15th ABIS Annual Colloquium

Time for a Change and a New Agenda in Education, Learning & Talent Development

Event Report
Context

The past 18 months have been highly significant in terms of the global sustainable development agenda. Acceptance has grown among political leaders, in particular, that urgent collective action is needed to tackle a range of complex, volatile threats to our biosphere and ecology.

As a result, intergovernmental commitments and policies around environmental and social issues – such as the COP21 Paris Agreement, which was just recently reinforced by the Marrakech Conference, UN Sustainable Development Goals and the European Union’s Circular Economy (CE) package – have set out clear goals and targets to achieve by 2030.

Huge opportunities await for business transformation and innovation: recent Accenture research suggests a US$ 4.5 trillion reward for successful CE business models in this timeframe. Yet plenty of other question marks remain, such as:

- Do companies have the right people to grasp these opportunities in a responsible and equitable way?
- Do they understand the implications of digital transformation for their current workforce?
- What will the jobs in a circular, digital future look like?
- What kind of talent, skills and competences will be needed to support these by 2030?

Key stakeholders increasingly accept that these shifts in the global landscape will require a new paradigm in education and talent development, and new sets of organisational & individual capabilities.

This is specifically true with regard to business education, given industry’s role as a driver of innovation, jobs, growth and competitiveness, and business schools’ role as a connecting hub between the sciences, technology, innovation, management, and more.

As we witnessed throughout the Colloquium, there are pockets of innovation developing in companies and in academia which may help to accelerate the development of dynamic new talent systems. However, the overall debate remains fragmented between public, private and civil sectors. International coalitions for change are very much in their nascent stages. And above all, the scale of today’s economic, environmental and social challenges means that we can no longer wait to act.

In this context, the 2016 Colloquium brought together leading voices from industry, academia, youth communities and public policy – as well as those with related interests in global sustainability – to address three main issues, which ultimately frame the entire conference:

1. **Developing** a unified view of shared priorities for change among key stakeholders.
2. **Adapting** and scaling current innovations in business and academia.
3. **Identifying** successful business-academic partnership approaches that deliver measurable impact and change.

Venue - Les Ateliers des Tanneurs

Formerly known as the Wine Palace, the Art nouveau building was a place specialized in the commerce of wine. Completely renovated until 2005, it is now a business centre, Les Ateliers des Tanneurs, that can provide startups with all the space they need to grow and produce the right goods and/or services.

The Ateliers des Tanneurs offers 6,000 m² of totally renovated premises in an attractive and easily accessible district of Brussels, the ideal springboard for new projects in a real hub of economic development. The Ateliers des Tanneurs also has a café-restaurant in a truly exceptional setting, conference rooms - the prestigious location to host events and professional meetings (theme-based breakfasts, networking, etc.). It is a project of the CPAS of Brussels and BRUSOC, with the support of Brussels Capital Region and the ERDF.
Programme

09:30 – 09:50
Welcome
Alfons Sauquet Rovira (President & Chair of the Board of Directors, ABIS & Global Dean, ESADE)

09:50 – 10:00
Programme Introduction
Joris-Johann Lenssen (Managing Director, ABIS)

10:00 – 11:00
Opening Plenary: The Case for Systemic Change
Speakers: Dean Van Leeuwen (Founder, TomorrowToday) Gary Kildare (Vice President, Human Resources, IBM Europe) Maury Pei-perl (Pro Vice Chancellor & Director School of Management, Cranfield University) Anita Negri (President of the Executive Board, Oikos International)
Moderator: Doug Baillie (Chair of the Strategic Advisory Board, ABIS)

11:00 – 11:30
Coffee Break

11:30 – 12:45
Interactive Sessions: Creating Dynamic Systems of Leadership & Talent Development

BLOCK I: Corporate Innovation Drivers
Session A: The Future Role of Boards
Presenters: Anthony Carey (Mazars) & Annemieke Roodbeek (Nyenrode Business Universiteit & ABN AMRO Group)

Session B: Building Leadership for Long-Term Business Performance
Presenters: Patrick Hull (Unilever) & Paul Begley (University of Cambridge Institute for Sustainability Leadership)

Session C: Anticipating Sustainability Skills & Talent
Presenters: Doug Baillie (ABIS) & Luk van Wassenhove (INSEAD)

