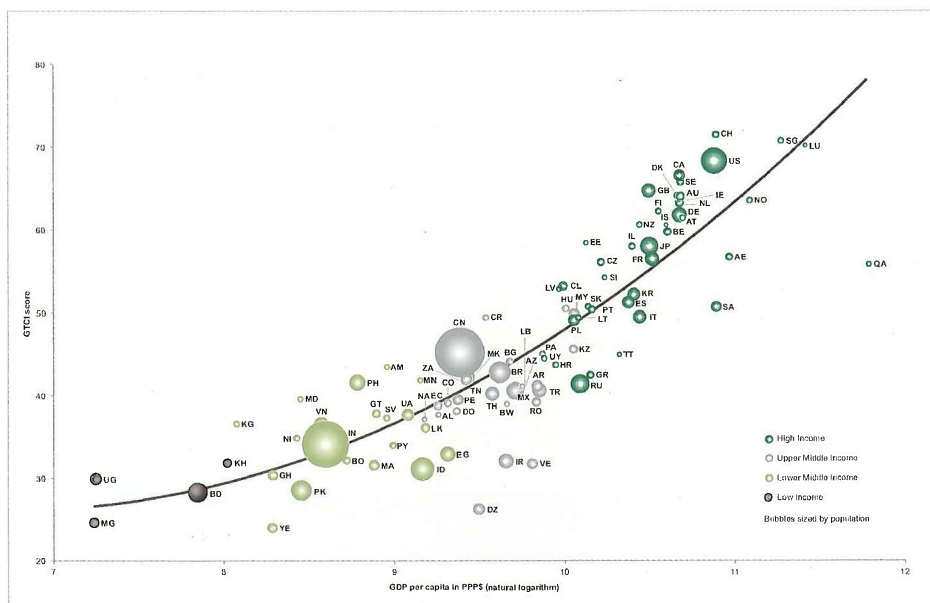


Competitiveness through talent in organisations & nations

For businesses as well as for national economies, talent has become the core currency of competitiveness. The GTCI 2014 confirms the strong correlation (already observed last year) between economic performance on one hand and the combination of vocational and global knowledge skills available locally on the other. Across all income groups and levels of development, countries that focus systematically on talent competitiveness tend to do better. Yet, there is no 'one-size-fits-all' approach to talent strategies, and each national context requires its own ways of attaining the right mix and levels of vocational and global knowledge skills.

GTCI Scores versus GDP per capita



Note: GDP per capita in PPPS and population data (represented by the size of the bubbles) are drawn from World Development Indicators, World Bank. The trend line is a polynomial of degree two ($R^2 = 0.771$).

Highlights from the GTCI 2014 Edition

Focusing on the role of talent growth in enhancing national competitiveness, the GTCI 2014 underlines that:

- Openness is a key ingredient of talent competitiveness.
- Talent can be grown internally or externally, depending on the characteristics of the economy.
- Talent development is not an end in itself. It needs to be considered in the broader context of 'talent for growth' – or in other terms employability, and 'employable skills'.
- Talent development in the 21st century must be broadened beyond the traditional pillar of formal education, in particular when it comes to developing vocational skills.
- Technological changes will affect new segments of the labour market, implying changes in the required profile of employable skills.

The GTCI 2014 Rankings – Top 20

As in 2013, the top of GTCI rankings is dominated by European countries, with only six non-European countries in the Top 20: Singapore (2), the United States (5), Canada (5), Australia (9).

The GTCI 2014 champions include a significant number of small landlocked, island or quasi-island economies: Switzerland (1), Singapore (2), Luxemburg (3), Iceland (17). Faced with specific challenges (including a scarcity of raw materials), such economies developed socio-economic policies in which talent growth and management are central priorities.

Larger economies figuring in this 'Top 20 Rankings' include countries with a strong immigration tradition and/or a longstanding reputation in higher education and a continuous attention to talent management: the United States (4), Canada (5), the United Kingdom (7) and Australia (9).

Nordic countries can also be found in this high performance group reflecting a continuous priority to education and the human dimension of socio-economic policies, and a focus on innovation and entrepreneurial skills. They include Sweden (6), Denmark (8), Norway (11), Finland (13) and Iceland (17).

