

RSM Outlook

AUTUMN 2007

Rotterdam School of Management Erasmus University

+ Inside the
United Nations
Senior Leadership
Programme

Smart Business Networks:
Has your company
got them?

NEXT GENERATION LEADERS How will they shape up?

RSM



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From the Dean

Every leader leaves their stamp on the organisation they lead, and the longer they are dean, the greater their legacy. Han van Dissel stepped down as dean of RSM Erasmus University on August 31st 2007 after five years heading the school: not the longest deanship – but certainly one of the most eventful. Han orchestrated the merger of the graduate school 'Rotterdam School of Management' with the business administration faculty and research school of Erasmus University. Every merger involves its challenges, but the period post-merger saw the school's output of academic articles increase significantly, its programme portfolio broaden as well as its student population, and, perhaps most significantly, the school's standing in the eyes of alumni, recruiters, and the students themselves, improve – as reflected in the media rankings. The newly-merged RSM Erasmus University (RSM) is now ranked in the top 10 institutes in Europe, and will continue climbing (see most recent results on page 8). Han has certainly left his legacy. RSM today is a business school where students, executives, and companies from all around the world come to learn more about international business. It is a school where international lecturers want to teach, and top scholars want to explore their most innovative ideas.



'The newly-merged RSM Erasmus University is now ranked in the top 10 institutes in Europe, and will continue climbing. Han has certainly left his legacy.'

RSM is a true incubator of the next generation of leaders. This latest issue of RSM Outlook brings you a special report focusing on the leadership traits of this upcoming generation. As described in the main feature, our ideas about leadership are shaped by era, and today's era demands very particular skills and qualities of its leaders. These new values and attributes can be seen in individuals like our EMBA alumna and CEO Elizabeth van Geerestein, who represent a new face of leadership. Companies and organisations are also finding new ways of investing in and developing their leaders, as the interview with the United Nations System Staff College directors demonstrates. The Senior Management Network Leadership Development programme for the UN is the organisation's first ever external executive programme, and it will be delivered by a consortium of international schools – led by RSM. We hope you enjoy this issue and find in it plenty of food for thought – as well as inspiration in regards to your own leadership styles.

Berend Wierenga Interim Dean RSM Erasmus University

A handwritten signature in black ink, appearing to read 'B. Wierenga'. The signature is written in a cursive, flowing style.

Prof.dr.ir. B. Wierenga is a former dean of RSM Erasmus University, and professor of marketing at the school.



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How will they shape up?

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Q&A WITH JO PIETERS

Royal Philips Electronics, global leader in healthcare, lifestyle and technology, is familiar with the concept of diversity. 121,700 employees in more than 60 countries worldwide currently constitute Philips' global workforce – a fact that makes recruiting, retaining, and investing in its future leaders, quite an enterprise.

text Hetty Brand-Boswijk photography Ronald van den Heerik

Jo Pieters, vice president Global Recruitment of Philips, spoke to RSM Outlook about the drivers behind its recruitment and development policies, and why, for Philips, diverse leadership, means strong leadership.

Philips has a strong track record in leadership. What kind of young leaders does Philips seek to recruit?

The Management Agenda of Philips is growth, talent, and simplicity (delivering on our brand promise). Add this up and you can see some of the elements we look for in the people we recruit. To deliver on our brand promise, for instance, and design products and solutions based on end-user insights, we

must be as diverse as our customers are. To this end, we must focus on gender, cultural and geographical diversity in the people we recruit.

What policy does Philips put in place to ensure this diversity?

This is partly featured in our Sustainability Report 2006 (Annual Report). Diversity is a key part of our recruitment policy, something we are making progress on in our “Leadership Gateway” programmes – special recruitment programmes linked to management development. Our objective is to recruit top talent into the organisation’s leadership pipelines who reflect a target of 80% diversity, with 50% females.

Why is diversity so important for the success of a company?

It is the mission and vision of the company combined with the brand promise that determines a company's success. But if you are serious about your vision, you need to know what your customer wants, and for that you need diversity. A manager from Eastern Europe, for instance, will not know how people cook in India and therefore how to successfully meet the needs of those consumers. If you build teams of culturally-diverse leaders and management teams with local knowledge, you are more likely to meet your brand promise.

Is Philips succeeding in reaching its recruitment goals?

The current targets of our Leadership Gateway programmes are being met on a global scale, but the numbers we are talking about are not huge. The target in 2006 was 20 recruits, which increased to 35 in 2007, and will go up to 60-70 in 2008. Our intention is that a good majority of these will reach management level. We are also increasingly focusing on undergraduate recruits, and our targets again are in regards to diversity. Over the past four years we have doubled the target each year – something we are proud of. The Leadership Gateway programmes have gone a long way to bridging the gap between 'filling vacancies' and the 'development of talent'. Development is very high on the management agenda.

Do you believe there will be more women in leadership roles in the future?

