



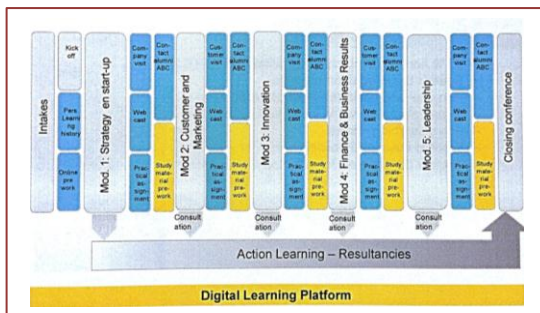
WORLD CAFÉ SUMMARY: Nel Hildebrand & Selma Spaas, Nyenrode Business Universiteit

Nyenrode shared a customised program is based on the following:

- Groups of 20-25 senior middle management & senior specialists
- 9 month program of 7 modules, each of 2-3 days at Nyenrode campus
- Aimed at personal & leadership development, with increasing business knowledge

The program has been running well in its current format for some years, with clear value provided to both Nyenrode and to the client. The challenge now facing Nyenrode comes from the client's wish to do-more-with-less, including:

- Reduce program costs by 40-50%
- Maintain the 9-month duration, but with more focus on customer value & business results
- Better use of the program's alumni network and increased input from the client's top management
- Integrate opportunities for virtual learning



Nyenrode overall intention was to do its utmost to keep the client, but rework the design of the program such that both the client's and Nyenrode's own values of trust and cooperation are maintained. The new design (see left) is how the program has emerged from the above needs to do-more-with-less.

Using a custom online portal, the design team have kept their intention to co-create and co-deliver, using a combination of the following elements:

- Webcasts on module subjects, with webcast preparatory material and discussions
- Peer presentations to other groups
- safari group visits to the client's customers and respected innovative companies

The discussion at the UNICON World Café session (11 April 2013) between Nel, Selma and the UNICON group focused on the challenges this 'design-turnaround' posed, with a variety of questions and suggestions from the group about the pitfalls of undertaking such a process.

UNICON Directors' Conference 2013, Cranfield School of Management