Country	Score	Overall Rank
Switzerland	71.46	1
Singapore	70.72	2
Luxembourg	70.15	3
United States	68.32	4
Canada	66.49	5
Sweden	65.71	6
United Kingdom	64.72	7
Denmark	64.13	8
Australia	64.03	9
Ireland	63.67	10
Norway	63.55	11
Netherlands	63.25	12
Finland	62.18	13
Germany	61.78	14
Austria	61.42	15
New Zealand	60.58	16
Iceland	60.54	17
Belgium	59.71	18
Estonia	58.40	19
Japan	58.01	20

Beyond the rankings

While the index rankings are at the core of the GTCI report, the analytic chapters contribute further insights and complement the rankings by exploring critical aspects of talent competitiveness. The introductory chapter, written by the GTCI Team of INSEAD composed with the directors Professor Paul Evans and Dr Bruno Lanvin with Researcher Nabil Rasheed, provides background to this year's report, as well as an examination of its key messages. It also includes annexes describing talent competitiveness performances for each of the income groups and regions of the 93 national economies covered by GTCI 2014.

Six additional chapters, authored respectively by the Adecco Group, the Human Capital Leadership Institute (HCLI), OECD, Cisco Systems, the Colleges and Institutes Canada (CIC) and the Joint Research Centre (JRC) of the European Commission consider various aspects of talent growth, and the challenges of specific sectors or regions.

The Joint Research Council of the EU, as the recognized world authority on Composite Models, has performed an in-depth audit of the GTCI model and methodology. As in 2013, the JRC chapter summarises the results of that audit (which confirms the robustness of the GTCI approach), and offers insights for possible further research in the area of talent competitiveness.

Detailed country tables and data tables are also offered as part of the report, providing additional possibilities for researchers, policy makers and decision makers to deepen their own reading and analyses of GTCI data. The full report and its tables can be freely downloaded from the GTCI website at <https://global-indices.insead.edu/gtci>.

CHAPTER 1

Table 1: GTCI 2014 rankings

Country	Score	Overall Rank	Income Group	Income Group Rank	Regional Group	Regional Group Rank
			HI	1	EUR	1
Switzerland	71.46	1	HI	2	ESEAO	1
Singapore	70.72	2	HI	3	EUR	2
Luxembourg	70.15	3	HI	4	NAC	1
United States	68.32	4	HI	5	NAC	2
Canada	66.49	5	HI	6	EUR	3
Sweden	65.71	6	HI	7	EUR	4
United Kingdom	64.72	7	HI	8	EUR	5
Denmark	64.13	8	HI	9	ESEAO	2
Australia	64.03	9	HI	10	EUR	6
Ireland	63.67	10	HI	11	EUR	7
Norway	63.55	11	HI	12	EUR	8
Netherlands	63.25	12	HI	13	EUR	9
Finland	62.18	13	HI	14	EUR	10
Germany	61.78	14	HI	15	EUR	11
Austria	61.42	15	HI	16	ESEAO	3
New Zealand	60.58	16	HI	17	EUR	12
Iceland	60.54	17	HI	18	EUR	13
Belgium	59.71	18	HI	19	EUR	14
Estonia	58.40	19	HI	20	ESEAO	4
Japan	58.01	20	HI	21	NAWA	1
Israel	58.00	21	HI	22	NAWA	2
United Arab Emirates	56.70	22	HI	23	EUR	15
France	56.49	23	HI	24	EUR	16
Czech Republic	56.06	24	HI	25	NAWA	3
Qatar	55.80	25	HI	26	EUR	17
Slovenia	54.21	26	HI	27	LCN	1
Chile	53.20	27	HI	28	EUR	18
Latvia	52.84	28	HI	29	ESEAO	5
South Korea	52.21	29	HI	30	EUR	19
Spain	51.25	30	HI	31	EUR	20
Slovakia	50.73	31	HI	32	NAWA	4
Saudi Arabia	50.69	32	UM	1	EUR	21
Hungary	50.49	33	HI	33	EUR	22
Portugal	50.38	34	UM	2	ESEAO	6
Malaysia	49.86	35	HI	34	EUR	23
Italy	49.47	36	HI	35	EUR	24
Lithuania	49.42	37	UM	3	LCN	2
Costa Rica	49.42	38	UM	36	EUR	25
Poland	49.11	39	HI	4	CSA	1
Kazakhstan	45.59	40	UM	5	ESEAO	7
China	45.21	41	UM	6	LCN	3
Panama	44.94	42	UM	37	LCN	4
Trinidad and Tobago	44.92	43	HI	38	LCN	5
Uruguay	44.46	44	UM	7	EUR	26
Bulgaria	44.13	45	UM	39	EUR	27
Croatia	43.70	46	HI	8	EUR	28
Macedonia	43.51	47	UM	1	NAWA	5
Armenia	43.48	48	LM	9	LCN	6
Brazil	42.82	49	UM	9	LCN	6

