BI Norwegian School of Management
Executive education

The Innovation Story
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


- BI exists primarily due to market response and innovative initiatives

- BI recognized as a specialized university 2008
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"
- "It's 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 litterature
- 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 today's 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!

Thank you!