It is inevitable. If companies have and truly believe in a mission and brand promise, then in order to reach that, diversity is a must – a lack of it will simply hinder them in getting where they want. Are there gender differences in regards to career choices or organisational issues that could hamper career progression? Logically this could be true. Some people would say that the reason that we don't have enough female executives is because there is a lack of female graduates

in engineering studies. But in my view that would be too easy. It would imply that we do not have diversity issues in the non-technical functional areas like marketing or finance, which is not the case. Recognising these barriers helps you to eliminate them. As a company our cornerstone is equal employment opportunities. As the age and gender composition of society changes, this will and must be reflected in our organisation.

Do you feel business school graduates of the new millennium are focussed on different issues than those, say, of the 80's?

Yes. They are interested in things that are happening around them today that they simply cannot ignore: issues with the environment, with social responsibility, etc. To be successful in Philips we expect people to be genuinely interested in people and want to improve people's lives. This could be in areas related to lifestyle, professional lighting (for example, new innovations that result in more energy-efficient solutions that could lead to substantially lower CO2 emission), but also in healthcare. Culturally-diverse talent also brings a great deal of different knowledge of different issues too, and that contributes enormously.

How do you see the future of leadership?

I think it is difficult to predict what the leadership needs will be in, say, 10 years time. For instance, Jan Timmer, Cor Boonstra and Gerard Kleisterlee, have each been CEO of Philips and each had totally different management styles. But together, along with their predecessors, they have made Philips what it is today. They were the right people in the right job at the right time. It is incredibly difficult to imagine the context in which leaders in the future will have to operate. It is therefore important to develop leaders with multiple skills and qualities. That way, you have people who can adapt to different leadership needs. Our goal is to equip our young talent to be successful in situations we cannot predict. ■

RSM Connection

As vice president of Global Recruitment, Jo Pieters is responsible for improving the level of graduate recruitment at Philips, reorganising recruitment, and initiating corporate HR projects. Philips cooperates with RSM through participation in the school's pre- and post-experience recruitment events, internships and associateships, and student research and consultancies. Philips also coaches MBA students on their mid- to long-term career objectives, and participates in RSM's MBA Corporate Scholarship Programme that offers selected recipients financial support as well as the opportunity for career coaching, a Summer Associateship, and possible future full-time employment at Philips.

LATEST RANKINGS

FT Europe's MSc Ranking 2007

RSM's Master of Science in Business Administration enters Europe's top ten for the first time – a jump of ten places in two years. Sub-category results:

- Europe's top 5 for international experience;
- 94% employment rate within three months of graduating;
- CEMS programme ranks in the top 2 MScBA programmes in Europe.

The Wall Street Journal MBA ranking 2007

RSM's Full-time MBA ranks at no. 18 in the international ranking in the eyes of corporate recruiters – up one place from 2006.

The Economist Intelligence Unit's Full-time MBA ranking 2007

RSM's Full-time MBA jumps 37 places to be ranked no. 46 globally. Rated no. 17 in Europe, and no. 1 in the Netherlands.

For more information on RSM's rankings visit our website:

WEB www.rsm.nl

PROMOTIONS & ASSIGNMENTS



Professor Harald Benink Takes Up Executive Challenge

Harald Benink, professor of finance at RSM, has been made statutory director of RSM's post-experience programmes alongside Mike Page. As second board member, Professor Benink will take responsibility for the school's Executive Education and Development Unit, which currently specialises in delivering customised executive programmes for corporate clients. The appointment is in response to the increasing demand for executive education services.

In addition to building on the success of the customised programmes, Professor Benink's plans for the department include launching a comprehensive portfolio of open programmes – targeted, topical courses that will provide executives with new skills and knowledge in a practical, focused way that can be immediately applied in the workplace.

The new open programmes portfolio will cover areas including Corporate Governance, The Future of Pension Finance, and Strategic Management Consultancy, tapping into core areas of expertise within RSM and specific areas of research.

Professor Benink is a leading figure in the international financial community and has played a pivotal role in setting up the Shadow Financial Regulatory Committees – a network of independent watchdogs to the financial sector. He was previously dean and founding chairman of RSM's successful BSc and MSc programmes in international business administration. Benink will continue his academic activities and in his role as chairman of the European Shadow Financial Regulatory Committee.

PROMOTIONS & ASSIGNMENTS

Academic Director from top US programme joins Executive MBA

Angela Dickerson was recently appointed director of the school's Executive MBA Programme. Angela, who comes from the University of North Carolina's Kenan-Flagler Business School where she was director of the prestigious Global Executive OneMBA Programme, says more focus on sustainability and communication skills are some of the key changes she has in store for the programme. Angela has a back-

ground in corporate HR with GE Aircraft Engines, and an MBA from UNC Kenan-Flagler. "I can relate to the demands that are placed on our student population as they juggle school, family, and career," she says. "I also know the value of an MBA."



