



Forming and Performing

*Drivers for Strategic Renewal
in Business Schools*

Workshop 23
september 17th 2009



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Workshop program



- **Introduction**
 - General framework
- **Session I**
 - Performance, Cooperation, Dialogue
- **Session II**
 - Integrative approach
- **Conclusions**



Introduction: transition (I)



- **Institute of Higher Economic Education**
 - Internal (national) orientation
 - Bachelors programs, satisfied students
 - Up-to-date knowledge transfer



Introduction: transition (II)

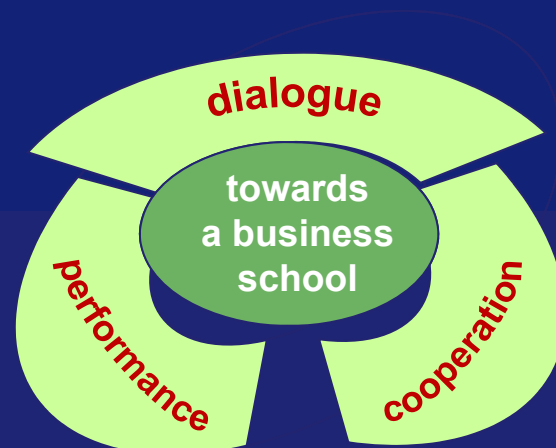


- **Towards a Business School**

- External (international) orientation
- Bachelor and master programs, research
- Knowledge creation and circulation



Introduction: drivers



Performance (I)



- **Planning & control (Plan-Do-Check-Act)**

- What do we want to achieve?
- How are we going to achieve our goals?
- Do we achieve our goals?



- **Be SMART**

- **Key performance indicators**



Performance (II)



- **Making it work:**

- Acceptance
- Ownership
- Tenacity



Performance (III)



- **Tensions**
 - ‘The figures are wrong’
- **Pitfalls**
 - Window dressing
 - Performance-driven action



Cooperation (I)



- **Organizational chart (vertical)**
 - Who’s my manager?
 - What do I have to do?
 - Coordination
- **Business process (horizontal)**
 - Who’s my co-worker?
 - What value do I add?
 - Cooperation

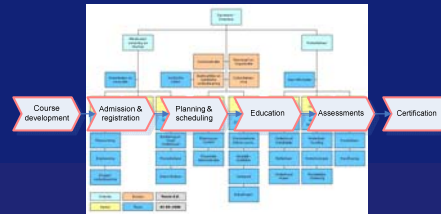


Cooperation (II)



- **Business Processes**

- Identifying
- Modelling
- Controlling
- Improving



- **The challenge**

- Defining cooperations (input/output)
- Who's responsible?



Cooperation (III)



- **Tension**

- Horizontal and vertical responsibility

- **Pitfalls**

- 100 business processes
- 1000 pages on the intranet
- No proces ownership
- Non strategic improvement



Dialogue (I)



- **Shared Leadership and Generative Dialogue**

- **Goal**

- Involvement
- Commitment
- Support of the employees



Dialogue (II)



- **Shared leadership (in project groups)**

- Shared responsibility
- Individualized ownership
- Personal qualities determine leadership role

- **Generative dialogue in policy and vision development**

- Integrating and bridging different points of view
- Empathic listening



Dialogue (III)



- **Tensions and pitfalls**

- It takes much time
- The outcome is unpredictable
- Most professionals tend towards discussion rather than towards dialogue



Assignment Session I



- **Groups**

- Group 1: Performance
- Group 2: Cooperation
- Group 3: Dialogue

Special handouts

- Groups
- Assignment

- **Assignment**

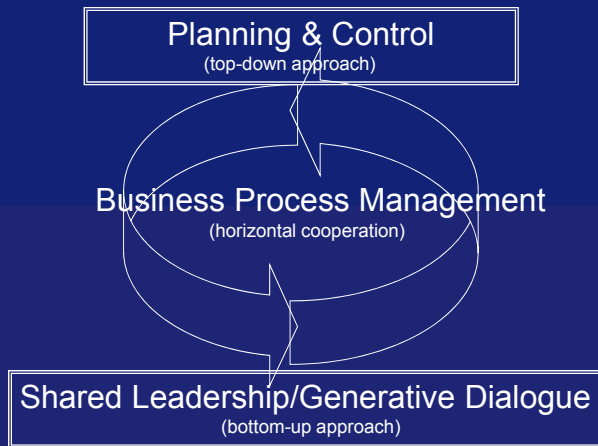
- Exploration and advice
- Elevator Pitch presentation (5 minutes)

- **Outcome**

- To be used in Assignment Session II
- Mixed up groups



Integrative approach



Assignment Session II



- **Groups**

- Three new groups
- Input from previous groups

Special handouts

- Groups
- Assignment

- **Assignment**

- Implementation strategy
- Presentation of 10 minutes



Business Case (I)



Faculty Economics & Management → Utrecht Business School
Hogeschool Utrecht, University of Applied Science, The Netherlands

- **Design of the drivers**
 - Performance, Cooperation, Dialogue
- **Integrative approach**
 - Towards the Utrecht Business School



Business Case (II)



- **Performance**
 - Regular planning & control
 - Education, Research, Market, Staff, Financial
 - Cockpit with key performance indicators (KPI's)
 - Three times a year with Sideletter
 - Actual and Targets
 - Business en personal plans
 - How to reach the targets?
 - Utrecht Business School
 - New KPI's: Research
 - New KPI's: Internationalization

See additional handouts



Business Case (III)



- **Cooperation**

- Business Model (input/output)
 - Six business processes
 - Compact process modelling (input/output)
- Board members are process owners
 - Broad process groups (horizontal)
 - Each year: reflection and new ambitions
- Utrecht Business School
 - New process: Account management
 - New process: Research

See additional handouts



Business Case (IV)



- **Dialogue**

- Broad Participation
 - Two day conference (2007)
 - Internal and external speakers
 - Was born here: '2 of 3' concept
- Dialogue sessions
 - Selection of existing typical business school projects
 - Facilitating the dialogue
 - Broad communication
- Utrecht Business School
 - Focus on Account Management
 - Focus on Course innovation

See additional handouts



Business Case (V)



- **Integrative approach**
 - Recognizing the development
 - Add-ons for existing drivers
 - Repeating and amplifying
 - Same topic in different settings
 - Synergy

Performance	Cooperation	Dialogue
Focus	Enables	Meaning
What?	How?	Why?



Conclusion



- Remarks?
- Questions?
- Suggestions?

- Please continue

