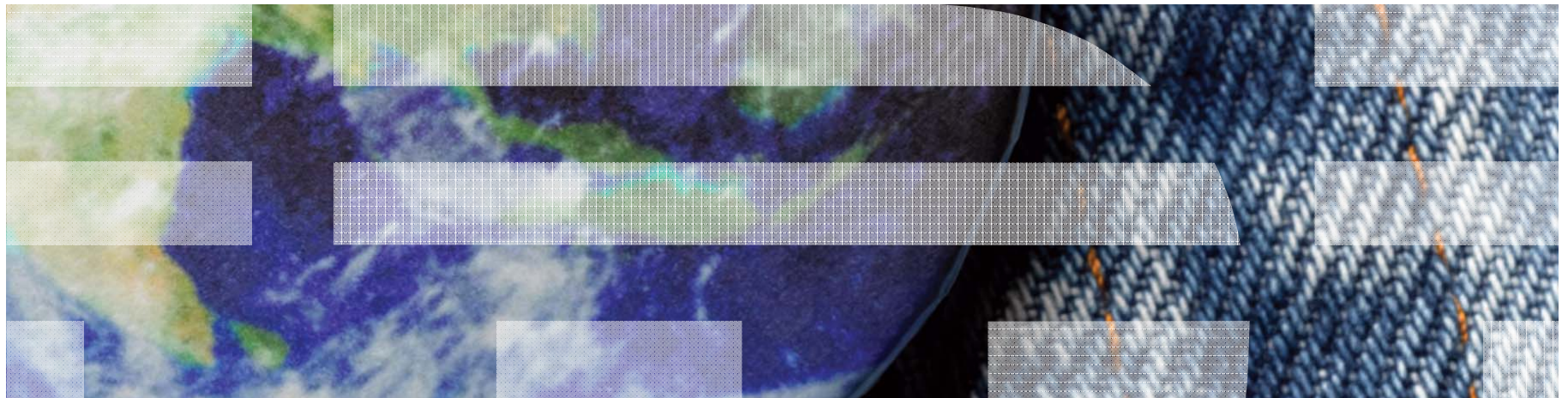


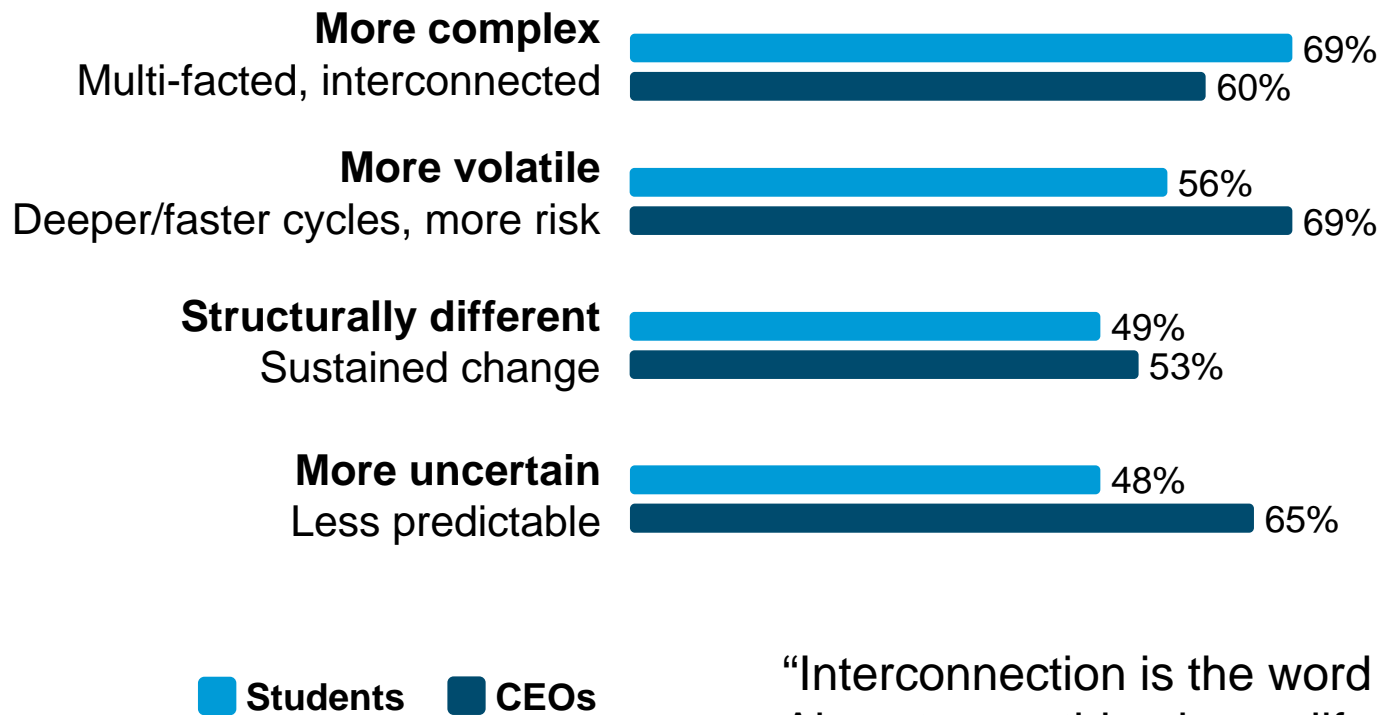
Inheriting a complex world

Future leaders envision sharing the planet



Students see complexity more than volatility and uncertainty

The New Economic Environment