Distinguished Professor in Innovation Management to hold DSM-sponsored Chair

Professor Harry Barkema, a renowned academic in the field of innovation, has been appointed the Innovation Management Chair at RSM. The chair is endowed by RSM's corporate partner DSM, one of the world's largest multi-specialty chemical companies. Professor Barkema comes from the School of Economics and Business Administration at Tilburg University, where he was a professor of strategy and international management. As Executive Director, Professor Barkema will be responsible for the set up and organisation of the Innovation Co-creation Lab (ICCL) – the first of its kind in Europe. The objective of the lab is to develop, in alliance with top companies, researchers, and institutions, new strategic business models that provide high-value product and process innovation (Read our interview with Professor Barkema on page 42).



Coming soon: HR Business Agenda 2008

Karen Stephenson will be one of a number of prominent guest speakers at RSM's forthcoming HR Business Agenda 2008 – a two-day event to be held on 28th – 29th November 2007. The event will focus on HR Development, HR Processes and Talent & Leadership Development.

For further information please contact the Executive Education Office at executive@rsm.nl or 010-408 8737, or see www.rsm.nl/executiveeducation.

EVENTS

Poverty Eradication as a Business strategy – STAR conference

A conference addressing businesses' role in poverty eradication was hosted by RSM's Study Association STAR on May 2nd. 'Poverty Eradication as a Business Strategy' was led by Rob van Tulder, professor of international business-society management at RSM, with guest lectures by Mr. Rein Willems, president-director Shell the Netherlands N.V.; Mr. Jaap Goudsmit, chief scientific officer Crucell Holland N.V.; Dr. Pascoal Mocumbi, former prime minister of Mozambique/high representative EDCTP at the WHO; Mr. Tsakhiagiin Elbegdorj, former prime minister of Monogolia; Dr. Barbara Ischinger, director of education OECD; and Mr. Ludo Oelrich, TNT director "Moving the World".

Speakers discussed how businesses should strategically define themselves to act on poverty eradication – a moral imperative in the 21st century.

WEB www.rsmstar.nl/c&n.



Annual forum on Sustainability and Economic Growth launched by Global OneMBA programme

Consumers are often quick to point to big business on the question of who should be leading efforts to combat climate change, but are they willing to pay more for 'clean' products? The poignant question of "Who should pay?" for the costs of curbing emissions was the topic of a high-profile debate by private and non-government leaders at RSM on March 26th. Hosted by the Global OneMBA programme, the event is set to become a regular annual forum in which OneMBA participants and alumni of the programme can share their challenges as leaders in regards to sustainability issues. This year's event took the Stern Review Report on the Economics

of Climate Change (Cambridge University Press, January 2007) as the basis for a panel discussion. Panel members included UN System Staff College director Mr. Staffan de Mistura; head of Greenpeace International's Climate/Energy Campaign Mr. Steve Sawyer; Mr. Rob Kool, Manager International Sustainable Development, SenterNovem; Ms. Justine Sefton, Policy Adviser Asia & Europe, Alternative Energy Division, BP; and Mr. Matthias Weidinger, VP Strategy & Programme Director, Supply Chain Management, Philips.

WEB To watch footage of the debate, visit: www.rsm.nl/onemba.

FACILITIES

State-of-the-art behavioural research facility opened by RSM/ EUR

RSM can now lay claim to one of Europe's best facilities for behavioural experimental research after the inauguration of the Erasmus Behavioural Lab (EBL) in June 2007. The EBL will be shared across the Institute of Psychology (IOP) and the Erasmus Research Institute of Management (ERIM) – RSM's joint research institute with the Erasmus School of Economics. It offers an impressive seven different research labs.

The EBL represents one of the top facilities of its kind in Europe, providing a unique opportunity for fundamental cross-disciplinary research. In psychology, lab experi-

ments are widely established as the predominant method of research; in economics and management, the value of lab experiments in terms of understanding consumer, employee, and management behaviour is only now becoming clear. The lab will provide an invaluable arena for this type of research, particularly for the fields of behavioural finance, experimental economics, and game theory. The EBL will invite both real managers and consumers to the lab to participate in its behavioural experiments.

WEB www.erim.nl/eb1

SCHOLARSHIPS

Royal Dutch Shell joins Corporate Scholarship Programme

Royal Dutch Shell, the global group of oil, gas and petrochemical companies, recently joined RSM's Corporate Scholarship Programme for the International Full-time MBA Programme. The recipient of the Shell Scholarship will receive career counselling from a Shell representative and be considered for a Summer Associateship as well as a future career in the company. Other participants in the RSM Corporate Scholarship Programme include Cordys; Eastman; ING Bank; City of Rotterdam; Siemens; Unilever; Deutsche Lufthansa; Willis and Philips.

