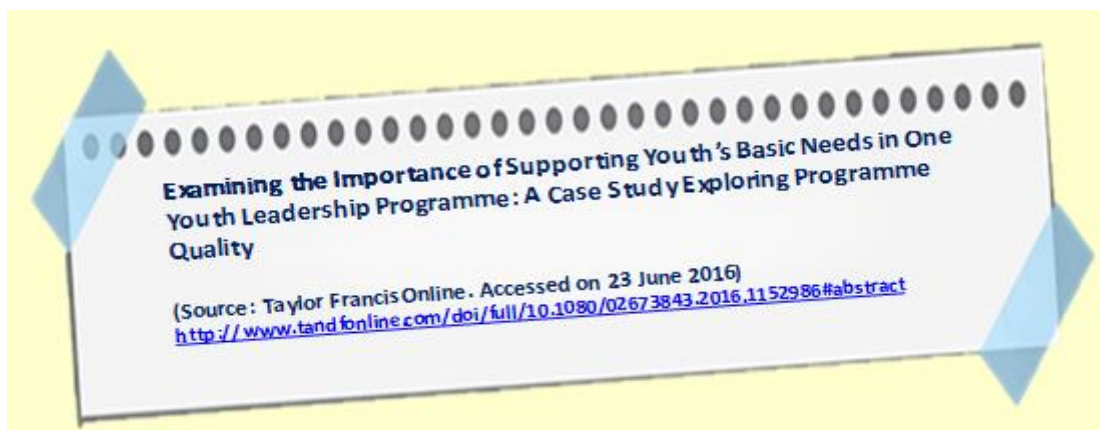


(Source: GetBridge Website. Accessed on 14 June 2016)

<https://www.getbridge.com/what-millennials-and-non-millennials-want>

7. Other Research References

(Please note that you may be required to register with Taylor Francis or LIBRES in order to view and retrieve the article/s.)



8. Further Readings

- ✚ [Children are Spending Less Time Outside Than Prison Mates](#)
- ✚ [Canadian International School Goes Big on Outdoor Learning](#)
- ✚ [Millennials are Ready to Camp in New Ways](#)
- ✚ [UWC South East Asia – Outdoor Education](#)
- ✚ [Why Dirt is Good – The Freedom to Play, Explore and Get Dirty Isn't Just Fun for Your Kids Today – It's Essential for Their Future](#)

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