

tsm

business school

**Business In Search for new
learning and educational input**

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True leaders innovate

TSM Business School



- Founded 1967, by University of Twente
- Part time executive management en business programmes
- Tailor made for open enrollment and company specific
- 60% CSP, 40% open
- Business Model based on design and directing
- Self Leadership and talent development

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Changing Context



- Increasing complexity
- The best colleague doesn't work here
- Knowledge for free
- Demand for responsible top achievers
- Europe as global niche of excellence

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Changing Mindset of Business Schools



- Focus on application of knowledge; flexible
- Talent based
- Focus on context of student /organisation /society
- Working is learning
- No teaching but learning
- No talking but listening

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Basics for Management Programmes

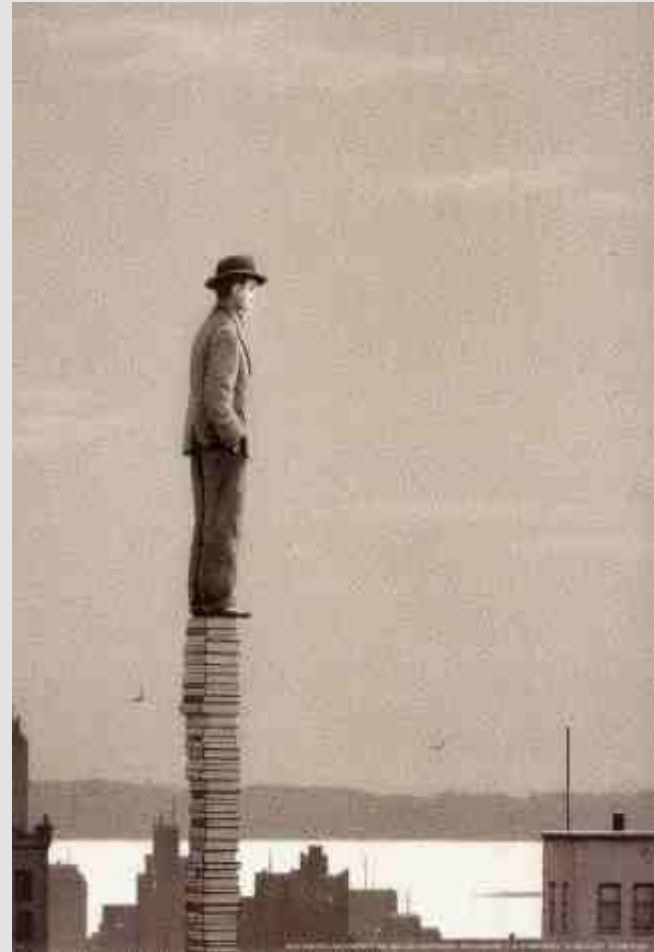


- Talent development
- Self Leadership
- Responsibility for learning and freedom
- Student has own learning style / preferences
- Embracing complexity
- Group dynamics

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Showcase: introduction

- The Government Buildings Agency
- Over 1000 employees
- High educational level
- Approx. 2000 properties in portfolio
- Main tasks:
projectmanagement and
advisory



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Showcase: situation

- Rapidly changing environment
 - Politically
 - Financially
 - Market forces and privatisation
 - Public private partnering
- Demand for new way of working
- From controlling to steering
- Individual approach to organisational change



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Showcase: How to develop?

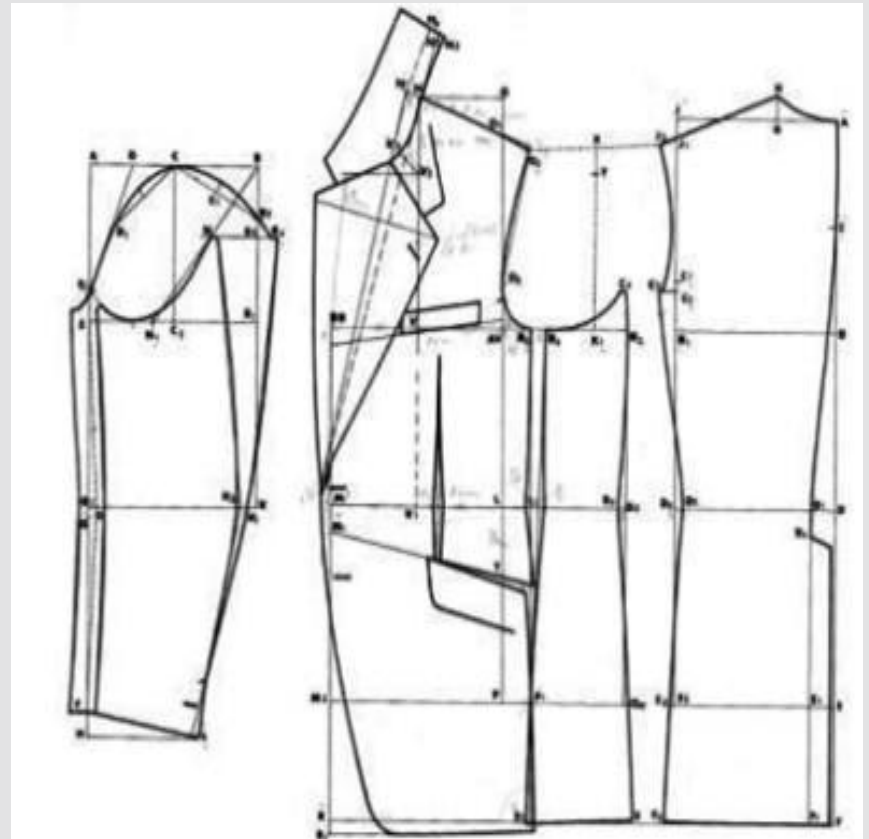
- Demand for development program
- 400 consultants (both internal and external)
- Collective and individual development
- Cultural change “our way; this is how we advise”
- Personal development (knowledge and skills)
- Organisational learning (knowledge sharing)



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Showcase: program design

- Multiple groups of 12 p.
- Assessment on learning preference and development potential
- Individual development path, based on learning preference. Two interventions per person
- Individual coaching in line with development path
- 3 collective workshops per group
 - Advisory skills
 - Knowledge and experience sharing
 - Creating culture



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Showcase: language of learning

Learning style (top 2)

1. The copycat
2. Participating
3. Knowledge finding
4. Exercising
5. Exploring

Intervention (min 2)

1. Mentoring
2. Peer Group Counseling
3. Study assignment
4. Business simulation
5. Client Safari

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Conclusion:

Designing learning processes based on individual situation, group dynamics and the context of the manager in business and society



**Let's make
better mistakes
tomorrow.**

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