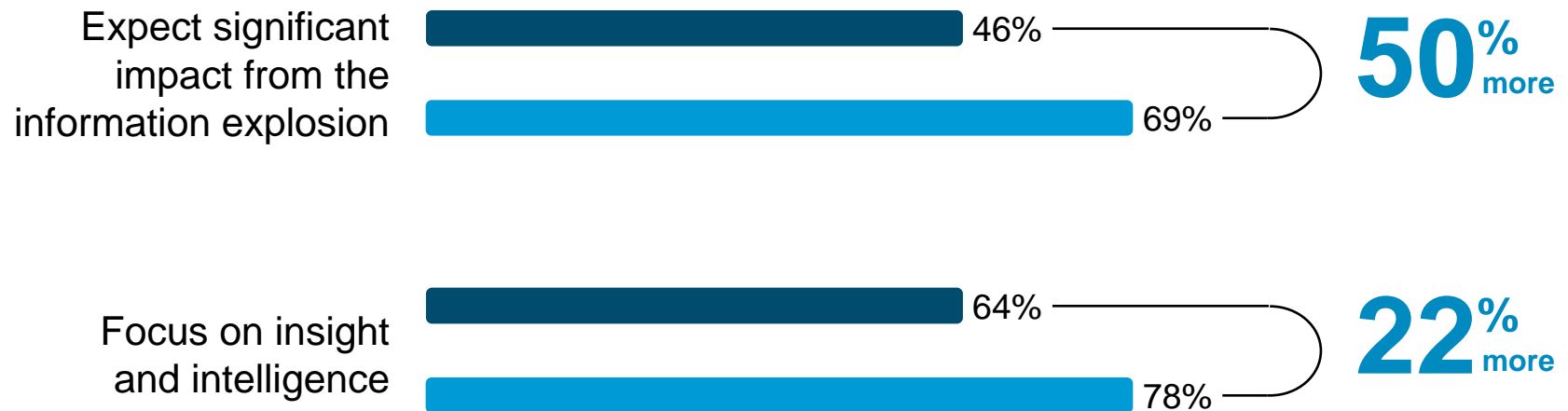


“Interconnection is the word of the century. Almost everything in our life will be connected by technology.”

Student, Brazil

For students, a heightened sense of complexity increases the value of information and insight