12:45 – 14:00
Networking Lunch

14:00 – 15:15
Interactive Sessions II: Creating Dynamic Systems of Leadership and Talent Development

BLOCK II: Academic Innovation Drivers
Session A: Mainstreaming & The Strategic Case for Change
Presenters: Petra Molthan Hill (Nottingham Business School) & Mirjam Minderman (Tias School of Business and Society)

Session B: Interdisciplinarity & Breaking Down Walls Between Disciplines
Presenters: Kosheek Sewchurran (UCT Graduate School of Business) & Kaisu Puumalainen (Lappeenranta University of Technology)

Session C: Faculty Development & Building New Capabilities
Presenters: Kai Hockerts (Copenhagen Business School) & Mollie Painter-Morland (Nottingham Business School)

15:15 – 15:45
Coffee Break

15:45 – 16:00
Plenary Session: Highlights from Interactive Session Debates

16:00 – 17:00
Plenary Session: Partnerships That Make a Difference
Moderator: Jens Meyer (Dean of Programs, CEDEP)

17:00 – 17:30
Moving the Agenda Forward

17:30 – 18:30
Drinks Reception
Speakers and Moderators

Doug Baillie  
Former Chief HR Officer, Unilever & Chair of the Advisory Board, ABIS

Paul Begley  
Programme Director, University of Cambridge Institute for Sustainability Leadership

Anthony Carey  
Partner, Mazars

Luke Disney  
Executive Director, INSEAD Centre for Social Innovation

Anita Negri  
President of the Executive Board, Okos International

Jan Noterdaeme  
Senior Advisor, CSR Europe & Coordinator, Pact 4 Youth

Mollie Painter-Morland  
Professor, Nottingham Business School

Maury Peiperl  
Pro Vice Chancellor & Director School of Management, Cranfield University

Doug Baillie  
Former Chief HR Officer, Unilever & Chair of the Advisory Board, ABIS

Paul Begley  
Programme Director, University of Cambridge Institute for Sustainability Leadership

Anthony Carey  
Partner, Mazars

Luke Disney  
Executive Director, INSEAD Centre for Social Innovation

Anita Negri  
President of the Executive Board, Okos International

Jan Noterdaeme  
Senior Advisor, CSR Europe & Coordinator, Pact 4 Youth

Mollie Painter-Morland  
Professor, Nottingham Business School

Maury Peiperl  
Pro Vice Chancellor & Director School of Management, Cranfield University

Sherif Hassane  
Director Government Affairs - Global Issues, GlaxoSmithKline

Kai Hockerts  
Professor, Copenhagen Business School

Patrick Hull  
Global Leadership Development Director, Unilever

Gary Kildare  
Vice President, Human Resources, IBM Europe

Kaisu Puumalainen  
Professor, Lappeenranta University of Technology

Ammerieke Roobeek  
Professor, Nyenrode Business Universiteit & Supervisory Board Member, ABN AMRO Group

Kosheek Sewchurran  
Associate Professor, UCT Graduate School of Business

Luk van Wassenhove  
Chaired Professor & Fellow of CEDEP, INSEAD

Dean Van Leeuwen  
Founder TomorrowToday

Jens Meyer  
Dean of Programs, CEDEP

Mirjam Minderman  
Policy Adviser/Lecturer, Tias School of Business and Society

Petra Molthan Hill  
Principal Lecturer, Nottingham Business School

Mirjam Minderman  
Policy Adviser/Lecturer, Tias School of Business and Society

Petra Molthan Hill  
Principal Lecturer, Nottingham Business School

Chaired Professor & Fellow of CEDEP, INSEAD

Mollie Painter-Morland  
Professor, Nottingham Business School

Jan Noterdaeme  
Senior Advisor, CSR Europe & Coordinator, Pact 4 Youth

Maury Peiperl  
Pro Vice Chancellor & Director School of Management, Cranfield University

Doug Baillie  
Former Chief HR Officer, Unilever & Chair of the Advisory Board, ABIS

Paul Begley  
Programme Director, University of Cambridge Institute for Sustainability Leadership

