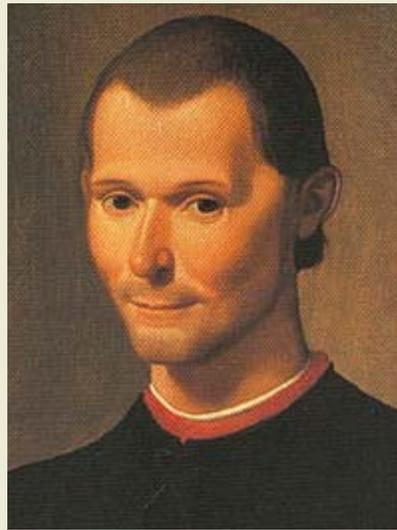
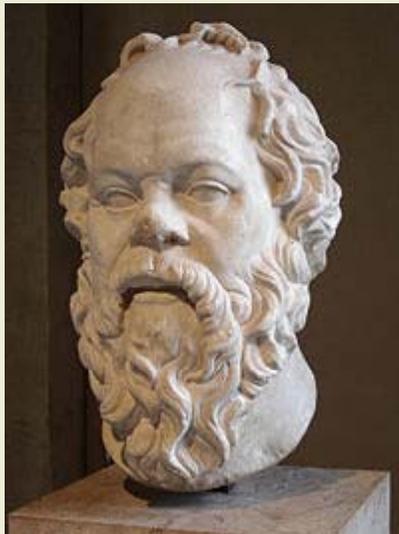


BI Norwegian School of Management Executive education

The Innovation Story



BI

Short Facts

- **Full-time students: 8850**
- **Part-time students: 9597**
- **Academic staff: 342**
- **Administrative staff: 368**
- **Revenues: NOK 960 million**
- **6 campuses in Norway**
- **Established in Lithuania and Shanghai since 1995**

Short history of BI

- **Established in 1943 to meet the challenging need that business professionals and managers had for continuing education relevant to work and flexible to be combined with a job and a family life**
- **Pioneered lifelong learning in a setting dominated by a strong public educational structure**
- **1943 – 1975 – family owned business. 1975 – present: self-owned foundation**
- **BI exists primarily due to market response and innovative initiatives**
- **BI recognized as a specialized university 2008**

The logo consists of the letters "BI" in a bold, white, sans-serif font, centered within a dark blue square. Below the logo is a solid olive-green horizontal bar that spans the width of the slide.

BI

History continued

- **Distribution of knowledge, programs and concepts nationally through 6 regional schools (huge "production" compared to other national institutions)**
- **Distribution of knowledge, programs and concepts internationally (China, Lithuania, Australia) predominately through the Master of Management concept**

Present and future focal points

- **Proactive internationalization strategy – main focus on executive education**
- **Further development of activities in existing international markets**
- **Seeking niches (shipping and energy management)**

Drivers for innovation at BI

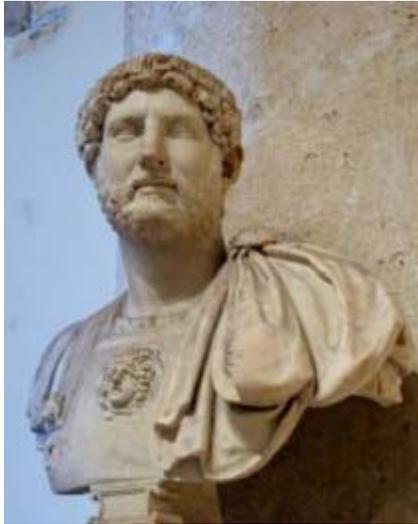
- **A culture of emergent strategies (high degree of flexibility, autonomy, innovativeness combined with a willingness to learn and experiment)**
- **Allowing faculty and administration to have a "cowboy mentality"**
- **"Its better to ask for forgiveness than permission, but only if you succeed"**
- **Be in the right place at the right time with the right relationships and a bit of luck combined with freedom to act quickly**