NESO Scholarships awarded to two outstanding Taiwanese candidates

Meng-Hsun Yu, 27, wants to educate his native people in Taiwan - his long-term goal is to join the NGO sector. Pei-Szu Lee (28) wants to bring the best possible service to people in need.

Both these students have just been awarded scholarships from the Netherlands Education Support Office (NESO) as partial funding for the International Full-time MBA Programme at RSM.

Each year, two NESO scholarships with a value of €10,000, are offered to outstanding candidates of Taiwanese nationality. Recently the first NESO scholarship in Vietnam was also awarded to Tien Luong (26).



ACADEMIC AWARDS



Jo van Nunen receives Ad Fontes medal

The Ad Fontes Award was recently presented to Jo van Nunen, professor of operations research and information sciences and chair of the Department of Decision and Information Sciences, on behalf of the Executive Board of Erasmus University. The prize is awarded to individuals who have made a significant contribution to the university. Professor Van Nunen has been affiliated with the school since 1976, and is considered a 'model' builder of logistical chains – mathematics and informatics are the tools he operates in the world of logistics, transport and distribution. For the past 31 years, Professor van Nunen has been an energetic and enthusiastic source of information for students and staff, but also for ministers, entrepreneurs and port authorities. He is on the board of (amongst others) Transumo (sustainable mobility), ACtransPORT (knowledge transfer) and Logistiek Management.



Stefano Puntoni awarded EUR and Marie Curie Fellowships

Stefano Puntoni, assistant professor in the Marketing Department of RSM and associate member of ERIM, was recently granted two major fellowships: the EUR Fellowship (a research grant from the board of Erasmus University to promising young faculty) and the Marie Curie Fellowship, a research grant from the European Commission. Puntoni investigates how the presence of other individuals affects the way we process and remember ads. The two grants will fund a research programme aimed at understanding how the presence of others can affect which ad elements draw the attention of consumers. Stefano Puntoni joined RSM in 2005 after obtaining his PhD degree in marketing at London Business School. His doctoral research was awarded the 2006 Emerald/EFMD Outstanding Doctoral Research Award and was recently published in the *Journal of Marketing Research*, the top academic journal in marketing.



RSM MScBA student wins TME Master Award 2006

Jason Goddard, MScBA Information Management student, received the coveted TME Master Award 2006 for his

thesis "Groupware tools in multinational organisations: The Heineken Experience". The award is an initiative of the Department of Technology, Society and Economy (TME) of the Dutch Association of Engineers (KIVI/NIRIA). Goddard's research focused on how organisations could best exploit the full potential of groupware tools. Heineken, used by Goddard as a case, have used insights from his research as input into their choice of groupware tools.



Ralf van der Lans receives SAP-PIM Marketing Science Award

The SAP-PIM Marketing Science Award 2007 – a prestigious Dutch national prize for marketing

science – was awarded to Dr. Ralf van der Lans, assistant professor at the Marketing Department at RSM. Van der Lans was honoured for his doctoral thesis 'Brand Search', which studied consumer search behaviour regarding brands sold in supermarkets. By measuring eye movements, Van der Lans examined the factors that determine shoppers' search behaviour in supermarkets and developed a model that has now become an important tool for manufacturers and retailers.

GUEST SPEAKERS

In each issue of RSM Outlook, we highlight a selection of high-profile leaders from the public, private, non-government and academic sectors who recently shared their expertise or experiences 'from the trenches' with students and companies at RSM.



“To me, the most abject aspect of poverty is ignorance related to exclusion from education and information. Poverty eradication is a global challenge.”

– Dr. P. Mocumbi, former prime minister Mozambique and currently high representative EDCTP, WHO, at the “Poverty Eradication as a Business Strategy” conference.



“We are at the point where we know what we need to do, we have ideas about the technology to do it, but the question remains: who should do it, who is responsible, and ultimately, who should pay?”

Ms Justine Sefton, policy adviser (Asia&Europe), Alternative Energy Division, BP, at the ‘Collaborating for Sustainability – Leadership Panel’.



“The business community plays a critical role in the climate negotiations in societal discourse, but what they do is just as important as what they say.”

Mr Steve Sawyer, head of Greenpeace International’s Climate-/Energy Campaign and secretary general of Global Wind Energy Council at the ‘Collaborating for Sustainability – Leadership Panel’.



“We have proactive recruitment practises that include giving our input into the curriculum of universities in India. We want to make sure that graduates from those universities have the knowledge they need when they start at our company.”

– Mr Sudeep Kunnimal, HR Director of Tata Consulting Services (TCS), Europe, speaking to companies at the kick-off of the HR Business Networking series for 2007.



“The very nature of traditional performance measures is limited and only half-right. Social capital has been the missing link in the performance equation.”

– Dr Karen Stephenson, adjunct professor and award-winning social network consultant, at a recent HR Business Networking event.