Table 1: GTCI 2014 rankings (continued)

Country	Score	Overall Rank	Income Group	Income Group Rank	Regional Group	Regional Group Rank
Greece	42.46	50	HI	40	EUR	29
South Africa	42.24	51	UM	10	SSF	1
Colombia	41.94	52	UM	11	LCN	7
Mongolia	41.85	53	LM	2	ESEAO	8
Philippines	41.57	54	LM	3	ESEAO	9
Russia	41.40	55	HI	41	EUR	30
Argentina	41.13	56	UM	12	LCN	8
Lebanon	41.13	57	UM	12	NAWA	6
Azerbaijan	41.02	58	UM	14	NAWA	7
Turkey	40.63	59	UM	15	NAWA	8
Mexico	40.59	60	UM	16	LCN	9
Thailand	40.23	61	UM	17	ESEAO	10
Moldova	39.57	62	LM	4	EUR	31
Peru	39.50	63	UM	18	LCN	10
Romania	39.22	64	UM	19	EUR	32
Tunisia	39.11	65	UM	20	NAWA	9
Botswana	38.98	66	UM	21	SSF	2
Ecuador	38.75	67	UM	22	LCN	11
Dominican Republic	38.13	68	UM	23	LCN	12
Guatemala	37.83	69	LM	5	LCN	13
Albania	37.69	70	UM	24	EUR	33
Ukraine	37.69	71	LM	6	EUR	33
El Salvador	37.30	72	LM	7	LCN	14
Namibia	37.11	73	UM	25	SSF	3
Kyrgyzstan	36.55	74	LM	8	CSA	2
Vietnam	36.45	75	LM	9	ESEAO	11
Sri Lanka	36.09	76	LM	10	CSA	3
Nicaragua	34.86	77	LM	11	LCN	15
India	34.12	78	LM	12	CSA	4
Paraguay	34.00	79	LM	13	LCN	16
Egypt	32.93	80	LM	14	NAWA	10
Bolivia	32.16	81	LM	15	LCN	17
Iran	32.09	82	UM	26	CSA	5
Cambodia	31.84	83	LI	1	ESEAO	12
Venezuela	31.76	84	UM	27	LCN	18
Morocco	31.60	85	LM	16	NAWA	11
Indonesia	31.13	86	LM	17	ESEAO	13
Ghana	30.39	87	LM	18	SSF	4
Uganda	29.86	88	LI	2	SSF	5
Pakistan	28.56	89	LM	19	CSA	6
Bangladesh	28.31	90	LI	3	CSA	7
Algeria	26.28	91	UM	28	NAWA	12
Madagascar	24.69	92	LI	4	SSF	6
Yemen	24.03	93	LM	20	NAWA	13

Note: All scores range between 0 and 100. Income groups are based on the World Bank Income Classification (July 2014). Economies are divided as per their 2013 gross national income (GNI) per capita, calculated using the World Bank Atlas method. The groups are: LI = Low Income (US\$1,045 or less); LM = Lower Middle Income (US\$1,046 to US\$ 4,125); UM = Upper Middle Income (US\$4,126 to US\$12,745); and HI = High Income (US\$12,746 or more).

Regional Groups are based on the United Nations Regional Classification (October 2013). The groups are: EUR = Europe; NAC = North America; LCN = Latin, Central America and the Caribbean; CSA = Central and Southern Asia; ESEAO = Eastern, Southeastern Asia and Oceania; NAWA = Northern Africa and Western Asia; SSF = Sub-Saharan Africa

