



# **BUSINESS SCHOOLS AND CONSULTANTS**

*Sleeping with the enemy or  
a new model of Exec Ed?*

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# The Traditional Business School

## School

Focus is research and academic programmes

Education is transmitting and testing knowledge

Curriculum is defined to meet university requirements

Programmes built around faculty 'content'

Lecture theatre delivery to large cohorts

## Executive Education

Based on elements of existing academic programmes

Teach a business tool kit

Deliver what faculty can teach

Programmes built around 'star faculty'

Light customization of existing material

Classroom delivery

# Successful Executive Education

## School

Focus is research and academic programmes

Education is transmitting and testing knowledge

Curriculum is defined to meet university requirements

Programmes built around faculty 'content'

Lecture theatre delivery to large cohorts

## Executive Education

Focus on developing capabilities

Upfront 'development' to identify relevant capabilities

Use of 'practitioners' as well as academics

Design of a 'learning journey'

Integrated 'blended' delivery

Experiential activities

Designed to support talent management and OD initiatives

# A new paradigm?

## School

## Executive Education

Solutions not programmes

Driven by client needs not faculty expertise/interest

Transformational at individual and organisational level

Developing the C-suite strategic agenda not HR/L&D implementation

Long term partnership not limited to a 'programme'

Roll-out to multiple levels

Development phase is significant part of the project

In-flight development: change as the organisation changes

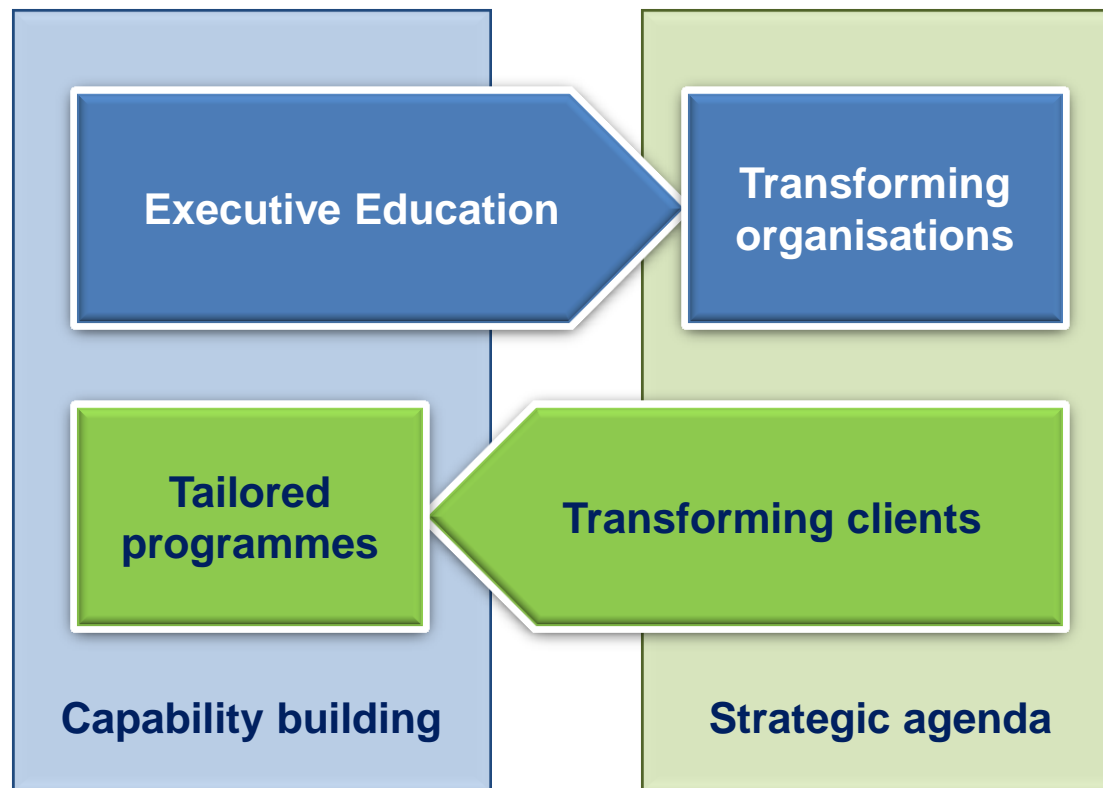
Co-delivery with senior executives

'One-stop shop' supplier

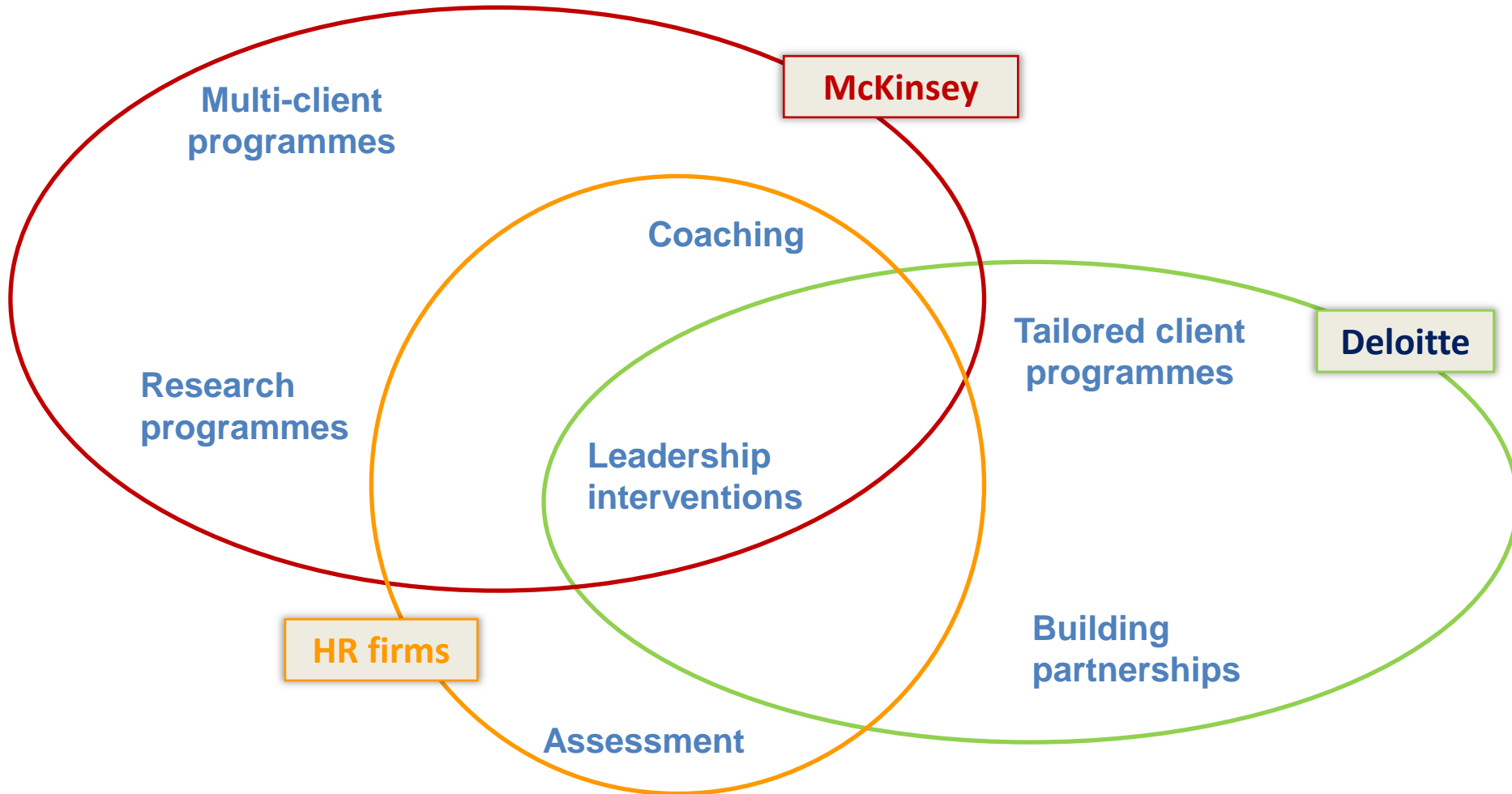
# Who are the competition?