DONATIONS

RSM Students 'walk the world' for hunger

Faculty, staff and students from RSM's student organisations joined the Fighthunger: Walk the World event in Rotterdam on May 13th. The event, sponsored by TNT, Unilever and the United Nations World Food Programme (WFP) saw more than 550,000 people in 93 countries participate in raising funds for the 'school feeding programmes' provided by the WFP. €1830 was raised and donated by undergraduate and graduate students from CEMS and STAR (RSM's pre-experience study association). Funds raised across the entire CEMS alliance amounted to more than €35,000.

WEB www.freethechildren.com

OneMBA Class of 2007 contribute to education in Tibet

Graduating participants of the Global Executive OneMBA Class of 2007 expressed two main sentiments at their graduation ceremony in July: the desire to give something back, and concern for education in the developing world.

They found a way to mobilise these sentiments with "Tibet naar School", a Dutch-based charity foundation supporting eight schools in rural Tibetan towns in the area of Longdun Dechen. The schools ensure local children are provided proper schooling opportunities whilst providing for their basic needs. Each participant made a personal donation towards the project. Class donations will help to support two students currently attending university in Beijing.



"It's quite simple: we have been so fortunate to do this MBA that we feel compelled to help those less fortunate," said Leon Verbeek, OneMBA '07 graduate.

WEB www.tibetnaarschool.nl

Full-time MBA Class of 2007 supports Free The Children



The Full-time MBA Class of 2007 raised and donated a gift of €11,300 to Free The Children, the largest organisation in the world dedicated to children helping children through education. The money will be used to build two new schools for indigenous children in rural China: "It means more than you can imagine to the lives of children in rural China," said

the International Projects Coordinator of the organisation. "RSM should be very proud of its efforts to make a difference in the world and in the lives of children." RSM was given a plaque from the organisation in recognition of participants' contribution.

WEB www.freethechildren.com

SPOTLIGHT ON

GRADUATING FULL-TIME MBA CLASS OF 2008

Number of students:	110
Females:	24%
International students:	96%
Average age:	29
Average years of professional experience:	5.5

ACADEMIC BACKGROUND

Business & Economics:	47%
Engineering:	23%
Humanities:	11%
Law:	2%
Medicine:	3%
Sciences:	14%

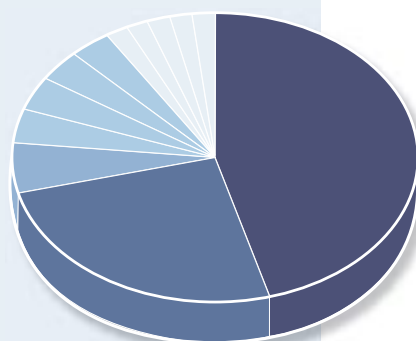
GEOGRAPHIC DISTRIBUTION:

North America	10%
Latin America:	6%
Netherlands:	4%
Western Europe:	15%
Central & Eastern Europe:	16%
Northeast Asia:	19%
Southeast Asia:	6%
South Asia:	19%
Middle East & Africa:	5%

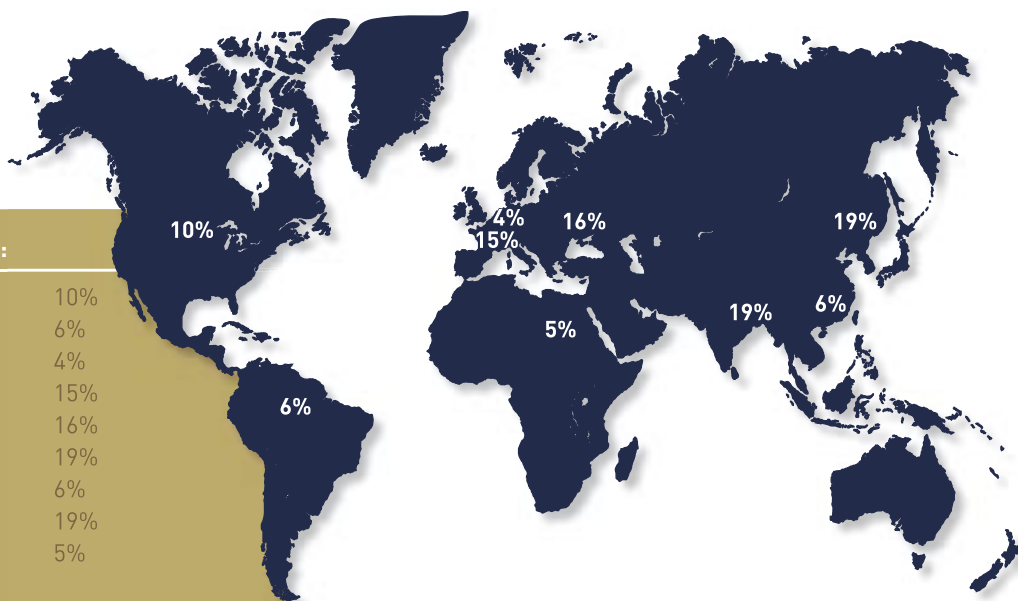
ENTERING IM-CEMS CLASS 2007 TO 2008

Number of Students:	51
Females:	49%
Average Age:	23 years
Languages spoken per student:	2-3
Nationalities:	13

