

# Business Education in Search for New Learning Partnerships



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## ▶ The basic idea for change: Driver or driven?



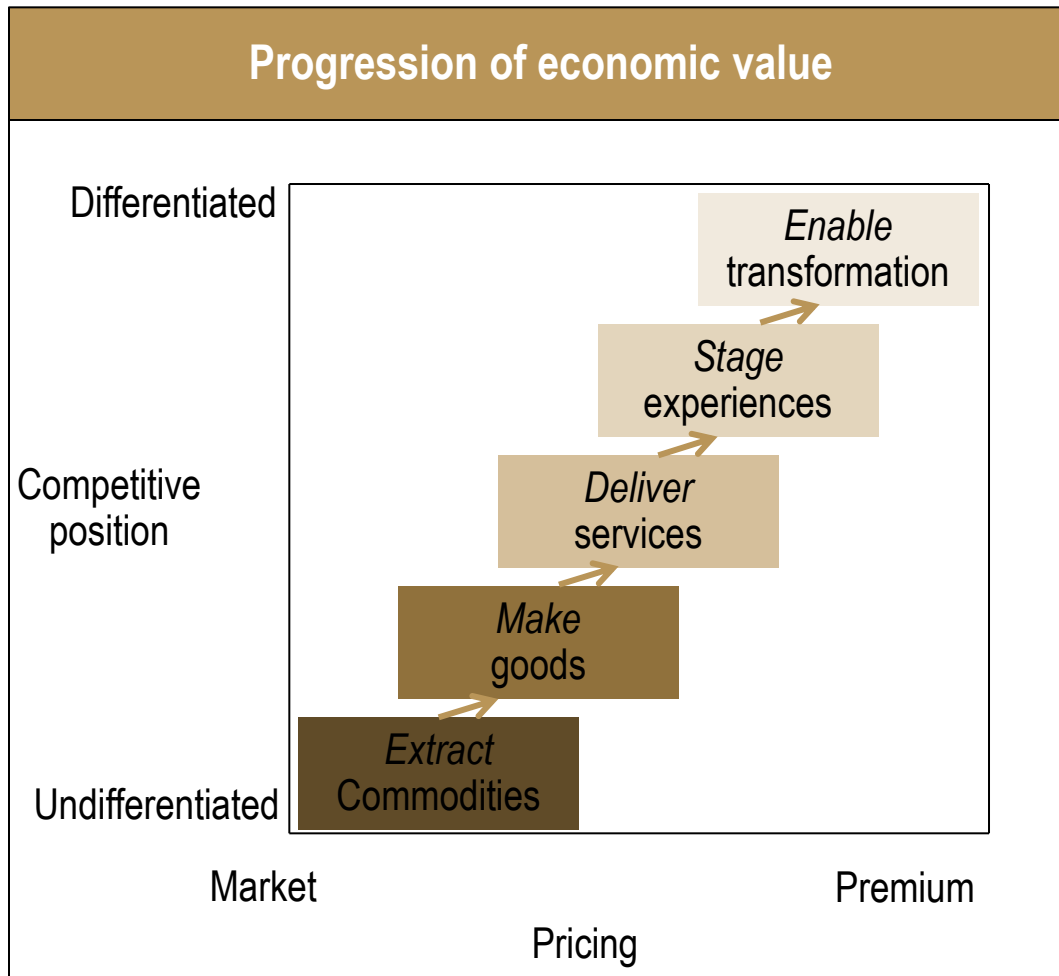
Does Business Education search for new learning partnerships or do they have to come up with new ideas in order to keep and satisfy the customer?

## People have changed and are still changing

	Traditionalist	Boomer	Gen X	Gen Y
Training	The hard way	Too much and I'll leave	Required to keep me	Continuous & expected
Learning style	Classroom	Facilitated	Independent	Collaborative & networked
Communication style	Top down	Guarded	Hub & spoke	Collaborative
Problem-solving	Hierarchical	Horizontal	Independent	Collaborative
Decision-making	Seeks approval	Team informed	Independent	Team decided
Leadership style	Command & control	Get out of the way	Coach	Partner
Feedback	No news is good news	Once per year	Weekly/daily	On demand
Technology use	Uncomfortable	Unsure	Unable to work without it	Unfathomable if not provided
Job changing	Unwise	Sets me back	Necessary	Part of my daily routine

*When Generations Collide: Who They Are. Why They Clash. How to Solve the Generational Puzzle at Work.*  
 (Lancaster, L.C. and Stillman, D. Wheaton, IL. Harper Business, 2003)

## Business has changed and is still changing

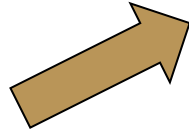


### Transformation

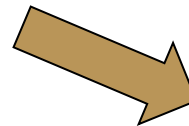
- Augmented reality
- Avatar
- Birthday party planner
- Botox
- Death Planner
- Chip implant
- Life Coaches
- Personal trainers

Source: Pine, Gilmore, The Experience Economy

## Knowledge has changed and is still changing



- Intensive repeating influences lead over time to structural changes in the affected areas of the brain
- Channeled processes run easier and easier and become automated