Anthony Carey  
Partner, Mazars

Luke Disney  
Executive Director, INSEAD Centre for Social Innovation

Anita Negri  
President of the Executive Board, Okos International

Jan Noterdaeme  
Senior Advisor, CSR Europe & Coordinator, Pact 4 Youth

Mollie Painter-Morland  
Professor, Nottingham Business School

Maury Peiperl  
Pro Vice Chancellor & Director School of Management, Cranfield University

Sherif Hassane  
Director Government Affairs - Global Issues, GlaxoSmithKline

Kai Hockerts  
Professor, Copenhagen Business School

Patrick Hull  
Global Leadership Development Director, Unilever

Gary Kildare  
Vice President, Human Resources, IBM Europe

Kaisu Puumalainen  
Professor, Lappeenranta University of Technology

Ammerieke Roobeek  
Professor, Nyenrode Business Universiteit & Supervisory Board Member, ABN AMRO Group

Kosheek Sewchurran  
Associate Professor, UCT Graduate School of Business

Luk van Wassenhove  
Chaired Professor & Fellow of CEDEP, INSEAD

Dean Van Leeuwen  
Founder TomorrowToday

Jens Meyer  
Dean of Programs, CEDEP

Mirjam Minderman  
Policy Adviser/Lecturer, Tias School of Business and Society

Petra Molthan Hill  
Principal Lecturer, Nottingham Business School

Chaired Professor & Fellow of CEDEP, INSEAD
Session Summaries

The 15th ABS Annual Colloquium returned our network to its founding mission, and what we hold to be an uncontestable truth that in order to build a more sustainable world, systemic change is needed in business education and talent development, so that the passion, mindsets, and skills of the next generation of leaders are more effectively harnessed and developed to solve the complex challenges that our planet faces. On the following pages you will find summaries of all Colloquium Sessions providing you with the key discussion points as well as relevant points for our future ABS agenda which will be considered in our plans for 2017.

Opening Plenary: The Case for Systemic Change

Panelists: Dean Van Leeuwen (TomorrowToday)
Gary Kildare (IBM Europe)
Maury PepeRi (School of Management, Cranfield University)
Anita Negri (Oikos International)
Moderator: Doug Baillie (ABS Strategic Advisory Board)

This session aimed to connect the business, academic, student and public policy perspectives on why systemic change is so important in our day and age. More importantly, though, it addressed future concerns, uncertainties and questions that will need to be considered as a future of education & talent development agenda moves forward.

The session was kicked off by moderator Doug Baillie, former Chief HR Officer at Unilever and Chair of the ABS Advisory Board. He outlined the challenges that a volatile, uncertain, complex and ambiguous world brings to today’s businesses. These challenges can be attributed to a global rise in population, demand for food, water and energy as well as the related rise in emissions of greenhouse gasses that are currently threatening our common planet.

He noted that many business leaders are now fully aware of these issues and try to tackle them but also use them as an opportunity for future business in the years to come.

As the first panelist, Dean Van Leeuwen - founder of TomorrowToday - indicated that millennials have contributed to a change in perspective regarding education, work and personal life. Looking at the world differently - beyond simple profit but aiming to rather contribute to a better tomorrow meaningfully. In this perspective at the world differently - beyond simple profit but aiming to rather contribute to a better tomorrow meaningfully. In this perspective at the world differently - beyond simple profit but aiming to rather contribute to a better tomorrow meaningfully.

Today indicated that millennials have contributed to a change in the way we think about the world and how we live our lives. With the knowledge gained at one of the world’s leading tech companies, he indicated what impact technology will have on the world in general, as well as on the future of work. He outlined how technology will assist humans in their decision making process but also how it will serve to enhance various aspects of the business value chain in general.

Maury PepeRi - Pro-vice Chancellor & Director at Cranfield School of Management shared with the audience the academic perspective and what it means for business education to adapt to the changes in the field. He outlined that the key to success is not just about having the right skills and competencies, but also about having the right mindset.

Anita Negri opened the conversation highlighting the fact that the future of business education is in crisis. She outlined how businesses have taken the lead in driving the sustainability agenda forward, while business education seems to be lagging behind. Interviews at Board level with sustainability front-runners have showed that a mindset shift has taken place about the business case for sustainability and the kind of skills and competences needed to embrace it. This is a very different set of skills than that currently provided by business schools: there is more need for “meta knowledge” (thinking in innovative ways, knowledge about ecosystems and strategies with impact, collaboration etc.) rather than for the best specialized experts. So, the question is around how to rethink the current educational model.