<i>Dutch</i>	20
<i>German</i>	12
<i>Italian</i>	4
<i>French</i>	2
<i>Greek</i>	1
<i>Russian</i>	1
<i>Belgian</i>	2
<i>Bulgarian</i>	1
<i>Finnish</i>	1
<i>Swiss</i>	1
<i>Thai</i>	1
<i>Indonesian</i>	1
<i>American</i>	1



WEB www.rsm.nl/mscim-cems
www.cems.org



SMARTER NOT HARDER



Companies should get smart about business networks to harvest real competitive advantages, says Professor Peter Vervest.

By David Mattin

Organisations constantly forge new connections to enhance value for customers. The Smart Business Network Initiative aims to collectively learn about these networks by bringing together academics, practitioners and leading management thinkers, to change the way we look at business. Every organisation can benefit from this initiative. Find out how at:

WEB www.sbniweb.org

Cast your mind back ten years, and survey the business landscape. Amazon – now the world’s biggest online retailer, worth \$35 billion – was a two year old start-up. Online marketplace eBay (then named AuctionWeb) was barely known outside a few Silicon Valley enthusiasts. Now, it is established wisdom that the worldwide connectivity of the internet has changed business radically, and forever. Indeed, business networks are a major source of competitive advantage for companies looking to enhance their value for customers. But how can businesses exploit these opportunities? This is the challenge addressed by Peter Vervest, Professor of Business Telecommunications at RSM’s Department of Decision and Information Management. Professor Vervest’s research, articulated in

the form of ‘smart business network’ (SBN) theory, provides powerful insights into the rapid success of online giants such as Amazon. And it sends a salutary message to business decision-makers everywhere. What, exactly, is an SBN? We have long been surrounded by business networks of one kind or another, explains Professor Vervest. These networks enable the exchange of money, goods, and services. A smart business network, however, “involves a collection of businesses, linked to each other so that at the customer’s request they can swarm together, perform an operation, and swarm apart again,” he says. “These networks are smart in the sense that they produce results more effectively than any individual business can. Traditionally, there have been two ways that businesses relate: they compete via the

market, or they co-operate hierarchically. We are saying that, now, smart networking is a more efficient way to operate.” An example of an SBN in action, says Professor Vervest, is Amazon. It is not one business, but a collection of thousands of businesses networked via a shared platform. Crucially, therein lies its power:

“Say you collect obscure second-hand books from the Dutch sixteenth century,” he says. “Amazon immediately links you to a small seller who has just such books, and that seller uses Amazon to deliver straight to you, and then finds its next sale.”

Ebay also qualifies, and so does YouTube, where mainstream media giants such as BBC and Fox use a shared platform to serve the niche interests of viewers.

In its concern with the ability of businesses to serve niche demand, Professor Vervest’s work echoes the seminal 2006 business book *The Long Tail*, in which Wired magazine editor Chris Andersen famously argued that 21st-century business will consist of “selling less of more”: around one quarter of Amazon’s book sales, for example, are of titles not available in a typical high street bookstore.

Since 2004, Professor Vervest – along with RSM colleague Eric van Heck – has run the Smart Business Network Initiative (www.sbnweb.org), a platform on which academics and business practitioners can talk. The power of the SBN theoretical framework is perhaps most evident when it is applied to, and allowed to transform, the operations of traditional off-line businesses such as Microsoft, Dutch Railways, and LogicaCMG. Together with PhD student Diederik van Liere, Professor Vervest worked with Dutch home contents insurer Delta Lloyd:

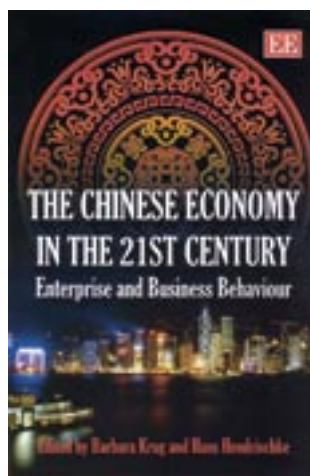
“Usually, an insurer sees their operation as a value chain of insuring, claims handling, and so on. We said: why not see yourself, instead, as an actor in a network? Say a customer buys a Philips television, and you insure it. When it is stolen, instead of giving me money, you set up a website where I can choose a new TV.

Next, you strike a deal with Philips, so you can offer me upgrades. Now you have become a Philips access point. Soon, you can start to recognise patterns in customer behaviour. Your business has changed; you are part of an SBN.”

Academics and business professionals are set to discuss the future at a major conference at Tsinghua University, Beijing, in May 2008.

