

 Higher cognitive skills		Advanced literacy and writing	Editors, para
		Quantitative and statistical skills	Financial an
		Critical thinking and decision making	Doctors, ins
		Project management	Purchasing
		Complex information processing and interpretation	Market rese
		Creativity	PR specialis
 Social and emotional skills		Advanced communication and negotiation skills	Sales repres
		Interpersonal skills and empathy	Counselors,
		Leadership and managing others	Managers, e
		Entrepreneurship and initiative-taking	Business de
		Adaptability and continuous learning	Emergency
		Teaching and training others	Teachers, in
 Technological skills		Basic digital skills	Administrati publishers
		Advanced IT skills and programming	Software de administrato
		Advanced data analysis and mathematical skills	Statisticians analysts
		Technology design, engineering, and maintenance	Engineers, r designers
		Scientific research and development	Scientists

NOTE: Western Europe: Austria, Belgium, Denmark, Finland, France, Germany, Greece, Italy, Netherlands, Norway, Spain, Sweden, Switzerland, and United Kingdom.

SOURCE: McKinsey Global Institute workforce skills model; McKinsey Global Institute analysis

	Aligned at Your School?	How?
legals, writers		
analysts, accountants		
insurance underwriters		
agents, front-line supervisors		
arch analysts, lawyers		
ists, music composers		
representatives, real estate agents		
, social workers, therapists		
executives		
velopment, strategists		
responders, programmers		
structors, trainers		
ve assistants, desktop		
velopment, network ers		
, operations research		
robotics experts, product		

lin, Sweden, Switzerland, and the

Integrated or Side-bar?