- Business schools (traditional > less traditional)
- University departments (Public Policy, Cont Ed)
- Duke CE (new paradigm?)
- Faculty partnerships
- Corporate universities/academies
- Coaching/training companies
- Recruitment firms
- Online specialists (Line, Harvard Publishing)
- Consultants (general and specialist)
- Consortia of the above

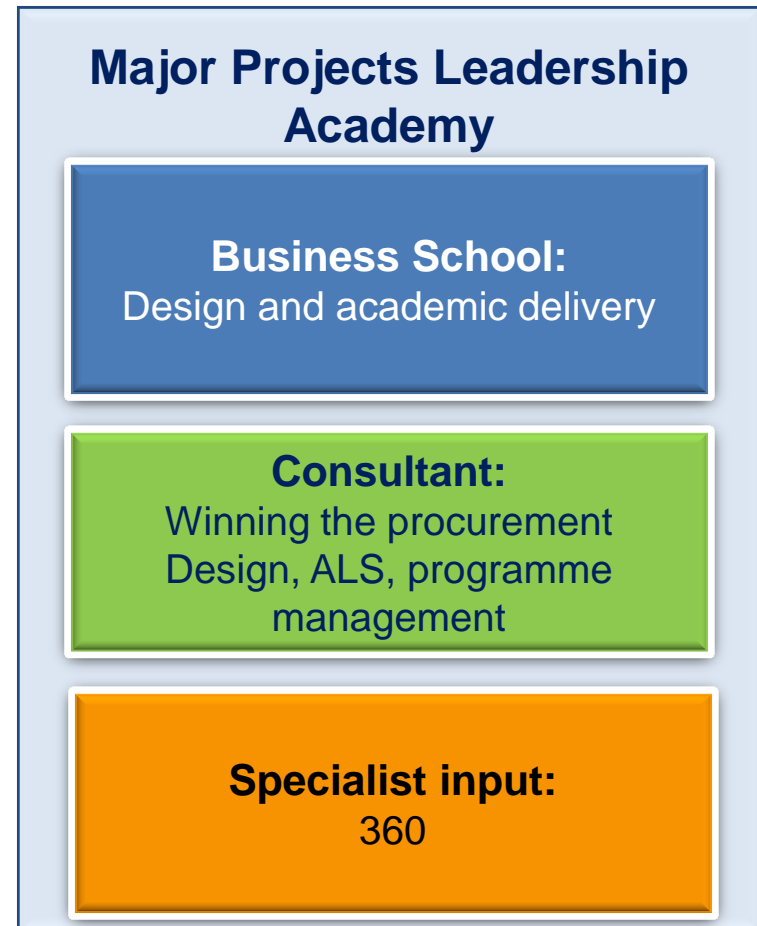
# Executive Education and Consulting: trading places?



# Different consulting firms – different formulae



# Executive education and Consulting: two collaborative programmes





# MPA Pillars

## GOVERNMENT MAJOR PROJECTS PORTFOLIO

- Portfolio Management
- On time
- On budget
- Delivering specified benefits

## MAJOR PROJECTS LEADERSHIP ACADEMY

- World class project leaders
- Value for money
- Much improved outcomes

## OPERATING ENVIRONMENT

- The ultimate approach
- The ultimate structure
- The ultimate process

## ACHIEVEMENTS & LEARNING

- Interactive electronic dimension
- Advanced access systems
- Sophisticated alignment tool

# Academy Partnership

## Oxford Saïd Business School – ranked #1 by FT

- Research: BT Centre for Major Programme Management
- Teaching: MSc in Major Programme Management faculty

### Partnership with Government

- MPLA developed with input from Government experts, practitioners across Whitehall and the Project Leadership Profession

