

Making Relevance More Relevant

CEEMAN

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Johan Roos, CAO & Professor





The Business of Business Schools

by Johan Roos, CAO, HULT International Business School

• 16,183 SCHOOLS

• \$400^{BN} INDUSTRY

management is a **VITAL FORCE** for society

1 **20th Century**

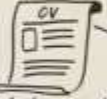


- How does a factory work?
- How do you get people to follow you?

2 **THEORY**

2 INFLUENTIAL REPORTS
SHIFTED THINKING
→ Too much practical!
→ Too little theory!

The culprits went to **GOOD** Business Schools



SELF REFLECTION WAS NEEDED!



WHAT are we teaching leaders?

3

21st Century

SCANDAL & ROI?

ALL THEORY **N** HUMAN



1950's
FIRST SWING
1960's
1980's



BUSINESS & SOCIETAL IMPACT



PRINCIPLES OF RESPONSIBILITY



HULT ASHRIE AN EARLY SIGNER **2010**

CO-CREATE KNOWLEDGE WITH INDUSTRY



2018

IMPACT & RELEVANCE

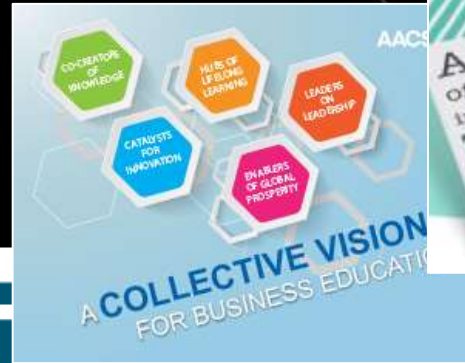
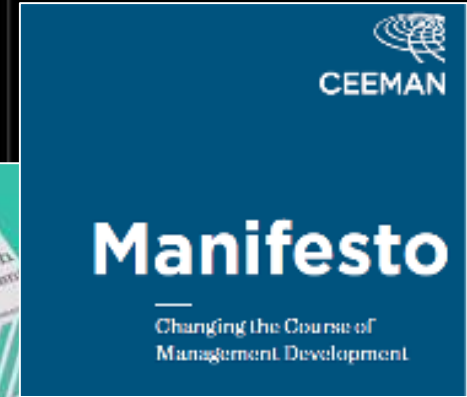
FULL SWING

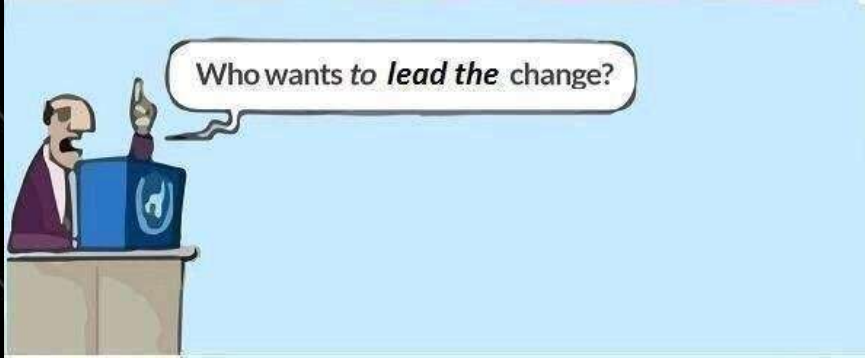


BACK

Not just measured by **WEALTH!**

Much good will and great efforts
to push our field forward





Initiatives initiatives to make
“relevance” more relevant

Balancing knowledge with skills

Developing a future mindset

Compressing and stretching

Output & Impact focused research

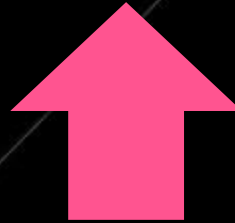
Yet, transforming business schools is a real challenge

Does not want to change

Wants to change
(President/Dean)

Agrees to change
(Governance Board)

Can change
(Execution skills)



What we really need is a business reformation.

Charles Handy, Social Philosopher

Closing Address at the 9th Global Peter Drucker Forum 2017

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Clayton Christensen
Harvard Business School

Isabelle Kocher
CEO Engie

Rosabeth Moss Kanter
Harvard Business School

Paul Polman
CEO Unilever

Young K. Sohn
President Samsung

Gary Hamel
London Business School

Linda Hill
Harvard Business School

Roger Martin
Martin Prosperity Institute

Mariana Mazzucato
The Institute of Innovation

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Dave Ulrich
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Jim Keane
CEO Steelcase Inc.

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CEO Haier Group

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BRIGHTLINE
SPEAKERS

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The Scrum Alliance

emergn

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