FLASH FORESIGHT SESSION RESULTS
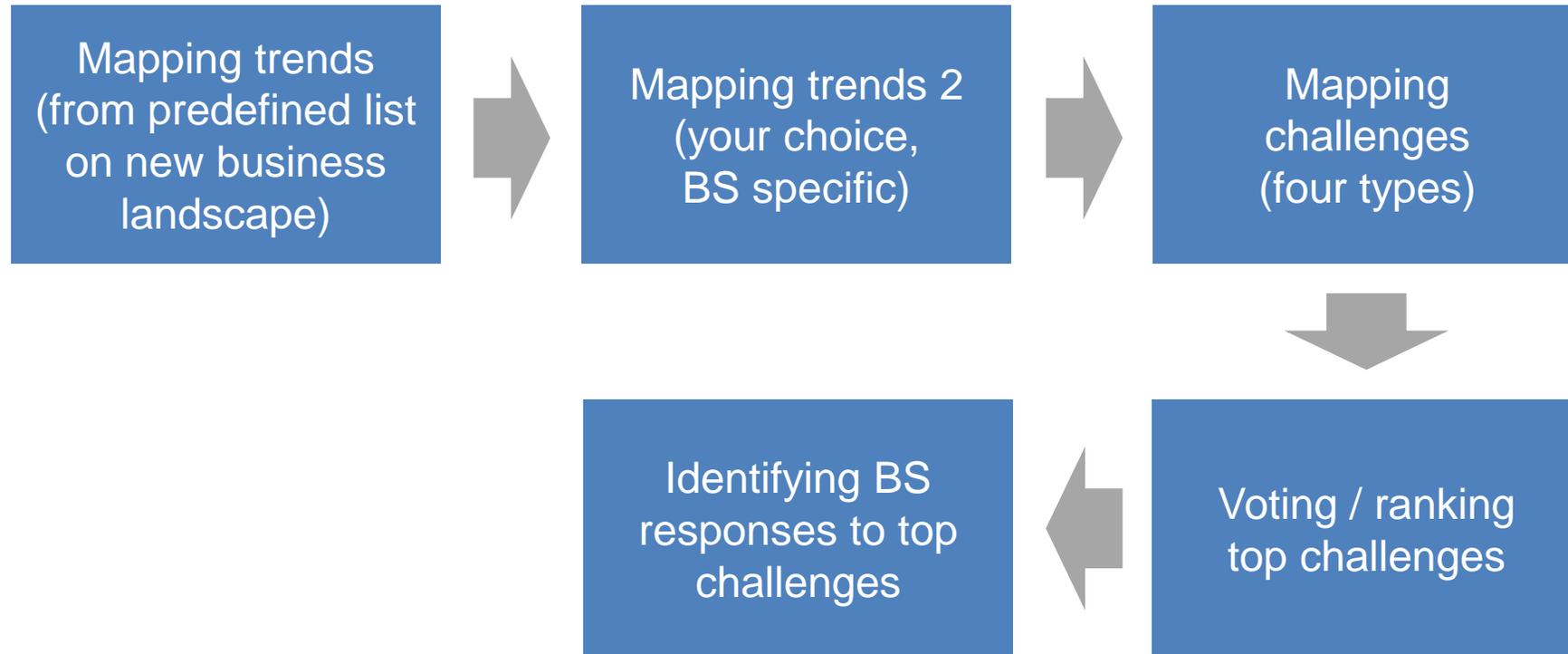
UNICON 2019 Directors Conference - Moscow

April 26, 2019

Flash foresight session flow

Mapping trends
(from predefined list
on new business
landscape)

Mapping trends 2
(your choice,
BS specific)

Mapping
challenges
(four types)

Identifying BS
responses to top
challenges

Voting / ranking
top challenges

FUTURE OF EXECUTIVE EDUCATION

SKOLKOVO Moscow School of Management

unicon CONSORTIUM FOR UNIVERSITY-BASED EXECUTIVE EDUCATION

HORIZON 1 (2 YEARS)

- Increase of ethical consiousness
- A woman's world
- Customers as 'prosumers'
- Acceleration of the technological cycle
- VR+AR
- Platformization of everything
- Educational products are commoditized
- Education governed by metrics
- Big tech as a supplier of new business knowledge
- Total digital footprint
- Virtual personal assistants
- Widespread use of simple AI

HORIZON 2 (5 YEARS)

- Environmental footprint
- Biotechnological transition and sustainability
- Peer-to-peer learning
- Youth empowerment
- Flourishing of diversity
- Frequent change of employers
- Organizational transformation
- Product personalization

HORIZON 3 (10+ YEARS)

- 120-year-old humans
- Individualized education
- The time of self-realization

Predefined "landscape" trends

- We see rapid tech changes (ST) followed by change in organizational models (MT) and human culture (LT)
- Education could prepare us for massive cultural & social transformation – but is it equipped to do so?