The BI innovation story – classical perspectives, academic strength and reflection learning – the hunt for leadership

- **Mixing traditional management subjects with philosophy sociology, psychology, art and literature**
- **Classical perspectives applied to modern management**
- **New perspectives on management and leadership**
- **Connecting deeper with yourself and being onsite to experience the history and dealing with important existential questions relevant for todays and future leaders**

Some examples of Executive Seminars

Hadrian



Marcus Aurelius

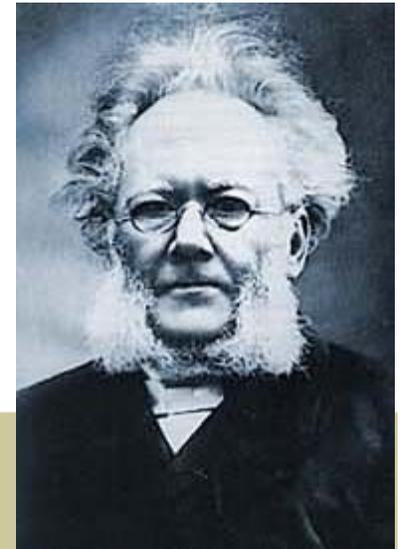


Elizabeth I



What is your "royal idea"?

1. **Existentially rooted** – the individual's understanding of him/herself – the royal idea can only grow from the person's understanding of him/herself
2. **More than visions - ability to act:** – going from "I have a dream" to "I will implement my dream"
3. **Larger than the manager:** the royal idea must create meaning for more people than the manager – "Yes, I want to follow you and your royal idea(s)"



Integrated program (MM program leadership, power and sensemaking) Benchmarking ancient Rome

- **Leadership and extreme result achievements**
- **Understanding extreme results through characters like Marcus Aurelius, Julius Cesar and Hadrian**
- **Leadership seen through perspectives like charismatic leadership and narratives**
- **Combination of lectures, focused group work, discussions and on-site visits in Rome**
- **Integration of ancient ideas with modern knowledge focusing on concrete applications**

Elizabeth I and Hamlet

*I may not be a lion, but I am a
lion's cub, and I have a lion's heart.*

There is nothing either good or bad, but thinking makes it so

Can I endure the role as a Manager?

- **Looking at modern demands for today's managers seen in the light of role theory**
- **As managers we play roles where the different roles have certain expectations**
- **Purpose of the seminar is to dissect the expectations so you as a manager actively can affect other people's impressions of you.**
- **In this picture England will be benchmarked through Elizabeth I and how she "took the role" and how Shakespeare's antihero Hamlet did not.**

Objectives

- **The participants shall have a clearer understanding of their own role in a working situation, what demands they are facing and what their role implies**
- **Develop a strategy on how to manage and influence the expectations of others of these roles**

The Platonic Academy - The ultimate leadership Network: everything is possible!

- **500 years ago an incredible network of leaders existed with Lorenzo de Medici as the center person**
- **Around him various business people, poets, philosophers met to discuss management challenges**
- **However they went further – they met to conquer themselves and they called themselves the Platonic Academy**
- **They hunted for opportunities for mankind and the endless search for leaving a mark**

The Platonic Academy - The ultimate leadership Network: everything is possible!

- **During the summer 2008 a Renaissance villa in Tuscany is opened where Lorenzo' Platonic Academy will be explored**
- **This place will be an arena for learning around the essence of leadership**
- **Topics covered are amongst others: authentic leadership and the importance of wisdom for managers**
- **This is undertaken in a beautiful setting through discussions, lecturers and group exercises**

Conclusion

- **Strong demand for connecting deeper with yourself as a manager. How do you see yourself as a manager, how do you think others see you and how can you influence this picture?**
- **On-site lectures by exploring great leaders (using your senses)**
- **Mixing management literature and studies with history, art, psychology, philosophy and sociology**
- **Leadership as opposed to administration**
- **Relating to challenges in your work**



Thank you!

