
INNOVATIONS IN LEADERSHIP DEVELOPMENT

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*Open Mind Open Space – For Innovation and Care
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Why do we innovate?



Klaus Schwab:

“In today’s trust-starved climate, our market-driven system is under attacklarge parts of the population feel that business has become detached from society, that business interests are no longer aligned with societal interests.... The only way to respond to this new wave of anti-business sentiment is for business to take the lead and to reposition itself clearly and convincingly as a part of society”

➤ Develop leaders for the twenty-first century

How should Business Schools Respond?

- **Management education is in search of a new identity, not only but particularly in transitional economies**
- **To give responses to complex problems, we need interdisciplinary, integrated and problem-oriented approach**
- **Kozminski: Management education in central and eastern Europe (and other transitional economies, D.P.), has a much less developed “academic infrastructure”**

Academic Infrastructure in CEE



- **Organized along “disciplinary silos”**
- **Bad habit of mimicking the West**
- **Management Education should not be limited to teaching, training, and developing managers ...**
- **Need for “next generation of advanced management training”, designed to support and develop entrepreneurial and leadership skills**
- **Some institutions in transitional economies are recognized internationally for their innovations. They are located here, in other Baltic states, Poland and Slovenia**

Special Innovative Programs and Seminars are Gaining Importance



- We often start a long-term partnership with management team assessment
- Overall trend towards longer and more complex programs
- Many programs are specially designed to suit specific needs, often highly innovative
 - Strategic Leaders Program for BAE SYSTEMS (Transformational Leadership – Catalytic Mindset), Bosnia and Herzegovina and in Slovenia
 - Study Trip for IMD MBA participants (Global Integration through Foreign Direct Investment; Impact of the Enlarged Europe on Bosnia and Herzegovina and Slovenia), Bosnia and Herzegovina and in Slovenia
 - Dubrovnik Leadership Forum
 - Integration of “Learning from the Art” module in our MBA curriculum

Leadership development should respond to the actual needs



- **Classical way of educating business leaders in functional courses does not respond to the need to see business as part of society**
- **More holistic approach and emphatic attitude to leadership required**
- **Accent on knowledge and skills does not satisfy the need to develop leaders with an open and receptive mind and to continuous change in cross-cultural environments**
- **Leaders need to generate outputs that are needed by customers and society at large**

Challenges for Leaders



- Leaders have to cope with a continuously changing environment
- Leaders need to consciously create and influence changes, to align business with social interests
- Leaders need to become more creative and innovative to develop a vision that can inspire other people
- **Arts and science are increasingly seen as a means to develop more creative and innovative leaders**

Arts and Science as Inspiration for Leadership (1)



Why should managers learn anything about science, arts, and the role of the artist?

- **Arts and science offer us concepts and tools**
 - **to see the symptoms of forthcoming change, to understand them, and to respond to them**
 - **see patterns more clearly**
 - **understand the role of teams and leading teams**

Arts and Science as Inspiration for Leadership (2)



What can we learn from artists?

- **The artist can stimulate us to broaden our skills, our behavioral repertory, and our flexibility of response.**
- **Analysis of how the artist is trained and how he works can produce important insights into what is needed to perform and what it means to lead and manage.**
- **Most important of all, the artist puts us in touch with our creative self** (On the basis of Edgar H. Schein, The Role of Art and the Artists in: Reflections, the SOL Journal on Knowledge, Learnings and Change, Volume 2, Number 4, pp. 81-83)

Success Factors of IEDC



- **International from the beginning (faculty, participants, staff)**
- **Introduction of new topics to the curriculum**

Ethics and Corporate Governance already 17 years ago

Arts

The school is an art gallery

Globalizing world needs to be based on reflection, inspiration, and a holistic view on contemporary business as part of the global system and developments

Draw parallels with business. Provoke, shock, and shake!

- **Long-term partnerships and best-practice**
- **New: Leadership Roundtables with Henry Mintzberg and Jonathan Gosling for PMBA participants in Bled, Slovenia**

Outlook



- **Share values with young faculty attending IMTA , to make real changes by creating a new environment for learning**
- **Businesses do not expect that we forecast all future developments and teach them all the knowledge they need in order to survive**
- **Businesses do expect a creative environment, a meeting point of researchers, professors, experts, business people and NGO leaders where transfer of knowledge and experiences can be found for the issues their leaders are confronted with.**

Application of these approaches in practice



“Strategic Leaders Program” – developed by IEDC-Bled School of Management for BAE Systems, UK

- 200 top managers of the organization
- Holistic
- Integrative
- Held in China, India, United States, Bosnia and Herzegovina, and Slovenia

Strategic Leaders Program



A School with a View

Module 1 – The Receptive Mindset



- Finding the unexpected hidden in the familiar - starting with one's own behavior

- The world - what messages should we pick up from current economic, social and political trends? How does our corporate strategy measure up?

- Based in the UK

receptive

Strategic Leaders Program



Module 2 - The Reflective Mindset



- Prompting alternative views of the company, its core competencies, the nature of leadership and how to establish strategic priorities

- Taking time out, at a slower pace, to notice the cultural lenses through which we habitually see.

reflective

- Based in India

Strategic Leaders Program



Module 3 – The Competitive Mindset



competitive

- Focus on competitive performance through energy, drive, innovation, knowledge creation and risk taking
- How to lead the company in a rapidly changing industry
- Based in the US

Strategic Leaders Program

Module 4 – The Collaborative Mindset



collaborative

- Looking at collaboration from the point of view of Chinese industry and at the intentions of Western companies
- Focus on leadership of cross-cultural alliances, joint-ventures and mergers.
- Based in China

Strategic Leaders Program

Module 5 – The Catalytic Mindset



catalytic

- Looking at leadership in the midst of overwhelming change.
- Using the recent transformations in Central Europe as an example, examining the kinds of behaviors and temporary organizations that convert chaos into renewal
- Based in Slovenia

Strategic Leaders Program

Highlights of Catalytic Mindset



In search of harmony

- Performance by the world famous Slovene concert violinist Miha Pogačnik
- From Chaos to Harmony: Lessons from Music
- The drama of musical transformation and the associated emotional and intellectual symbols reflected in real life situations

Professor Edgar Schein, MIT– Sloan School of Management, the USA,



- **Edgar Schein, world leading expert on organizational culture, comes to Slovenia**
- **September 20 – 21, 2007**
- **IEDC-Bled School of Management**
- **More info and applications on <http://www.iedc.si/programs/seminars/hrforum>**