Future Models of Executive Education.
Trends, Data and Opinion

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Roddy Millar IEDP
Future Models of Executive Education. Trends, Data and Opinion

Who we are

Who you are

THE EXPERTS
Where is Change Being Driven From?

The Challenges...

- **Margins** are being squeezed
‘So how about executive education programs, those run by companies in-house and at business schools? Here we have seen much less of an online revolution, in part because it seems to be a different kind of business — a "high touch" endeavor that doesn't lend itself so easily to online. I beg to differ. It too will disrupt; it's just lagging the rest. **Exec Education is ripe for online disruption**! ‘

Where is Change Being Driven From?

The Challenges

• Margins are being squeezed
• New forces are re-shaping the executive education sector:
  • MOOCs and Online
Where is Change Being Driven From?

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Where is Change Being Driven From?

A recent Experiment at Skolkovo!

- Organisation design module over 4 days
- Using MOOC’s and other sources
- Teach back key modules
- Apply to a real example
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Insights – each group used a variety of sources (MOOCS, You Tube and others)

Taught back

Application (Kenya Airlines)

Application tool

They got it!

I coached them
Where is Change Being Driven From?

The Challenges

- Margins are being squeezed
- New forces are re-shaping the executive education sector:
  - MOOCs
  - Consultants
Where is Change Being Driven From?

The Challenges

• Margins are being squeezed
• New forces are re-shaping the executive education sector:
  • MOOCs
  • Consultants
  • Change of focus
Executive Development Eco-System

From research by Boston Consulting Group for London Business School – published in IEDP Developing Leaders - 2011
Where is Change Being Driven From?

The Opportunities

- Idea Generation
Where is Change Being Driven From?

The Opportunities
Where is Change Being Driven From?

The Opportunities

- Ideas Generation
- Executive Development still in huge demand
  - Continued Growth of Corporate Universities
Where is Change Being Driven From?

The Opportunities

• Ideas Generation
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Opening 2013
Where is Change Being Driven From?

The Opportunities

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$300m facility in Westlake, TX opened in 2011.
Where is Change Being Driven From?

The Opportunities

- Ideas Generation
- Executive Development still in huge demand
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40,000 square metre campus opening later in 2013
Where is Change Being Driven From?

The Opportunities

• Ideas Generation
• Executive Development still in huge demand
  • Continued Growth of Corporate Universities
  • Executive Development is about environment/culture change
Where is Change Being Driven From?

The Opportunities

• Ideas Generation
• Executive Development still in huge demand
  • Continue Growth of Corporate Universities
• Identifying difference between program types

  Toolkit based factual programs
  and
  Behaviour change based programs
### Analysis of IEDP Program Database

<table>
<thead>
<tr>
<th>Program Provider</th>
<th>Program Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuck Executive Education, Dartmouth College</td>
<td>Smith-Tuck Global Leaders Program for Women, Date: 17/05/2013 To 21/05/2013, Cost: $9,750</td>
</tr>
<tr>
<td>Cranfield School of Management</td>
<td>High Performance Leadership, Date: Module One 13/05/2013 To 17/05/2013, Module Two 07/06/2013 To 11/06/2013, Module Three 12/06/2013 To 16/06/2013, Cost: £10,500</td>
</tr>
<tr>
<td>University of Virginia Darden School of Business</td>
<td>Power and Leadership: Getting Below the Surface, Date: 28/04/2013 To 03/05/2013, Cost: $9,100</td>
</tr>
<tr>
<td>ESADE Business School</td>
<td>Program in Leadership Development, Cost: €30,000</td>
</tr>
<tr>
<td>Columbia Business School Executive Education</td>
<td></td>
</tr>
</tbody>
</table>
Analysis of IEDP Program database

- Toolkit Factual Programs: 60%
- Behaviour Change Mindset Programs: 50%
Analysis of IEDP Program dbase

![Bar graph showing the percentage distribution between Toolkit Factual Programs and Behaviour Change Mindset Programs. The graph indicates that Toolkit Factual Programs have a higher percentage compared to Behaviour Change Mindset Programs.]
Analysis of IEDP Program database

[Bar chart showing categories such as Corporate Gov & Inv Rel, Finance & Accounting, General Management, HR & Org Mgmt, Leadership & Change, Marketing & Sales, Miscellaneous, Negotiation & Decision Making, Non-profit Management, Operations & Innovation, and Strategy, with bars indicating the number of toolkit and behavioural elements.]
Analysis of IEDP Program dbase

[Bar chart showing analysis of IEDP Program dbase with categories such as Corp Gov & Inv Rel, Finance & Accounting, General Management, HR & Org Mgmt, Leadership & Change, Marketing & Sales, Miscellaneous, Negotiation & Decision Making, Non-profit Management, Operations & Innovation, Strategy, with toolkit and behavioural categories represented by blue and red bars, respectively.]
Analysis of IEDP Program dbase

- Corp Gov & Inv Rel: $0.00
- Finance & Accounting: $5,000.00
- General Management: $10,000.00
- HR & Org Mgmt: $15,000.00
- Leadership & Change: $20,000.00
- Marketing & Sales: $25,000.00
- Miscellaneous: $30,000.00
- Negotiation & Decision Making: $0.00
- Non-profit Management: $5,000.00
- Operations & Innovation: $10,000.00
- Strategy: $15,000.00

Legend:
- Blue: toolkit
- Red: behavioural
Analysis of IEDP Program database

Overall average price
Overall average toolkit program price
Overall average behavioural program price
Where is Change Being Driven From?

The Opportunities

- Ideas Generation
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- Identifying difference between program types
- Importance of Social Networks
Where is Change Being Driven From?

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• Ideas Generation
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• Importance of Social Networks
• Experiential – revenue generating projects
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- Ideas Generation
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- Importance of Social Networks
- Experiential – revenue generating projects
- **Advanced Online Environments**...
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The Opportunities

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- Importance of Social Networks
- Experiential – revenue generating projects
- Cultural importance of programs
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Pyramid of Knowledge Type and Education Format

Executive education can be disrupted at the bottom and middle of the pyramid.

- Tacit knowledge
- Deep interactions
- Lectures and discussions
- Standard teaching
- Codifiable knowledge
- Online education
- Face-to-face education

Source: Morten T. Hansen

HBR.org
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Our Aspiration : A LETTER TO A CEO

‘The Leadership programme was superb. It resonated with me at many levels. Firstly it provides awareness of leadership traits that I don't consciously think about. This awareness should enable me to better wield or suppress my own traits at will. Secondly it provides a selection of very useful tools (Forecasting, framing Adapative challenges, Innovation tools. ) that I can employ to drive the team and business forward. Thirdly, it gave me an opportunity to meet a broad section of the current leadership team, which will be very useful for future collaboration across the groups’
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Our Aspiration II:

A follow up discussion on this topic.
IEDP blog posted on Monday 15\textsuperscript{th} April

Thank You