“You can even think of the online world Second Life as an SBN,” says Professor Vervest. “One thing is certain: customers are going to keep behaving in surprising new ways. If companies do not understand networks, they will not have the agility to respond.” ■

BOOK RELEASES



The Chinese Economy in the 21st Century: Enterprise and Business Behaviour

Edited by Barbara Krug and Hans Hendrichke

China’s long-term economic success is driven by new firms, new sectors and new business practices. This book explores the establishment of new private firms and listed companies, the development of knowledge industries, in particular the IT and banking sectors, and the co-evolution of public governance and business institutions.

A central portal presenting the research of Barbara Krug and her colleagues, as well news, events, and information on the phenomenon of business in China’s emerging economy can be found at

WEB www.erim.eur.nl/china-business

Essentials of Corporate Communications

Cees B.M. van Riel and Charles J. Fombrun

This lively and engaging new book addresses a topical and important area of study – corporate communications. Helping readers not only to understand but apply, the most important theoretical notions on identity, identification, reputation and corporate branding, it illustrates how communicating with a company’s key audience depends upon all of the company’s external and internal communication.

Cees B.M. van Riel is a professor of corporate communication and director of RSM’s Corporate Communication Centre, a research institute that conducts academic research, education, and applied research and consulting services for blue-chip companies in relation to corporate communications.

WEB <http://www.rsm.nl/ccc>



Virtually Educated

As the e-Learning teams at RSM are discovering, virtual learning is changing the way programmes are designed, taught, and assessed, and the way students and alumni learn, collaborate, and interact. But how far can it go?

text Lesa Sawahata



"For RSM, [a virtual RSM] depends on the extent to which it will be effective, useful, and efficient." – Dr. Peter van Baalen, Professor of Knowledge, IT, and Organisation and head of RSM's Centre for e-Learning and Knowledge Management.

E-Learning' and 'new media' are among the more alluring buzzwords in academia at present. At a time when a growing number of schools including INSEAD, University of Leicester and Vrije Universiteit Amsterdam are all acquiring virtual property in Second Life, it is hard to resist the glamour cast by 'edutainment'. So are we witnessing the dawn of the new virtual business school (not to mention the new artfully-enhanced avatar business student)? And really, will it fly?

In fact, the 'virtual university' is not unthinkable, says Dr. Peter van Baalen, who heads CELK (Centre for e-Learning and Knowledge Management) at the school, and who recently had students conduct research on the innovative potential for RSM of Second Life. "It could be that in future every university will have something like its own Second Life," says Van Baalen, "but for

RSM, it depends on the extent to which it will be effective, useful, and efficient." Since 2004, e-Learning at RSM has centred around the communication platform 'Blackboard', a virtual messageboard of shared information through which participants can find their reading lists, class schedules and instructors' bios, and submit their assignments. While its basic utility is undeniable, Blackboard has had a limited impact on learning at the school, with its communication features trumped by tools already embedded in participants' lives like email, text messaging, and SKYPE. Recently however, both RSM's pre-experience and post-experience e-Learning teams are "innovating on top of that basic infrastructure [of blackboard]," says Van Baalen. For the MBA programmes, this means a totally new vision of communication and community – the upcoming MyRSM.nl. For the MSc programmes, it means enriched



learning via webcasting, CELK's current focus. And in the wide open spaces made available by new technology, it means any number of wikis, blogs, computer simulations, and podcasts being added to the repertoire of tools being used by lecturers and instructors.

WEBCASTING – THE ONLINE LECTURE

Webcasting is an example of how new media is functionally changing and enhancing learning, while it frees instructors from their 'sage on stage' straitjacket. With overwhelmingly positive feedback from both lecturers and students, RSM is rolling out a growing range of webcast lectures and assignments.

Lecturers have been instrumental in shaping this centralised webcasting initiative, particularly at the master's level where class sizes range from 600 to

1000 students (broken up into working groups of 40 students).

Professor Ronald Huisman approached CELK three years ago looking to increase the level of interactivity of students in his Corporate Finance course. "What you see in classes in this type of course," says Arthur Oink, who handles the production aspects of e-Learning for CELK, "is the lecturer working out assignments on the board for one and a half hours. We thought, what if we could take these assignments out of the classroom?"

That summer, Oink and a small crew videotaped Huisman showing how he came up with solutions to 50 different assignments. The following semester, students were able to watch, in their own time, 'webcast-exercises' on a 'virtual whiteboard', before discussing the solutions in class. "The students really

love it," says Oink.

Research on the attention span of students has also helped Oink and his crew optimise the way information is delivered: "We discovered that after 20 minutes, students' attention is gone," he says.

The result is 15-minute videos of lectures that students can watch prior to class, freeing up classtime for interaction and debate.

One surprising aspect of this new programme design is that it has not caused a drop in classroom attendance. Instead, says Oink, webcasting at RSM is "the essence of innovation in learning; pedagogy means something different now."