As the final panelist, Anita Negri - President of Oikos International shared with the audience the students’ perspective and what the aspirations of millennials are regarding sustainability and their future careers. Ms. Negri outlined bad organizational cultures and a leadership crisis as the underpinnings that led her in point of view to an education crisis in which we lack a diffusion of innovation but not innovation in general terms. Speaking for the younger generation, she outlined that people do not just simply want to follow the next position but rather aim to follow their life goals which due to advancements in technologies become more achievable for everyone, regardless of economic or ethnic background.

The following discussion with the audience echoed some of the major remarks pointed out by the panelists, indicating that it is necessary for business to adjust to fast paced changes in technology and that the world of today challenges us to rethink some of the established norms and business practices of past decades. Overall, there was a consensus that organizations need to reflect on the values brought forward by the Age of Quests. It will be important for organizations to embed these mindsets into their organizational strategy in order to attract the relevant talent.

Following Mr. Van Leeuwen, Gary Kildare - Vice President of Human Resources at IBM Europe also pointed out that his company experienced these new expectations towards business by millennials. With the knowledge gained at one of the world’s leading tech companies, he indicated what impact technology will have on the world in general, as well as on the future of work. He outlined how technology will assist humans in their decision making process but also how it will serve to enhance various aspects of the business value chain in general.

Corporate & Academic Interactive Sessions

It is clear that companies and education institutions will be at the forefront of building the new capabilities, skills and values that will underpin global sustainability progress. Both will however need to undertake a fundamental redesign of traditional approaches to ensure that sustainability is embedded in culture, hearts and minds inside the organisation. Prior to the Colloquium, ABS has spent a significant amount of time on its Education Initiative Report, mapping out how our academic members are currently developing sustainable, responsible and ethical business education programmes. The feedback we received thus far highlighted the importance to broaden our inquiry into the drivers, obstacles and key success factors behind mainstreaming these issues across educational programmes.

To address this, the following part of the Colloquium featured two blocks of interactive parallel sessions – the first corporate, the second academic. These explored new approaches to creating systems of talent for sustainability, supported by insights from a new ABS initiative or member innovation. The emphasis throughout is on people-driven debate and a systemic view of the main theme.

BLOCK I: Corporate Innovation Drivers

Session A: The Future Role of Boards

Presenters: Anthony Carey (Mazars) & Anneremieke Roobeek (Nyenrode Business Universiteit & ABIN AMRO Group)

Annemieke Roobeek opened the conversation highlighting how businesses have taken the lead in driving the sustainability agenda forward, while business education seems to be lagging behind. Interviews at Board level with sustainability front-runners have showed that a mindset shift has taken place about the business case for sustainability and the kind of skills and competences needed to embrace it. This is a very different set of skills than that currently provided by business schools: there is more need for “meta knowledge” (thinking in innovative ways, knowledge about ecosystems and strategies with impact, collaboration etc.) rather than for the best specialized experts. So, the question is around how to rethink the current educational model.

The discussion that followed focused on:
• The difficulty of reaching a common understanding and agreement on the future trends and integrating them into teaching activities
• The role of millennials in bringing changes in companies and their communities (millennials have a different perspective and they care about their purpose and impact, but how many millennials are in Board rooms?)
• The importance of leadership under pressure and emotional responses
• Need for changes in business governance and at the institutional level
• The management of long term strategies vis-à-vis short term pressures and the importance of board culture, engaged board members and the company’s purpose

TOP CORPORATE PRIORITIES FOR THE ABS CHANGE AGENDA

• Managing short-term and integrating long-term value creation
• Understand the company’s impact on the wider ecosystem
• Mainstreaming sustainability and leadership mindset
• ABS as the enabler of intercompany living labs among corporate members facilitated by ABS academic faculty

