What are the most critical global shifts impacting on management education?
How are these changing the needs of individual learners?

- Customized learning
- Personalised
- More applicable courses
- More demanding
- Soft skills
- Experience-based learning
- High touch
- Personalized study
- Edutainment
How are these changing the needs of individual learners?

- Demand for personalized learning
- Soft skills
- More flexibility, innovations, experiential, value-based
- Personalization
- Request more customized individual support
- Personalized studies
- Critical thinking is critical
- Customized learning, freedom to choose
- Shift to the soft
How are these changing the needs of individual learners?

- Experiential learning
- Flexible programs
- Smart entertainment with challenge
- Mass customization
- More focus on (interdisciplinary) design thinking
- Be ready to rearrange your way of teaching
- High touch
- Growth mindset
How are these changing the needs of individual learners?

- Learning agility
  - Shorten learning cycle, no trained teachers for the specific needs
- Soft skills
- Mindset issues
- Accessible digitization
- Short and intense programs with using IT tools
- Learning on the job
  - Expert guidance, not curriculum driven
- Short courses
How are these changing the needs of individual learners?

- Personalized study
- The desire for purposeful learning
- In the forms blended learning
- Demystified AI
- Believe in yourself
- Stacked learning
- They become KPI oriented, waiting for less homework, but better result
- Purpose from learning, blended learning
- D
How are these changing the needs of individual learners?

More adaptive, creative, short focused programs
How are global shifts changing the needs of employers?

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How are global shifts changing the needs of employers?

- Increased use of corporate academy as the quality provider versus to abstract university curricula
- Search for new HR technologies
- More flexible arrangements
- Agile projects
- Focus on employer branding
- More short courses/learning by doing/practice oriented programmes
- New skill-set
- Seek agility, open mind, resilience, reinvention skills, strong values, collaboration
- Flexibility
How are global shifts changing the needs of employers?

- Be faster
- Responsible
- Need to rethink own role as employer
- Multifunctional workers
- Task oriented
- Shorter cycles
- Team building
- Working with virtual and multicultural teams
- Diverse & respectful workforce
How are global shifts changing the needs of employers?

- Short life cycles
- Repeated stages of learning throughout the career progress
- Generalists instead of specialists
- Short focussed programs
- Set of soft skills
- Require more entrepreneurial and "soft" skills
- Teamworking
- Erosion of core staff Rise of gig workers
- Responsibility beyond bottom line
How are global shifts changing the needs of employers?

Mindset and attitude instead formal education
True leadership
Multiple language versions of games and case studies
Agility
Sustainability, diversity, growth with reduced resources
Value and mission driven, purpose and impact
Growth with reduced resources, innovation driven
Have to be able to adjust very quickly
Employers should invest more money in people training and development to create multifunctional employees
How are global shifts changing the needs of employers?

- Long life learning
- Global recruitment capabilities

We have to be willing to reinvent ourselves - willingness vs resistance is the biggest challenge.
How is demand shifting for learning interventions?

- creative practices
- experiential learning
- wholistic approach
- systems thinking
What changes need to be unlocked inside our schools?

- Develop new kpi-s
- experiential learning
- Learning vs teaching
- Faster changes
- Develop cooperations among stakeholders
- Use of AI and ed tech
- Love not money
- Hiring of the new experts
- Decentralised budgets to deliver customized learning solutions
What changes need to be unlocked inside our schools?

- New formats of education
- Teachers training, responsibility
- Collaboration enabling Silo management
- high touch environment
- Old ways of thinking
- New generation leaders
- Learning orientation vs teaching orientation
- drive societal impact
- International cooperation
What changes need to be unlocked inside our schools?

Collaborations

Use of blended approaches: games, theory, discussion, coaching

Participatory methods in teaching and also in management

creative environment

Less bureaucracy

Establish top-down and bottom-up flow

Intellectually

New formats of the education

We have to be willing to reinvent ourselves - willingness vs. resistance to change is the biggest challenge
What changes need to be unlocked inside our schools?

- to become the ambassadors of change and start with ourselves
- Better cooperation with business
- Reinventing the balance of research and relevance
- constant updated it
- Technology enablement
- Change of the mindset - from traditional to think out of the box
- Cooperation vs competition for resources
- Forget about publication pressure, more focus on what resonates with partners and Learners
- Excellence and relevance, soft skills development
What changes need to be unlocked inside our schools?

- Own creativity, walking the talk, flexibility
- Establish top-down and bottom-up information flow
- Excellence and relevance
- Alliance with different stakeholders - business, public
- Use of new solutions originating at other places, but not necessarily from Western Europe exclusively
- Excellence and relevance
- Faster changes
- Less bureaucracy
- Excellent and relevant education and research