AE	United Arab Emirates	DZ	Algeria	KR	South Korea	PL	Poland
AL	Albania	EC	Ecuador	KZ	Kazakhstan	PT	Portugal
AM	Armenia	EE	Estonia	LB	Lebanon	PY	Paraguay
AR	Argentina	EG	Egypt	LK	Sri Lanka	QA	Qatar
AT	Austria	ES	Spain	LT	Lithuania	RO	Romania
AU	Australia	FI	Finland	LU	Luxembourg	RU	Russia
AZ	Azerbaijan	FR	France	LV	Latvia	SA	Saudi Arabia
BD	Bangladesh	GB	United Kingdom	MA	Morocco	SE	Sweden
BE	Belgium	GH	Ghana	MD	Moldova	SG	Singapore
BG	Bulgaria	GR	Greece	MG	Madagascar	SI	Slovenia
BO	Bolivia	GT	Guatemala	MK	Macedonia	SK	Slovakia
BR	Brazil	HR	Croatia	MN	Mongolia	SV	El Salvador
BW	Botswana	HU	Hungary	MX	Mexico	TH	Thailand
CA	Canada	ID	Indonesia	MY	Malaysia	TN	Tunisia
CH	Switzerland	IE	Ireland	NA	Namibia	TR	Turkey
CL	Chile	IL	Israel	NI	Nicaragua	TT	Trinidad and Tobago
CN	China	IN	India	NL	Netherlands	UA	Ukraine
CO	Colombia	IR	Iran	NO	Norway	UG	Uganda
CR	Costa Rica	IS	Iceland	NZ	New Zealand	US	United States
CZ	Czech Republic	IT	Italy	PA	Panama	UY	Uruguay
DE	Germany	JP	Japan	PE	Peru	VE	Venezuela
DK	Denmark	KG	Kyrgyzstan	PH	Philippines	VN	Vietnam
DO	Dominican Republic	KH	Cambodia	PK	Pakistan	YE	Yemen
ZA	South Africa						

Figure 3b: GTCI scores versus GDP per capita (ISO Code)