Importance of insight and intelligence



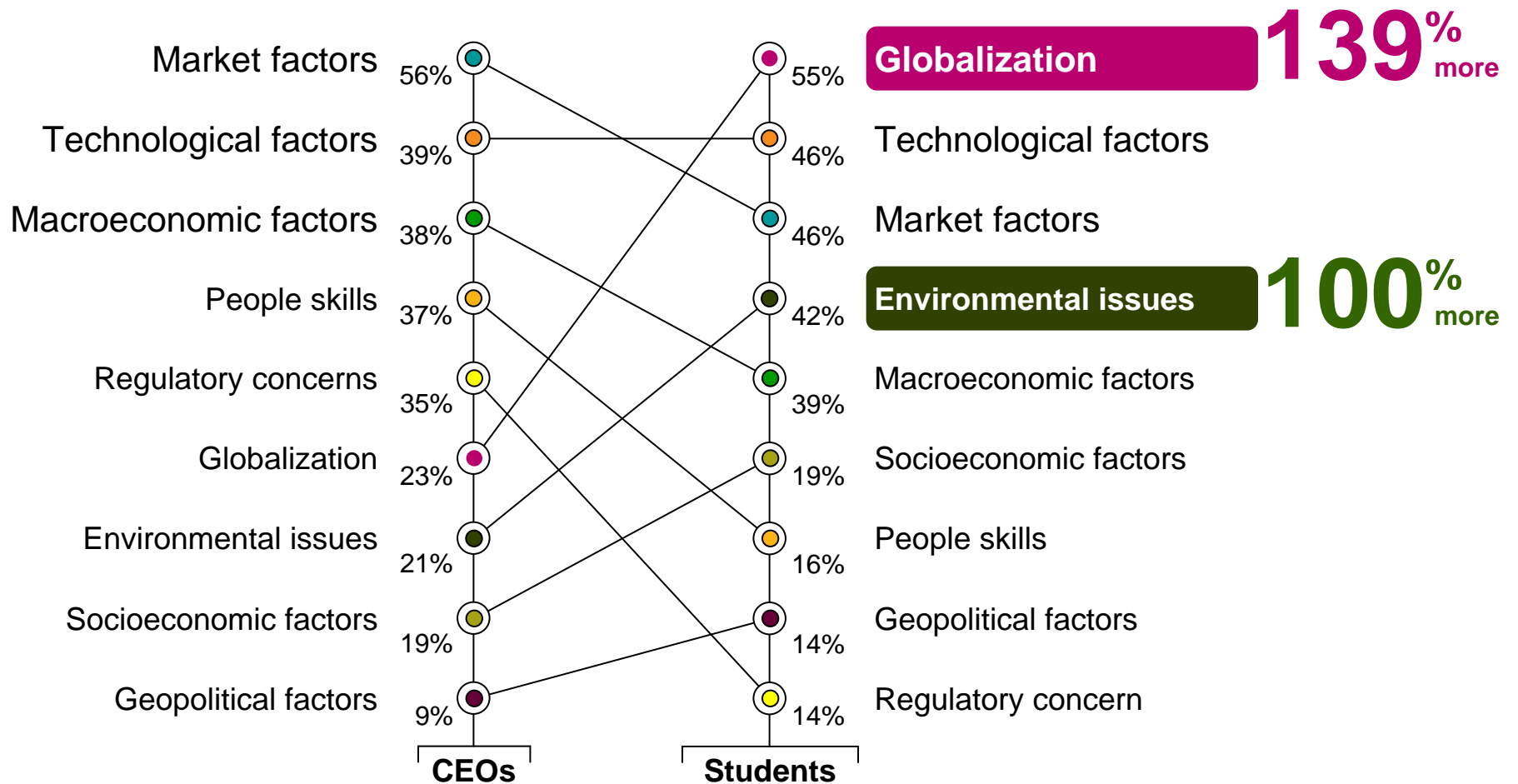
- See little or no increase in complexity
- See much more complexity

"We will have more data so it [the world] should be more predictable."

Student, France

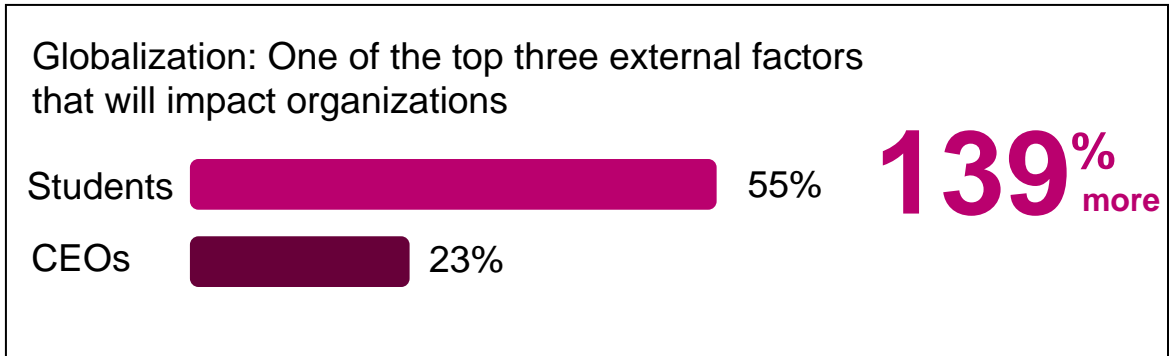
Students are much more focused on globalization and sustainability issues than CEOs

