

**Nadine Burquel** provides a comprehensive guide to EFMD's leading programmes for personal and professional development

# EFMD leadership programmes

**E**FMD leadership programmes support business schools with organisational development and individual leaders and managers with personal and professional development.

Of the programmes briefly covered in this article, three programmes specifically address professionals who are new to their jobs while three others take upcoming leaders to the next level. The objective of these programmes is to raise awareness, share knowledge and provide reflective high-level strategic conversations. Participants develop new leadership and management skills and build their own international networks.

The programmes described here all comprise plenary sessions, practical work on case resolutions, reflections and networking building. They last from four to six days.

## Strategic Leadership Programme for new Deans

This programme, described in detail on page 10, consists of one single module spread over three days. It brings together 20 new deans and top university and business school leaders.

The programme Chair is the former Dean of the China Europe International Business School (CEIBS), Rolf Cremer. Leading Deans from across Europe give high-level presentations with detailed conversations and debate addressing the themes of disruption in business schools, facility management, the publication race, the role of the president to manage strategic directions across the institution, and transversal themes such as cost and revenue generation, fundraising and student and staffing issues. Each day, specific sessions focus on "What could I have done better?" in which participants share their experiences. These powerful learning opportunities deal with mergers, crisis management and reputation disasters.

## Research Leadership Programme for new Research Directors

This programme is offered in collaboration with EURAM, the European Academy of Management. The four-day programme comprises plenary sessions, interactive workshops and structured group work centring on the design of new research strategies. The programme deals with four themes building on understanding and networking:

- learning from each other
- the future of management research in Europe
- learning from the competition
- managing the research process.

Peter McKiernan, the programme academic director, is former President of EURAM and is currently engaged in the Responsible Research in Business and Management network (<https://www.rrbm.network>).

Other innovative input on the advances of management research include a session on the Future of Business Schools in Europe by Thomas Durand (based on his recent book *the Future of Management Education*) and a session on Managing expectations to academic activities and output by Peter Møllgaard, now Dean of the School of Business and Economics at Maastricht University.

**“”** *The programme was very rich, allowing in-depth analysis of the international context (accreditations, EU funding) and the resulting management challenges for Research Deans. It facilitated major international networking.*

**Pascale Bueno Merino**

*Research Director, EM Normandie*





### Admissions Institute for New Professionals

This joint programme with the Graduate Management Admission Council (GMAC) targets professionals starting their career in admissions with no more than six to 36 months of experience.

Admissions play a crucial role in attracting potential candidates to business schools and selecting high-quality students. The programme consists of three modules: context, outreach and evaluation.

- Context deals with the impact of rankings on admissions and helps to identify the right admissions tools for the right context
- Outreach looks at approaches that maximise the impact of outreach activities
- Evaluation focuses on application reviews and interviewing candidates.

This unique programme puts experiential learning at its heart through cases, group discussions, workshops, individual contributions while also offering a number of key lectures on core issues. Participants learn, among other things, how messaging and branding strategies can best drive recruitment and outreach.

**“** You should attend the Admissions Institute for New Professionals Europe to network, gain new skills and to find out how people work at other business schools. Being able to gain insights from my peers in the industry and also experienced facilitators was very enriching.

**Alisa Walker**

*Student Recruitment Manager*

Frankfurt School of Finance & Management

### One-week “schools”

Three schools have been developed together with HUMANE, the Heads of University Management and Administration Network Europe, which has some 170 members in 26 countries.

These schools are offered for senior managers of professional services, typically professionals working under the authority of the head of administration. Participants either come from the central level within a university, from faculties or schools inside a university or from independent business schools. The format is similar for all the three schools, which run annually and include plenary sessions and case resolutions. At the end of a school, each participant receives a professional certificate. To date the three schools have more than 500 alumni.




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# 95

The three schools with HUMANE had 95 participants in 2018

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# 500

To date the three schools have more than 500 alumni





### Winter School

The Winter School has been organised annually in Spain since 2003. Currently it takes place every March at the Barcelona School of Management of Pompeu Fabra University. In line with its initial strategy, this well-established leadership and development programme has contributed to talent growth through the many examples of alumni who have become heads of administration and now send younger colleagues to the School.

The Winter School covers leadership and governance, strategic finances, talent management, and branding and communication. Two case studies focus on the different internationalisation strategies of Maastricht University and the University of Nottingham. Participants work in the same groups throughout the week and present their appraisal first in writing, then verbally to an EFMD-HUMANE panel that provides constructive feedback and includes representatives of the two case study institutions.