WHERE BUSINESS SCHOOLS CAN BRING THE MOST VALUE

• Creation of knowledge and understanding of Boards’ mechanisms
• Research and promotion of case studies and help businesses to make their business case
• Co-creation with business of new knowledge and learning platforms
This session focused on the prospects of a new industrial age shaped by macro trends, climate challenges and digital transformation that will require companies to be more agile, resilient and entrepreneurial than ever. Patrick Hull from Unilever showcased how the company in line with its Sustainable Living Plan is trying to tackle these prominent issues. Whilst Unilever has been very capable to adjust its supply chain accordingly, a main challenge still arises in the way they hire and train future talent to be able to systematically analyze and cope with these challenges. In relation to this, Unilever also noticed that through being very vocal about sustainability issues, including their CEO Paul Polman, the organization became very attractive for recent graduates. However, a general issue still remains with the development of KPIs for managers as well as creating the right mindset to tackle current & future challenges of the organization. Paul Begley from the University of Cambridge Institute for Sustainability Leadership further underlined this difficulty for Sustainability Leadership, stating that it is necessary for management to ask the right questions in order to achieve results that one can measure within the organization.

Participants then focused on how the challenges affect their organizations. Stating for example that the banking sector is faced with dramatic changes regarding their business model, as well as being vocal about sustainability issues, including their CEO Paul Polman, the organization became very attractive for recent graduates. However, a general issue still remains with the development of KPIs for managers as well as creating the right mindset to tackle current & future challenges of the organization. Paul Begley from the University of Cambridge Institute for Sustainability Leadership further underlined this difficulty for Sustainability Leadership, stating that it is necessary for management to ask the right questions in order to achieve results that one can measure within the organization.

Participants then focused on how the challenges affect their organizations. Stating for example that the banking sector is faced with dramatic changes regarding their business model, as well as being vocal about sustainability issues, including their CEO Paul Polman, the organization became very attractive for recent graduates. However, a general issue still remains with the development of KPIs for managers as well as creating the right mindset to tackle current & future challenges of the organization. Paul Begley from the University of Cambridge Institute for Sustainability Leadership further underlined this difficulty for Sustainability Leadership, stating that it is necessary for management to ask the right questions in order to achieve results that one can measure within the organization.

Participants then focused on how the challenges affect their organizations. Stating for example that the banking sector is faced with dramatic changes regarding their business model, as well as being vocal about sustainability issues, including their CEO Paul Polman, the organization became very attractive for recent graduates. However, a general issue still remains with the development of KPIs for managers as well as creating the right mindset to tackle current & future challenges of the organization. Paul Begley from the University of Cambridge Institute for Sustainability Leadership further underlined this difficulty for Sustainability Leadership, stating that it is necessary for management to ask the right questions in order to achieve results that one can measure within the organization.

Participants then focused on how the challenges affect their organizations. Stating for example that the banking sector is faced with dramatic changes regarding their business model, as well as being vocal about sustainability issues, including their CEO Paul Polman, the organization became very attractive for recent graduates. However, a general issue still remains with the development of KPIs for managers as well as creating the right mindset to tackle current & future challenges of the organization. Paul Begley from the University of Cambridge Institute for Sustainability Leadership further underlined this difficulty for Sustainability Leadership, stating that it is necessary for management to ask the right questions in order to achieve results that one can measure within the organization.

Participants then focused on how the challenges affect their organizations. Stating for example that the banking sector is faced with dramatic changes regarding their business model, as well as being vocal about sustainability issues, including their CEO Paul Polman, the organization became very attractive for recent graduates. However, a general issue still remains with the development of KPIs for managers as well as creating the right mindset to tackle current & future challenges of the organization. Paul Begley from the University of Cambridge Institute for Sustainability Leadership further underlined this difficulty for Sustainability Leadership, stating that it is necessary for management to ask the right questions in order to achieve results that one can measure within the organization.

Participants then focused on how the challenges affect their organizations. Stating for example that the banking sector is faced with dramatic changes regarding their business model, as well as being vocal about sustainability issues, including their CEO Paul Polman, the organization became very attractive for recent graduates. However, a general issue still remains with the development of KPIs for managers as well as creating the right mindset to tackle current & future challenges of the organization. Paul Begley from the University of Cambridge Institute for Sustainability Leadership further underlined this difficulty for Sustainability Leadership, stating that it is necessary for management to ask the right questions in order to achieve results that one can measure within the organization.
1. Definition of sustainability. The lack of a clear and shared understanding of sustainability is often a first obstacle. The presenters provided two ways to overcome it: focusing on concrete challenges (e.g., food) rather than on abstract concepts, which can be very helpful and creating a reference framework (e.g., TIAS Business and Society Competency Framework).