- If not activated existing neural connections weaken surprisingly quickly
- The vacated brain areas are immediately taken up for other purposes



Two key drivers for change: Fear and enthusiasm

Subsequently many business schools are already being confronted by new demands from the customers

«I do not believe in open programs – we need to make sure that the learning is specific to the person»

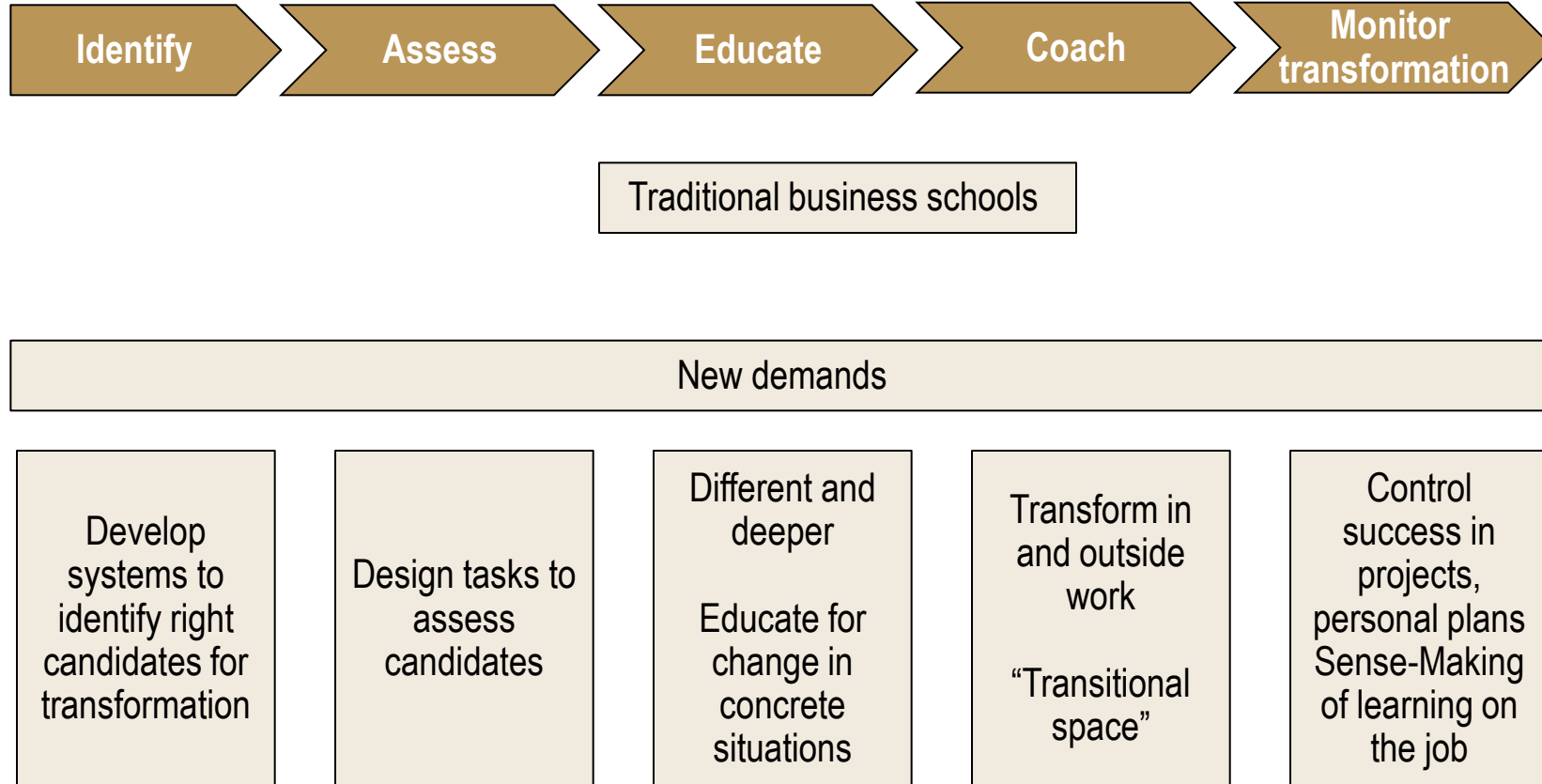
“Why should you train the individual or an assorted group of employees of my company. I want you to train the teams!”

“I believe the top team needs a psychotherapist as much as it needs knowledge. Any way you can connect the two?”