Three most important 'external' forces over the next three years



Source: IBM Global Student Study 2010, IBM Global CEO Study 2010

Students are more focused on globalization than CEOs



“Organizations need to start looking at the world as if they were standing on the moon. Driving innovation, managing and analyzing data, delivering value to customers all with a global view will lead to the most successful organizations.”

Student, USA

Shift to globalization will impact organizations to a very large extent



Organizations should optimize globally



Shift between mature and rapidly developing markets will impact organizations to a large extent

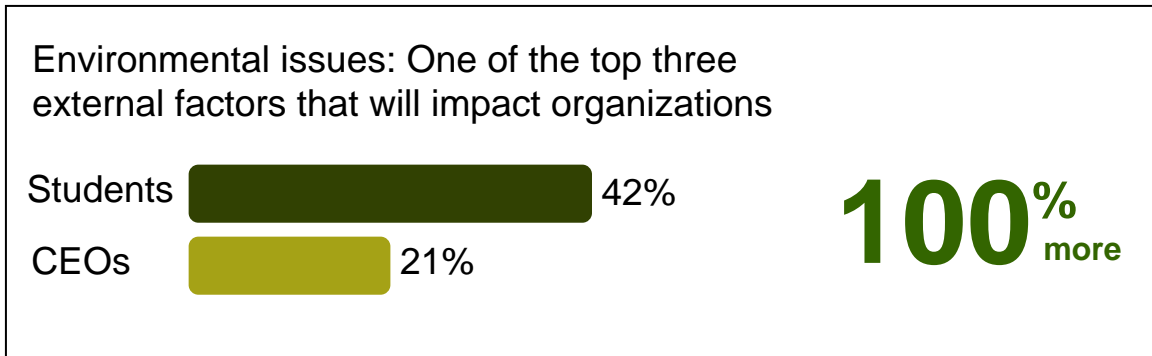


Global thinking is one of the top three leadership qualities



Source: IBM Global Student Study 2010, IBM Global CEO Study 2010

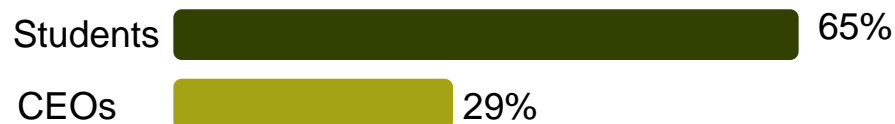
Students more focused on sustainability than CEOs



"I'll consider economic performance and societal/ environmental performance as two parts of the same process of wealth creation. We need to rethink what wealth means."

