

Bloomberg
**New Economy
Forum**

Support Talent in Super Cities

Solution Workshop Briefing

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Workshop Participant,

As part of your personalized role at the Bloomberg New Economy Forum, we are pleased you will be participating in the Solution Workshop on Tuesday, November 6, at 2:50 pm, focused on the topic of **supporting talent in Super Cities**.

Mike Bloomberg and our team believe the action-oriented conversations at our forum have tremendous potential to begin generating solutions to some of the world's most challenging problems. To serve rapidly growing urban populations worldwide, we will aim in this session **to commit to transferring critical capabilities to public administrators in the world's largest cities**.

In advance of this workshop, we would ask that you please read the information below on the Solution, the workshop's goals, and Discussion Leaders.

Participants who are energized by the discussion and want to take action will be given the opportunity to involve their organization in a post-forum working group as a "Solution Champion." Solution Champions will work together to take concrete action between year 1 and year 2 of the New Economy Forum, supported by Bloomberg. Becoming a Solution Champion is not an obligation for attending the workshop, and will be elective based on interest and availability.

We look forward to your participation in this session.



Solution Workshop Overview

Session title: Support Talent in Super Cities

Date & Time: Tuesday, November 6, 2018 - 2:50-3:40 pm

Location: Specific breakout room will be listed in the forum app

Workshop Format:

- 50-minute workshop with a Discussion Leader to outline importance of the topic, highlight their action in addressing, and present the need for a Solution
- This session will be off-the-record to allow for open sharing of views and ideas on how to move forward
- Majority of time (~30 minutes) designed to allow for audience participation, input, and feedback on the proposed Solution
- Key questions to address (not exhaustive):
 - What excites you about this Solution and why do you want to be involved?
 - What is this missing in the current proposal?
 - How can we be bolder and go faster in making impacts?
 - Who needs to be involved to ensure success?

Goals of the Workshop:

- 1) Host an open dialogue on how the private sector can come together to have impact on this topic
- 2) Discuss a prototype Solution to be worked on by interested participants after the Forum
- 3) Determine who from workshop participants would like to participate in a follow-up discussion to be hosted by Bloomberg in early 2019

Additional Reading Materials:

World urbanization report: The 2018 revision (United Nations) - [LINK](#)

Urban world: Meeting the demographic challenge in cities (McKinsey) - [LINK](#)

Smart cities: digital Solutions for a more livable future (McKinsey) - [LINK](#)

Discussion Leaders



Aliko Dangote

President and Chief Executive, Dangote Industries Limited

Aliko Dangote founded Dangote Group over 30 years ago and has turned his enterprise into the largest business conglomerate in West Africa, with a market capitalization of \$15.5 billion USD. Dangote invests in 18 African countries, creating jobs and economic value across the continent in a range of industries. A leading global philanthropist, he has set up the largest Foundation in Africa with an endowment of \$1.25 billion USD.

Convener



Diaan-Yi Lin

Senior Partner, Leader of McKinsey Singapore Office, McKinsey & Company

Diaan-Yi is a senior partner of McKinsey's Singapore office and a leader in its Public Sector, Private Equity & Principal Investors, and Capital Projects & Infrastructure practices in Asia. She also helps direct work with sovereign-wealth funds in the region. Diaan-Yi has worked extensively with government entities and government-linked companies in Singapore and across Asia. She is passionate about working with governments to drive workforce transitions in a new era of work. She has published research on this topic and has spoken extensively on automation, jobs, and the future of work at global and regional gatherings, such as the Asia-Pacific regional meeting of the Trilateral Commission and the Asian Human Capital & Leadership Symposium. Diaan-Yi is also a keen observer of China's role in globalization and infrastructure development around the world.

Suggested Talking Points

The United Nations estimates that the number of “Super Cities”—those with a population of at least 15 million— will grow from 12 (in 2015) to 22 in 2025

The population of the 22 Super Cities will reach ~400 million by 2025, representing more than 8 percent of the world’s urban population

To manage the resources needed for its residents, city officials need to acquire new skills, and not nearly enough of them are doing so

The solutions calls on the creation of a private-sector coalition of companies to equip Super Cities’ public administrators with the skill sets they need

Support Talent in Super Cities

Commit to transferring critical capabilities to public administrators in the world's largest cities.

The Challenge

Right now, about 55 percent of the world's people live in cities, [according to the United Nations](#). That proportion is likely to increase—to more than two-thirds—as an additional 2.5 billion people move to urban areas by 2050. In China and India alone, 100,000 people a day move from rural to urban areas, where educational or economic opportunities are often more readily available. By 2025, Kinshasa and Lagos could be home to about 50 percent more people (to 18 million and 17 million respectively), making them two of the fastest-growing cities on the planet. The UN estimates that by 2025 the population of 22 Super Cities – cities with a population of at least 15 million – will reach about 400 million people, or more than 8 percent of the world's urban population.

Coping with these developments will be a formidable task. Already, many places are hard-pressed to cope: think of the tangled traffic jams in, say, Cairo or Mexico City, or the poor air quality in New Delhi. Tens of millions of people live in informal settlements with limited access to such basic services as running water or power.

Increased urbanization translates into increased demand for transportation, education, housing, sustainability, and health care. Specialized digital tools, such as location services, sensors, and the Internet of Things, can help inform urban management. To deploy these tools effectively, government officials need to acquire new skills—and not nearly enough of them are doing so.

The private sector has proven expertise in attracting talent, developing capabilities, and analyzing complex problems—and the public sector clearly needs this expertise too. If the cities of the future are to meet the needs of their residents, narrowing this public-sector skills gap matters greatly. This is particularly important for Super Cities, whose massive scale and fast growth present unique challenges.