“I can only see a point if the school offers continuous coaching. I want transformed employees that are better in and out of work. I do not care about your business model but a bit of coaching within an Exed program is just not enough”

“How can you be the master of the transformation if you only train briefly a few selected – you should also assess, pick and monitor them”

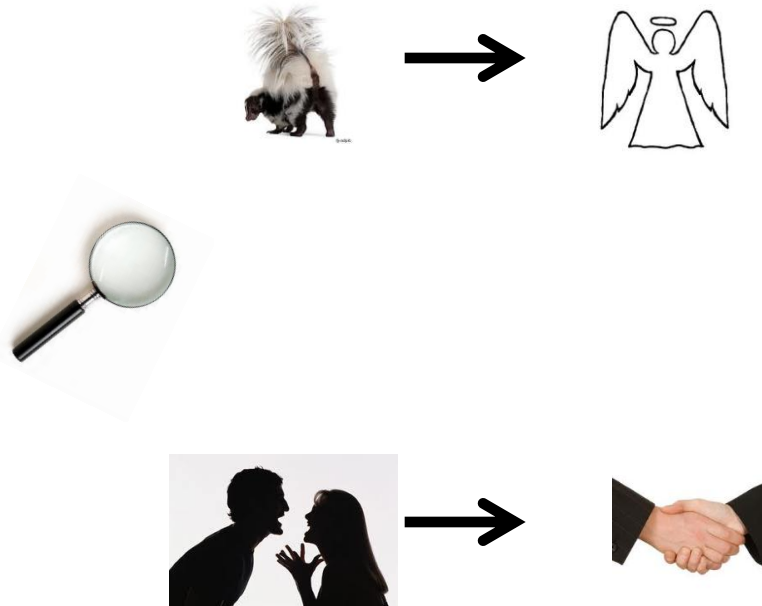
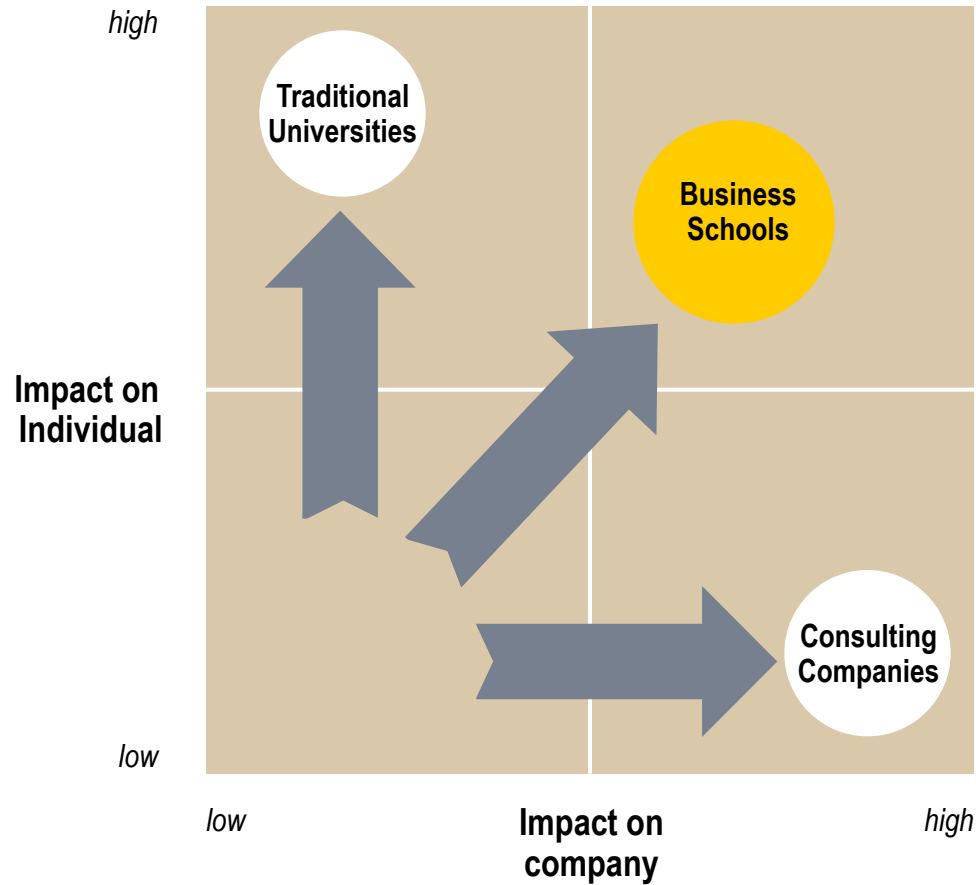
▶ The traditional value chain of business schools is slowly expanded...



# ...as is the focus of the training

Former Focus: Distinguishing from universities and consultants

New Focus: Real transformation of individual and team



## Some of these things are beginning to happen...

### Who is educated?

- Individuals of all ages in their teams and teams as teams
- Not only top level but all across the company
- Not only managers but also people interacting with the customer

### Where does the process begin and end?

- Assessments by interviews/tasks
- Monitoring of project results and of 360° feedback
- Long term coachings



### How deep does the process go?

- Work with psychologists and psychotherapists
- Enable work exchanges
- Practice related research projects

### What is taught?

- Purpose, meaning and enthusiasm
- Connect and harness knowledge across silos
- How to teach their own employees

... but will challenge the existing hiring and incentive structure of business schools

From a clearly structured system to....

- Top professors come in order to do research
- Teaching is a chore that should take up little time
- Open programs are cash-cows
- Short, partly customized programs
- Coaching is part of a 360° feedback at most
- Alumni networks take over the contact to participants after the program



Are we all prepared?