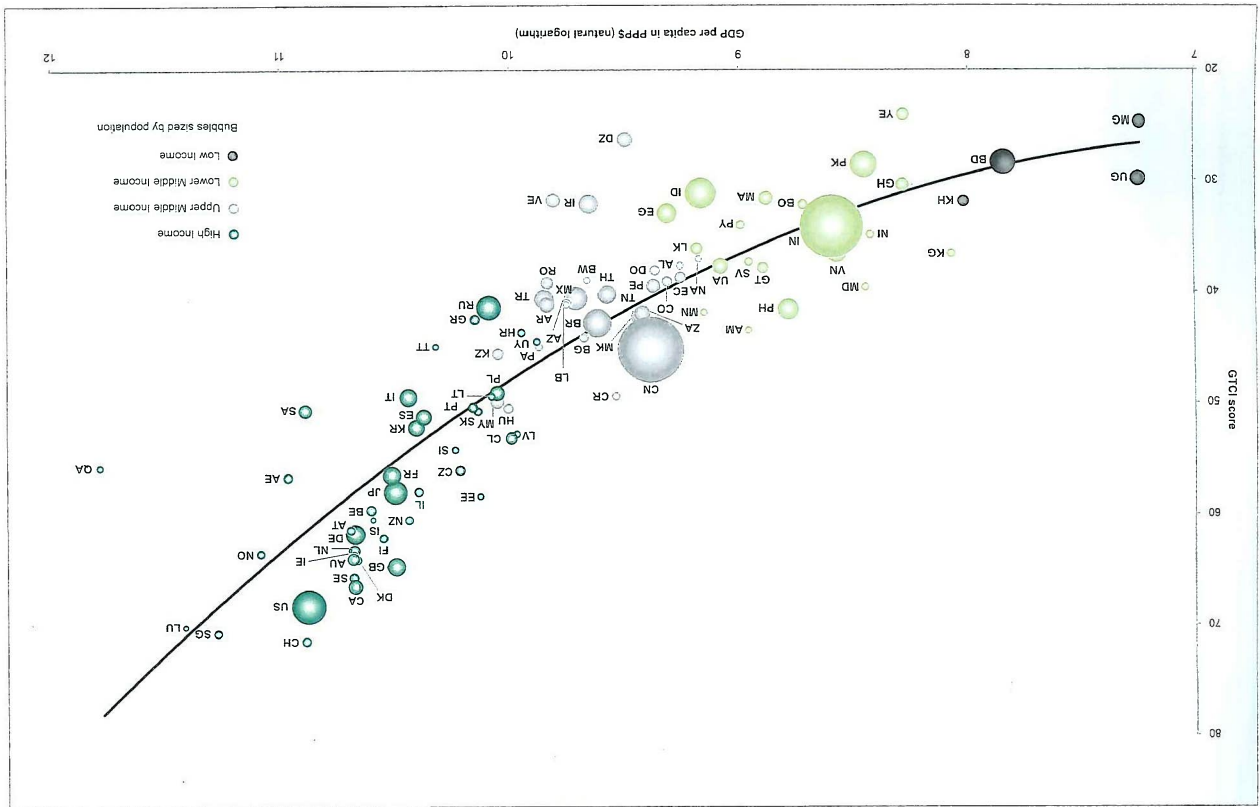


Figure 3a: GTCI scores versus GDP per capita

The Global Talent Competitiveness Index

Growing talent for today and tomorrow

2014



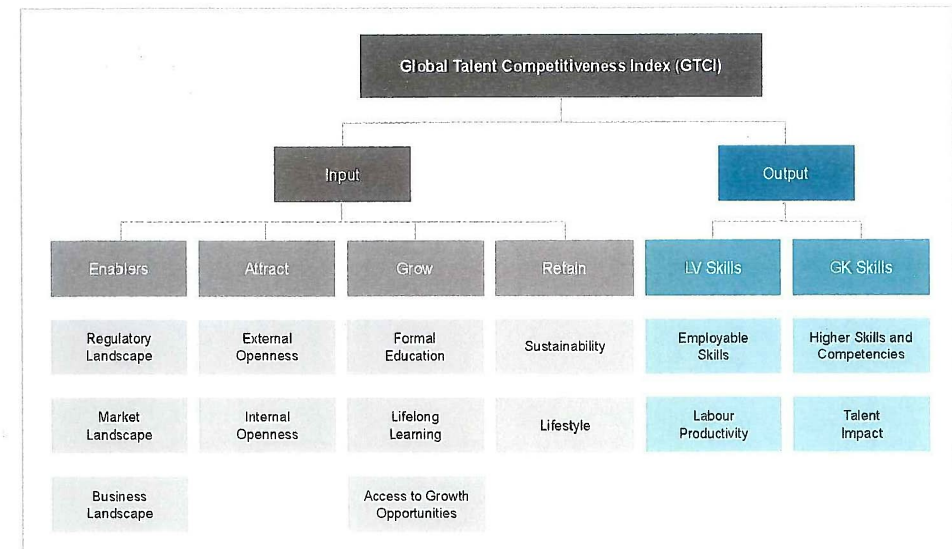
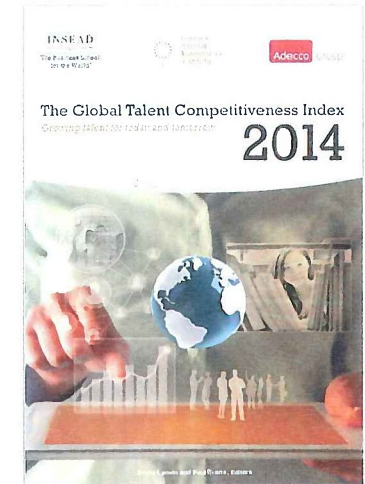
Bruno Lanvin and Paul Evans, Editors

The Global Talent Competitiveness Index

The first edition of the Global Talent Competitiveness Index (GTCI) was published in November 2013. During the course of the past decade, INSEAD has developed two major global indices on Global Information Technology and on Innovation. The ambition of the GTCI is to be an action tool for continuous improvement in linking talent to economic development, and an instrument to stimulate dialogue between governments, business, academia, professionals and their associations, and citizens.

With this second edition, the GTCI addresses the theme of 'Growing talent for today and tomorrow'. While higher level tertiary education has exploded over the last 20 years, responding to the needs of our knowledge-based world, basic education has to equip future generations with the needed interpersonal, digital and entrepreneurial skills. In the face of worrying unemployment (especially among younger generations) the concept of 'employable skills' is becoming central, triggering a necessary renaissance in vocational education and lifelong learning.

GTCI covers national and organizational parameters and generates insights to inspire action. Based on feedback and further analyses following the release of GTCI 2013, this year's index includes 65 variables (up from 45 last year). It covers 93 national economies, across all groups of income and levels of development, and has (1) four pillars on the input side - Enable, Attract, Grow and Retain - focusing on actions for policymakers and business leaders, and (2) two output pillars, benchmarking national performances in Labour/Vocational and Global Knowledge skills, respectively.



Subject 1: 各国労働力競争力の比較優位性について

事前配布用の資料をお送りします。これらを読み込んで、「質問」を考えて来ててください。

因みに、昨今当方が HRD を手掛けているカンボジアは 去年は 第 8 3 位 でした。

Subject 2: 学生さんに考えて来て頂きたいこと

グローバル企業の「進化」について考えてください。

日本企業の多くはまだまだ「グローバル化」していないといわれています。

これに関し、第一に、「グローバル企業」とは何か？

第二に、「グローバル企業の度合いを測る尺度」を5つあげて下さい。

第三に、「グローバル人財とは何か」について考えて来ててください。←皆さんはグローバル人財になりたいですか。