Student, France

Scarcity of resources will impact organizations to a large extent



Increased customer expectations of sustainability will have a large impact



Sustainability will impact organizations to a large extent



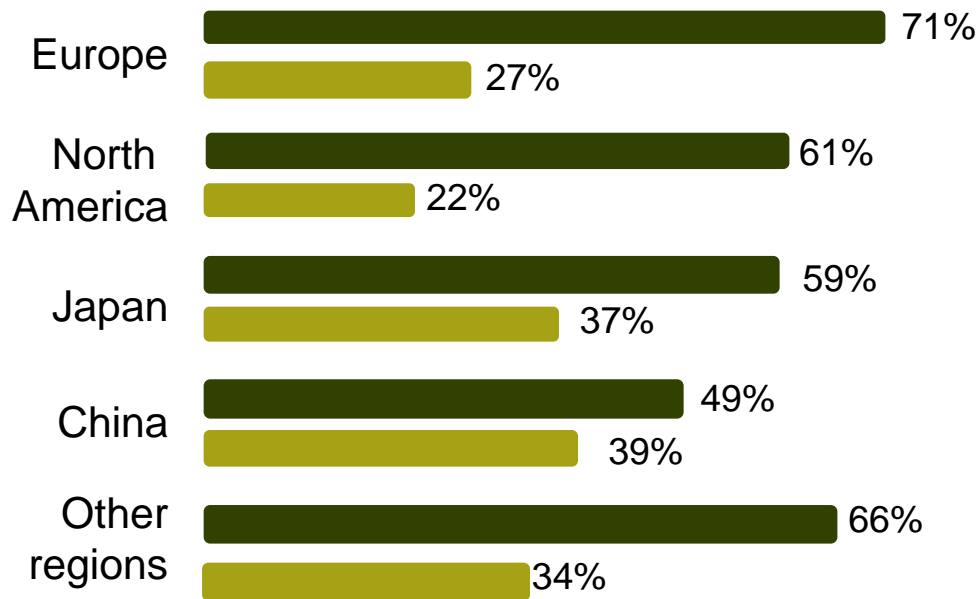
Believe sustainability is one of the top three leadership qualities



Source: IBM Global Student Study 2010, IBM Global CEO Study 2010

Students see scarcity of resources as a challenge they will need to address during their lifetimes

Scarcity of natural resources will impact organizations to a large extent



“Resources are depleting heavily. Governments will now take things into their hands and keep their resources in their country so they will last longer.”

Student, India

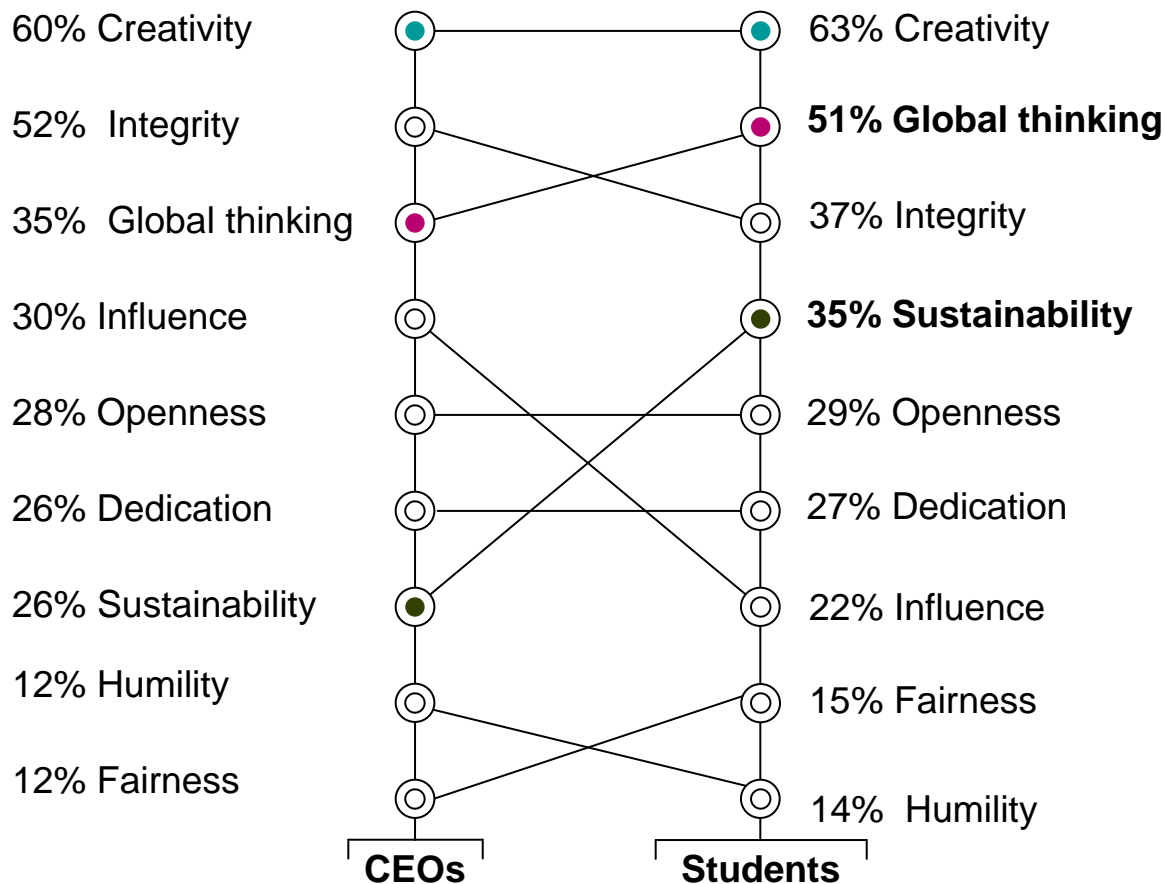
“Natural resources such as oil, water, and even rich dirt are becoming more scarce... there will be a need for collaboration among nations to find solutions to these problems, which means that organizations will be more interconnected.”

