

Turbocharge student career readiness with team-based learning (“TBL”) at



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INTRODUCTION

- Many students are facing a Volatile, Uncertain, Complex, and Ambiguous (VUCA) job market due to rapid changes in technology and globalization. In addition, a higher level of fragmentation of diversity in student backgrounds and jobs with short lifecycles and changing requirements, requires different preparation.
- These factors have contributed to an “academic to employability gap” as evidenced by the McGraw-Hill Education 2016 Workforce Readiness Survey reported that only 21% of students feel prepared for the workforce compared to only 11% of business leaders in a 2014 Gallup Survey and 96% of Chief Academic Officers according to Inside Higher Ed’s 2014 survey.
- The author, previously the Chief Financial Officer of an airline before teaching aviation business, believes that TBL teaching approaches could better prepare students for the workplace than traditional lectures

METHOD

- To assess the potential impact of TBL on workforce readiness, the author made an assessment of whether lecture or TBL method was able to impact certain workforce requirements.
- Three sources were considered for workforce requirements: The World Economic Forum’s “Future of Jobs Report” which identified the top 10 skills required in 2020; an interview evaluation form from a prominent management consulting firm and candidate evaluation criteria from a prominent investment bank.

RESULTS

- TBL was deemed likely to improve student skills in six of the ten areas identified by The World Economic Forum compared to zero for traditional lecture.
- TBL was deemed likely to improve student skills in six of the nine areas identified by employer interview and candidate criteria compared to two of nine for traditional lecture.

DISCUSSION

- This analysis represents more of a starting point for exploring this issue than a definitive conclusion.
- The determination of how well lectures or TBL prepare students for future career skills can be quite subjective.
- Although it can seem quite obvious that a TBL method with team-based application exercises and team-based test would require: problem solving, critical thinking, people management, coordinating with others, judgement and decision making and negotiation, it is not clear that just by requiring students to employ these skills in the course will necessarily make them better at them.

CONCLUSION

- TBL is likely to be more effective at preparing students for the workforce than traditional lectures.
- However, additional work can be done to strengthen these findings.

ACKNOWLEDGEMENTS

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CONTACT

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World Economic Forum: Top 10 Skills

in 2020	in 2015
1. Complex Problem Solving	1. Complex Problem Solving
2. Critical Thinking	2. Coordinating with Others
3. Creativity	3. People Management
4. People Management	4. Critical Thinking
5. Coordinating with Others	5. Negotiation
6. Emotional Intelligence	6. Quality Control
7. Judgment and Decision Making	7. Service Orientation
8. Service Orientation	8. Judgment and Decision Making
9. Negotiation	9. Active Listening
10. Cognitive Flexibility	10. Creativity



Source: Future of Jobs Report, World Economic Forum

Interview Evaluation Form

Top 10 Skills: Lecture versus TBL

Top 10 skills required in 2020	Lecture	TBL
1. Complex Problem Solving		✓
2. Critical Thinking		✓
3. Creativity		
4. People Management		✓
5. Coordinating with Others		✓
6. Emotional Intelligence		
7. Judgement and Decision Making		✓
8. Service Orientation		
9. Negotiation		✓
10. Cognitive Flexibility		

Lecture: 0 / 10 skills
TBL: 6 / 10 skills

Interview Criteria: Lecture versus TBL

Criteria on employer interview evaluation forms	Lecture	TBL
1. Problem Solving		✓
2. Academic experience	✓	✓
3. Work experience		
4. Client Impact Potential		✓
5. Technical Knowledge	✓	✓
6. Communication		✓
7. Teamwork		✓
8. Personal Qualifications		
9. Leadership		

Lecture: 2 / 9 skills
TBL: 6 / 9 skills

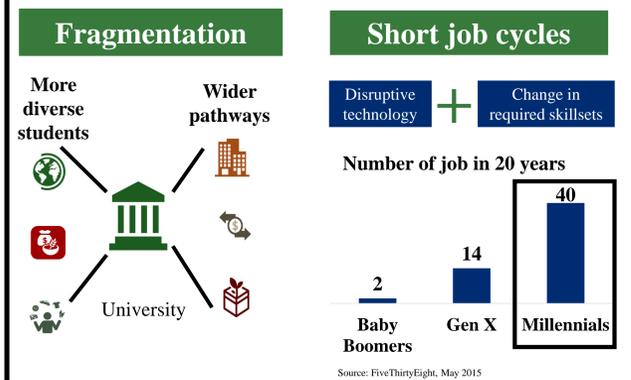
Note: The Interview Evaluation Form and Candidate Evaluation criteria were consolidated into a single list:

“Intellect and problem solving” combined with “Problem solving”

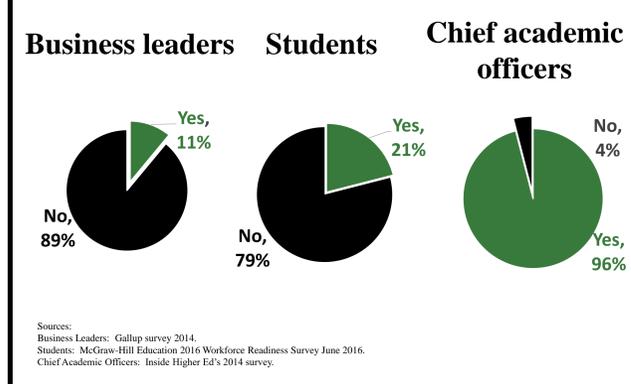
“Delivering results” combined with “Client Impact Potential”

“Collaboration” combined with “Teamwork”

Volatile, Uncertain, Complex and Ambiguous Career Path



Are Students Ready to Work?



Candidate Evaluation Criteria

- Leadership
- Intellect and problem solving
- Delivering results
- Collaboration
- Communication
- Technical finance and accounting skills



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