### Programme goals

- World class
- Practical impact
- Participant-centred

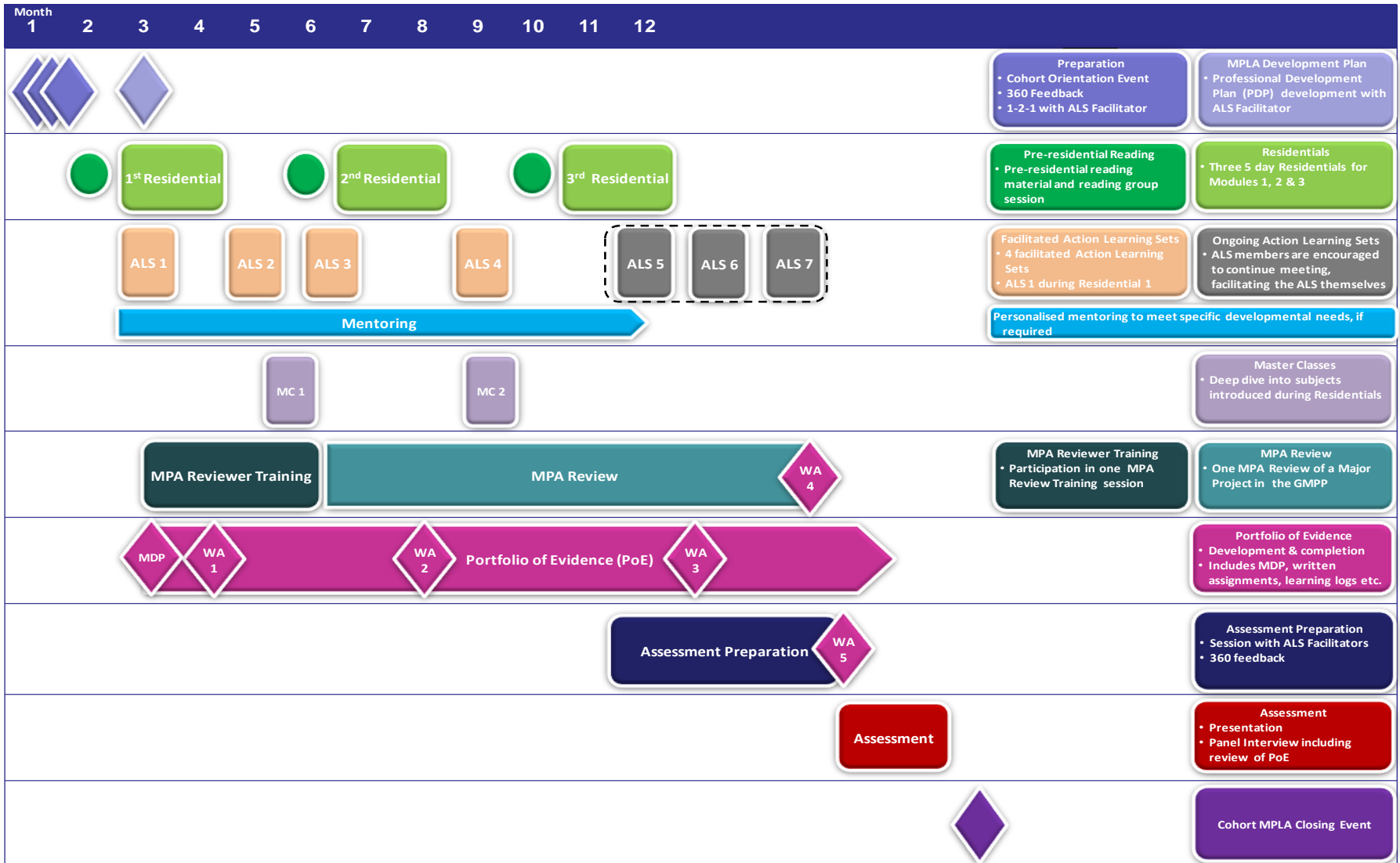
### Partnership with participants

- MPLA content shaped and developed with Cohort 1
- Build networks and support

## The partnership of Oxford Saïd Business School and Deloitte

- Leadership development
- Commitment to flexible co-design
- Programme experience and insight

# MPLA Overview



# Different configurations

	Consultant	Business School	Others
Client relationship			
Bid process			
Diagnosis of needs/strategic engagement			
Design			
Facilitation/ programme direction			
Expert input (content)			
Practitioner input			
Project/Programme management			
Event management			
Online activities			
Coaching			
Action learning set facilitation			
Psychometrics, 360 survey			

# What makes a successful partnership?

- Understanding the needs of both parties
- Clarifying the lines of communication (within the partnership and with the client)
- Clarifying roles within the partnership
- Transparency
- Involving the right personnel

# Discussion

- Consultants 'doing Exec Ed': is this a mature market phenomenon only?
- Should BSchools 'stick to the knitting' and leave 'new paradigm' work to the consultants?
- Is a formal 'partnership' document/MOU required when working on joint projects?
- How can Exec Ed enable faculty research to have impact?