FUTURE OF EXECUTIVE EDUCATION

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HORIZON 1 (2 YEARS)

HORIZON 2 (5 YEARS)

HORIZON 3 (10+ YEARS)

Knowledge generation is decentralised and information is accessible everywhere

Change to new management and leadership models in networked society

Even more specialized educational content.
Duration / different generations / mixing sectors / programme design

New content frontiers
Growth mindset, EQ-empathy, coaching and mentoring skills, 360° assessment enrich BS's value proposition

Innovative products and knowledge on the go
New creative models and agile management allow to create relevant knowledge on the go

Integration between business knowledge and consulting function

Academic-industry co-development
Academics embrace organizational and society challenges together with their clients from industry

Gamification of education and new learning lifestiles.
Generation Z / digital natives prefer other learning lifestyles

Massive MBA for $500
Online business knowledge, incl MBA classes for minimum price

Devaluation of business education
Young people do not value formal degrees, incl. that from BS's

Evolution of career pathways
Self-directed series of carieers during lifetime. Life-long learning

Disconnection from connection
More and more people look for experience of being 'disconnected' from devices

The Death Trap
Traditional educational products become even more expensive, but market pushes prices down

Multi-generational learning (family business)
Blended learning solutions that combine different generations (old and young) emerge. Up to 5 generations combined

The convergence and movement to Global Population

Post-retirement education
We need to help elder people to stay involved and engaged

BS trends created by you

- Content challenge: adaptive, personalized, agile
- Generation challenge: taking variety into account & adapting to future gens

Eight top ranked challenges

1. **Speed to develop current educational content**. Educators have to keep pace with new technologies and markets 56%

2. **How to innovate and create eco-system driven learning**. Business schools have to learn to create eco-systmes driven knowledge and learning 44%

3. **Scalability of personalization for learners** (Business models for personalization across the board are not there) 29%

4. **Transforming business school from education to problem-solving unit** 27%

5. **Adaptation of the content to learners at different life stages and career stages** 25%

6. **Working in a networked world of ecosystems.** Individuals have to learn, how to get things done in an ecosystem-based world 24%

7. **BS are not agile** (BS are not fit to work in agile methods) 19%

8. **Learning as a service for individuals** (There is a need for learning at all time) 19%

Reactive / proactive strategies

REACTIVE
(Respond to change that is happening)

- ✓ Create awareness / need for change, Challenge status quo / hierarchies in ExEd

- ✓ Change incentive system to drive speed

- ✓ Train faculty in customer-centric approaches

- ✓ Increase involvement of faculty with ExEd clients at early stages

- ✓ More expert / practitioner / alumni / real situation learning

- ✓ Increase peer-to-peer education, use more of small groups / mentoring / coaching

PROACTIVE
(Anticipate the emerging future)

- Use customer experience mapping, focus on life-long learning journeys

- Create partnerships with "prosumers", with other business schools, professional service firms, other institutions and organizations

- Co-create educational solutions with clients/participants

- Change incentive system to drive innovation

- Change faculty model itself, challenge tenure system

New key competencies

- Collaborative mindset and working from ecosystem perspective

- Being humble

- Learning to learn (Learnability)

- Agility, experimentation, risk taking

- Holistic view and global mindset

- Curating the lifelong learning journey

- Learner centric methodologies

- New communication skills (digital, multi-generational)

- Digital literacy in a broad sense

- Working with personal data

Question for reflection

If we, as business schools, start moving into the future what can we can act upon right now?

Question for reflection

In the last 3 days you've been exposed to specific Russian experiences (culture, business, history, cousine, arts). What are your findings from this experiences?

Question for reflection

What are your personal key learnings from this 3 days? What are going to do differently when you are back to your school?