2. Engagement of colleagues: Colleagues often seem not interested to integrate sustainability in their teaching due to lack of time and knowledge, apparent irrelevance of the issue for their area of activities, and the difficulties to change existing curricula, etc. A powerful way to overcome such resistance is to offer instead of asking, by making concepts more concrete, making what already exists more visible, providing examples and inspiration, and stimulating (cross-disciplinary) collaboration. This could be done by developing and sharing ready to use resources (e.g., NBS has developed an online ESD Future Thinking Learning Room with resources for each of the UN Sustainable Development Goals as well as for each of the disciplines within the Business School).

3. Engagement of students: Besides embedding sustainability-related issues in the teaching content, it is important to engage students by inviting relevant guest speakers, organizing student consulting projects, and making it fun! For instance, NBS has developed a Sustainability in Practice Certificate (compulsory within both Masters and Undergraduate modules) as well as a FT MScBA Student Consultancy through which students are encouraged to explore the meanings of sustainability.

4. Further integration: There is a need to balance top-down vs. bottom-up approaches and to include external stakeholders (e.g., Advisory Board, LABs). The role of accreditations in mainstreaming sustainability is largely unexplored and could serve as a powerful incentive, also given the tensions in current sustainability rankings. It is clear that it is a process that does not happen overnight, but it bears the first fruits whenever students and colleagues start asking questions.

TOP ACADEMIC PRIORITIES FOR THE ABIS CHANGE AGENDA
- Starting from the problem (e.g., food (concrete sustainability-related issues))
- Research as a binding factor to engage in sustainability-related issues and engage external stakeholders
- Link to faculty development and innovations in education/pedagogy
- Start from the context/purpose of students, faculty, and business

WHERE BUSINESS CAN BRING THE MOST VALUE
- Driver for change: demanding transformation in programs and skills
- Engaging in research
- Providing resources
This session focused on the ways to deepen sustainability commitments and pedagogic skills across an entire faculty and to increase the materiality of sustainability teaching and research to overall career prospects. Kai Hockerts from Copenhagen Business School presented the results from a survey among PRME Signatories on Faculty Development for Responsible Management Education. Furthermore, he explained the time scale and process for the development of the survey. Responsible Management Education. Furthermore, he explained the time scale and process for the development of the survey. Mollie Painter-Morland from Nottingham Business School further underlined why sustainability educators have a vital role to play in driving forward a new agenda and the challenges faced by these educators in career development. Furthermore, she showcased her experiences around faculty development. Namely, the methodology to incentivize faculty, the issues around the lack of a common language and how overcome it, highlighting the importance of collecting syllabi.

Participants then focused on how what where the priorities of faculty development and how to best address them. Furthermore, how business could potentially support faculty development. The participants then had a discussion around the lack of a common language and how overcome it, highlighting the importance of collecting syllabi.

Afterwards, Sherif Hassane tackled the importance of a partnership model to understand the problems that GSK is trying to solve in Sub-Saharan African countries. One of the main issues that GSK tries to solve is the lack of good governance and the problem of corruption in those countries. Through this ABIS Africa Initiative which is led by GSK together with other ABIS corporate and academic partners, the partnership aims to educate business professionals around these important issues. The community of practitioners that formed through this initiative helped to create peer-to-peer partnerships that educate its participants through collaboration. Afterwards, Jan Noterdaeme brought the audience back to the origins of ABIS, outlining the fundamental reasons why a partnership model like ABIS is so important in order to tackle complex issues. He then introduced the European Pact 4 Youth project, which tries to break the silos of education, policy and business in order to tackle the large issue of youth unemployment in Europe. In light of this project, he advocated the need for smart partnerships between the mentioned stakeholders already in pre-university education to tackle Europe’s unemployment issues sustainably for the long-term. Building on this, he outlined different ways to create business-educational partnerships, which may be achieved through companies being present at schools, apprenticeships, or other possibilities of to gain work experience for students early on.