To design a broad framework for assessment and feedback, the Winter School was inspired by the EQUIS internationalisation standards. Speakers include Martin Paul, President of Maastricht University, David Sweeney, Impact Expert, Paul Greatrix, Registrar of the University of Nottingham, and Andrew Crisp, Education Marketing Specialist, providing market research, consultancy and creative services across higher education.

**“„** *Attending the EFMD HUMANE Winter School provided me with an exceptional learning and networking experience, working in multicultural teams with professional staff from cross-functional divisions in higher education institutions. Our speakers were exceptional. I learnt from the experiences of colleagues in the North which provided insight into the higher education landscape in South Africa. I highly recommend it.*

#### **Samantha Walbrugh-Parsadh**

*Head of International Affairs  
University of Stellenbosch Business School*



### Recently launched schools

Two new schools, the Summer School and the Asia-Pacific School, were launched in 2017.

#### **Summer School**

The Summer School focuses on the theme of transformation of professional services and follows the same format as the other schools a week-long training programme with plenary sessions and case resolutions. The second edition was held successfully at the Freie Universität Berlin in September 2018.

The Summer School considers high-level professional delivery as its starting point. Shared services are one way to improve quality and efficiency. The cases used in the Summer School are a merger of the Universities of Bordeaux and the case of the University of Helsinki, Finland, which faced major budget cuts in 2015, laid off more than 350 staff and subsequently reorganised its internal services.

Examples of speakers include Bert van der Zwaan, former Rector of Utrecht University, who spoke on the Future of Universities, and Edward Byrne, President, King's College London, UK.

**“„** *A week full of insights! Deep-diving into change and transformation in higher education at the EFMD & HUMANE Summer School. Working in Berlin with other leaders who are also driving and managing change within organisations in our sector. Fantastic programme, lots of sharing and best practices and a great, diverse group of colleagues. I looked forward to going back to work and implementing the next stages of the exciting change process at my institution.*

#### **Laura Rojo**

*Executive Director, Undergraduate Studies  
IE Business School*



### Asia-Pacific School

The Asia-Pacific School takes place annually, currently at the University of Hong Kong. It is based on strategic partnerships between institutions in Europe and the Asia-Pacific (APAC) region. The school deals with governance, finances, human resource management, quality assurance and risk management.

Its case resolutions focus on global engagement at Monash University and Aalto University's international strategic partnerships. In 2017 speakers included Yuan Ding, Dean of China Europe International Business School (CEIBS), Andrew MacIntyre, Deputy Vice-Chancellor of Global Development and Vice-President of RMIT University in Australia, and Ellen Hazelkorn, Director of the Higher Education Policy Research Unit, Dublin Institute of Technology, Ireland.

*“„ The programme was a rewarding and stimulating experience. It enabled us to explore a comprehensive framework of strategic factors affecting successful internationalisation in or with the Asia Pacific region. The format and the in-depth speakers' experience allowed us to focus on challenges and opportunities associated with the region. It brought new perspectives for successful implementation. The approach (case studies and experience sharing in a multicultural context) and the participants' diversity created a dynamic learning environment for knowledge sharing. A "must" for all those institutions willing to make a difference in the Asia-Pacific region.*

#### Professor Serena Rovai

Director of International Relations  
La Rochelle Business School

### EFMD Global Network Executive Academy

The new Executive Academy for programme directors deals with programme design and review, participant management, faculty assignment and management, and programme-related budgeting as well as marketing and admissions, programme operations, placement and alumni management. The highly selective programme admits a maximum of 20 participants on each of the three streams in Europe, America and Asia and leads to the award of a professional certificate.

The programme's core theme is "Leading with Impact" and has a strong international focus. It starts with a preparatory self-study phase and a demanding 360° feedback exercise, followed by a face-to-face week focusing on leading oneself, leading others, and managing degree programmes and portfolios. It ends with a project implementation phase at participants' home institutions with support and feedback provided by the faculty facilitators. The programme combines conceptual analysis, integrated application and personal coaching, ensuring sustainable impact and allowing each participant to become a more effective driver of change.

The next editions of the Executive Academy will take place in Prague in November and in May 2019 in Miami. Currently a portfolio of additional programmes are being created around the EA by EFMD GN.

*“„ We are all works in progress and the Executive Academy offered a great opportunity to develop further. The programme enabled me to discover more about myself, and how I may leverage my strengths and work on my weaknesses to better lead the students, staff and faculty within my school to achieve their own personal and professional fulfilment.*

#### Andrew Gaudes,

Dean

Goodman School of Business, Brock University

# 20

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