Solution to Discuss

While there are a range of urban initiatives from NGOs (see: “Promoting positive urbanization”) and governments, what is needed is a specific effort whose mandate is to promote talent and capability development.

Our proposed solution is to create a private-sector working group of companies to equip Super Cities' public administrators with the skillsets they need.

Here are three ways the private sector could help:

Secondments: Actively engage with city governments to understand their development goals and identify the critical skills needed to reach these goals (e.g., leadership, strategy design). Recruit private-sector management talents – such as business executives, subject matter experts – to fulfill these needs. In the city of Atlanta, United States, for example, a loaned business executive with more than 15 years of private-sector management experience, is currently serving as the COO of the city for one year before returning to his company (Cox Automotive). The Solution will leverage lessons learned from similar initiatives (e.g., FUSE Corps) and create a private sector-led, Super-City-focused program to recruit top talents from private sector.

Support Talent in Super Cities

Training: Provide training curriculum to public servants through in-person conferences and online programs on topics such as project management, data analytics, and procurement. Microsoft, for example, provided a subsidized training program to ~5000 public servants in Australia. In consultation with governments, the working group will identify the most pressing needs, leverage experiences from existing training programs and design a comprehensive curriculum to address an individual city's needs.

Advice: Experts from participating companies will form an advisory team focused on helping Super City governments strengthen their ability to attract, develop, and retain top talent. Private-sectors leaders will advise governments in designing and partnering to create effective recruitment and training programs, implement leading performance management systems, and develop knowledge-sharing of best practices throughout public administrations.

Commitment from You

Delegates will commit to participating in a working group to design secondment, training, and advisory programs. They will also work with Super City government officials to define what skills are most needed; who will be trained; and how the private sector can help. As a founding member, you will be part of a one-of-a-kind initiative shaping the future of Super City talents—and thus the health and well-being of hundreds of millions of people.

EXAMPLES OF PROMOTING POSITIVE URBANIZATION

- The Germany-based ICLEI - Local Governments for Sustainability is a global network of more than 1,500 communities that work alongside local governments to anticipate and respond to challenges ranging from procurement policy to ecosystem degradation.
- Established in New York in 1936, the Urban Land Institute (ULI) provides expertise in land-use policy; with 40,000 members around the world, it is in good position to share knowledge and best practices.
- A group founded by the Rockefeller Foundation, 100 Resilient Cities, provides financial and expert support, including from the private sector, to help cities become more resilient, in terms of adapting to shocks, such as disasters, and long-term stresses, such as congestion or violence.



Sample Questions

What are some of the common challenges faced by Super City governments?

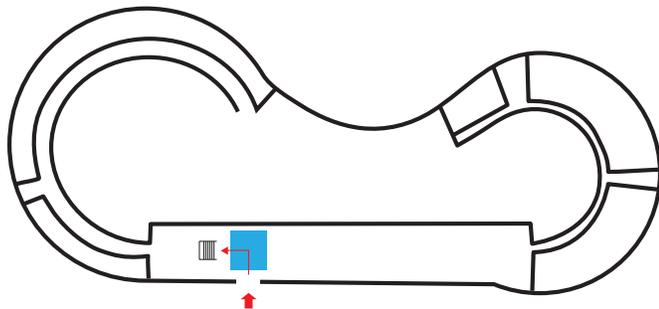
What kind of skills/talents are needed to be effective public administrators?

How could the private sector help city governments develop their in-house talents?

How can the private sector help recruit high-caliber business leaders to support Super Cities?

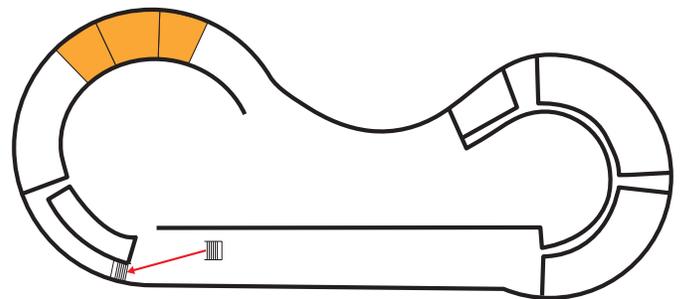
How to address concerns of transparency and preferred status as they relate to corporate involvement in public sector leadership?

Venue Map



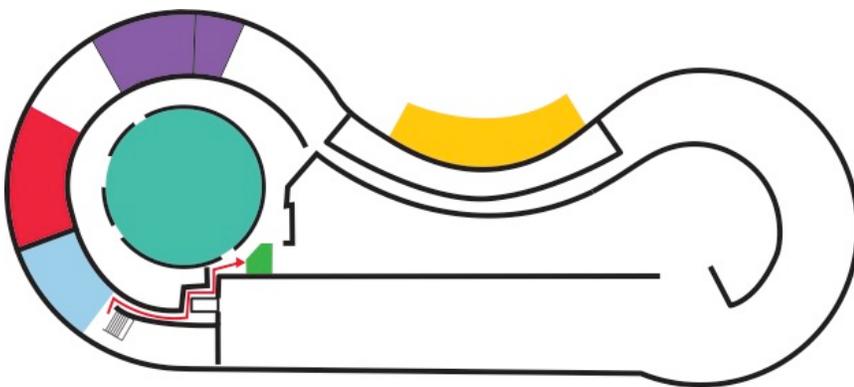
3rd floor

■ Guest Registration



2nd floor

■ Breakout Sessions 3, 4, 5



1st floor

■ Activation & Networking	■ Breakout Sessions 1, 2
■ Media Partners	■ Partner Lounge
■ Plenary Hall	■ Green Room

→ Direction to green room
▤ Stairs

For more information

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