Plenary Session: Partnerships That Make a Difference

Panelists: Luke Disney (INSEAD Centre for Social Innovation)  
Sheerif Hassane (GlaxoSmithKline)  
Mollie Painter-Morland (Nottingham Business School & ABIS)  
Jan Noterdaeme (CSR Europe & Pact 4 Youth)  
Moderator: Jens Meyer (CEDEP & ABIS)

Partnerships can be the solution to many problems, but can also be a source of the same. The session was designed to examine some of the empirical aspects of successful partnerships. Participants gained insights from real-life experiences of leading ABIS members and strategic partners on a range of collaboration models: from the North Star Alliance on a cross-African collaboration, from GlaxoSmithKline on international capacity-building partnerships including developing markets, from Nottingham Business School on co-creating leadership programmes in Africa, and from CSR Europe on building business-education partnerships in a high-level policy context.

The plenary started off with Luke Disney introducing the Northstar Alliance’s way to tackle HIV problems in the truck industry in Africa. The way this business model managed to work was through partnerships with different stakeholders trying to jointly tackle the issue. Besides failures in business model, profitability and other issues, Disney outlined that the one critical thing that made the project a success over several years was indeed the complex partnership between the stakeholders as well as the identification with the project as such and the common goal that the group worked on through collaboration, which in turn resulted in a high level of resilience in the partnerships.

Towards the end of the discussion, the participants agreed that pressure on faculty doesn’t allow to make the necessary investments or changes in teaching and that there is a need to know how motivate faculty letting them own the process.

The audience was asked to provide feedback or their insights on what is necessary to form successful partnerships. The key points that came out from this discussion were that it seems to be very important to embrace failure, especially for young business leaders, when taking on complex challenges. It also came through that there needs to be a general reform in the way teaching is done, which embraces new technologies creating new forms of collaboration, interaction and learning for students. As a final point, it was noted that in order to bring various initiatives forward and to create meaningful impact with them it is of absolute importance that they to some degree follow the same mission or purpose, in order for them not to be seen as isolated lighthouse projects.

Participants also shared the formal and informal activities in place that are enhancing faculty knowledge and practice. Towards the end of the discussion, the participants agreed that pressure on faculty doesn’t allow to make the necessary investments or changes in teaching and that there is a need to know how motivate faculty letting them own the process.

Participants then focused on how what where the priorities of faculty development and how to best address them. Furthermore, how business could potentially support faculty development. The participants then had a discussion around the lack of a common language and how overcome it, highlighting the importance of collecting syllabi.

Participants then focused on how what where the priorities of faculty development and how to best address them. Furthermore, how business could potentially support faculty development. The participants then had a discussion around the lack of a common language and how overcome it, highlighting the importance of collecting syllabi.
About ABIS

ABIS - The Academy of Business in Society is a global network of over 100 companies, academic and affiliated institutions whose expertise, commitment and resources are leveraged to invest in a more sustainable future for business in society.

ABIS (formerly known as EABIS) was founded in 2002 in partnership with IBM, Microsoft, Johnson & Johnson, Unilever and Shell and with the support of Europe’s leading Business Schools (INSEAD, IMD, London Business School, ESADE, IESE, Copenhagen Business School, Warwick Business School, Vlerick Business School, Ashridge Business School, Cranfield, SDA Bocconi School of Management).

The creation of ABIS was driven by a shared belief that challenges linked to globalisation and sustainable development required new management skills, mindsets & capabilities. The ABIS network aims to build new educational frameworks through the creation of new knowledge and its application in various member initiatives.

What We Do

The ABIS business-academic partnership model is based on three pillars of engagement which support the culture, mindsets, processes and skills to create organisational transformation:

THINK - Fostering thought leadership through collaborative dialogue and deep reflection
SHARE - Facilitating knowledge development, translation and shared learning
INTEGRATE - Applying knowledge in the organizational context to drive innovation and change

These are translated into a wide range of platforms, projects and events, of varying scope and size – from €5 million industry-focused research grants to international thought leadership conferences and case study development.

Contact

ABIS - The Academy of Business in Society
Av Moliere 128 1050 Ixelles Brussels Belgium
Telephone: +32 (0)2 539 37 02
Twitter: @abisglobal
www.abis-global.org