Student, USA

 Students
 CEOs

Creativity is consistently seen as the #1 leadership quality, but students emphasis global thinking and sustainability

Three most important leadership qualities over the next five years



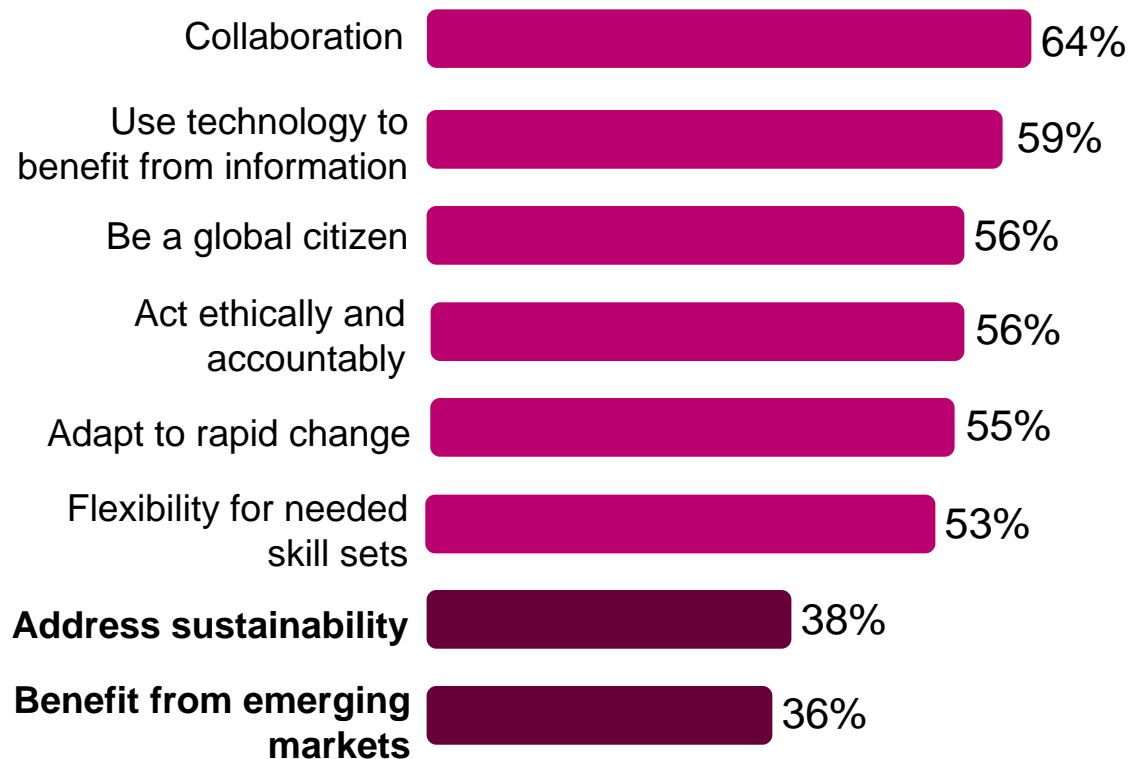
"Global thinking is a must for leaders, but it must be associated with a focus on sustainability and integrity, otherwise businesses will be short-lived."

Student, Japan

Source: IBM Global Student Study 2010, IBM Global CEO Study 2010

Less than 4 in 10 students believe their education has prepared them well to address the new realities of a shared planet

Extent to which students think education has prepared them well



Meeting the future challenges

- Rethink business value
- Create stronger global connections
- Inspire creative leadership