BUILDING NETWORKS ONLINE

The MBA programmes, meanwhile, have different issues to address. With ▶

much more intimate class sizes but globally-dispersed participants, “community” and “collaboration” are the keywords here.

“Our MBA participants are primarily looking to build networks,” says Valerie Wood, e-Learning Officer for RSM’s MBA programmes.

The Global OneMBA, a modular executive programme taught across a consortium of five different schools on four continents, employs e-Learning tool CENTRA, which allows OneMBA participants to ‘meet’ and work across the boundaries of time zones. Then there is the forthcoming MyRSM.nl. As currently envisioned, this will be an on-line complex of communities and functions bringing together current MBA and EMBA participants plus staff and instructors of the MBA programmes.

MyRSM.nl will provide users with easy-to-

with other newly-enrolled classmates and members of the class immediately preceding theirs.

Ivan T. Ortega, an MBA ’08 candidate from San Francisco, initially found the chatroom aspects of Blackboard “a bit artificial.” But as more MBA ’08 classmates enrolled, ‘mini-communities’ based on shared similarities began to emerge. When interaction with the outgoing MBA ’07 class began, Ortega started to see real value in this early, virtual community building.

“The MBA ’07s had been through it all and were really open to answering our questions about life at RSM,” he says. Some late-enrolling students who experienced last-minute housing issues found enough trust had been built in the chatroom community that “people were open and willing to let you ‘crash’ on their couches,” says Ortega.

‘We discovered that after 20 minutes, students’ attention is gone.’ – Arthur Oink

use tools and space for web-based learning and collaboration. All users will have access to resources including newspapers, reports, and research; blogs, podcasts and wikis; a marketplace; self-assessment tools; and ongoing e-workshops and seminars, many of them taught by RSM lecturers. It will also allow members to manage their own profiles. The development of a platform such as MyRSM.nl is where the value of ongoing contact and communication between participants (residing in 60 or more countries) becomes obvious: it could be as simple as getting a restaurant recommendation before visiting a new city, or as significant as learning about the ideal employment opportunity. In the meantime, Blackboard’s functions have been broadened to create a sense of community for new MBA participants. MBA candidates gain access to their class schedules, residency requirements, and housing possibilities, but can also make contact

So if virtual trust can be built within a simple platform like Blackboard, what about the larger possibilities of Second Life – if you can see and interact with someone’s avatar, do you build trust more quickly?

While Second Life is proving useful for distance-learning courses, it is “overhyped” according to Arthur Oink. For RSM’s programmes, so much value is derived from face-to-face interaction within the international cohort of students that no virtual community could replace it. Such an environment and other software that offers bells-and-whistles (but ultimately little real educational value) are at risk of becoming an embarrassing and expensive flash in the pan. “If no one is really interested in it, you end up with this snazzy software that just looks good,” says Wood. And potentially a very lonely avatar, all dressed up with nowhere to fly. ■



NEXT GENERATION LEADERS

How will they shape up?



Elizabeth Van Geerestein | Six Traits of Future Leaders | UN Interview



Interview with Elizabeth van Geerestein

‘Women make unique leaders.’

As more females and racial minorities bypass hierarchies, shatter glass ceilings, and hop national borders into leadership roles, others are sure to follow, says leadership coach Elizabeth van Geerestein.

text Stephen Hoare, Rebecca Morris photography Kimberly Gomes

Consultant. CEO. Business leader. Thirty years ago, these words could only mean white, male and over fifty. Today, they belong to a young, black, female entrepreneur. As CEO of her own leadership consultancy firm, Elizabeth van Geerestein may still not be the archetype of today's business leader, but she could very well be a harbinger of things to come. UK-born and raised Elizabeth (who has a PhD in Chemistry from Leeds University) completed her Executive MBA at RSM in 2001. Shortly afterwards, she founded Papillon & Partners, a change management and leadership coaching consultancy firm. In 2006, her contribution to the business arena was formally recognised when she was conferred the European Federation of Black Women Business Owners (EFBWBO) Award (European category). Today she adds to the role of CEO of Papillon & Partners an adjunct professorship at RSM, guest lecturer, executive and advisory board member, and (in case she was short of things to do) wife and mother. Elizabeth shared her thoughts with RSM Outlook on the challenges women and ethnic minorities face in business, and her vision on the future of leadership.

You were recognised for your contribution to business by the EFBWBO. Was this a surprise for you?

Yes. I was speaking at a conference in September 2006 where some key EFBWBO members happened to be present. They approached me afterwards and told me that they would like to nominate me for a business woman's award – and the rest is history. It was a surprise.

How challenging was it setting up Papillon & Partners?

For a long time it was all-consuming. I got the company up and running while I was still working four days a week at Atos Consulting and during my maternity leave for our third child. It required determination and my vision of the company continuously in focus. It helped that I have a strong business background in both strategy and financial management. My consulting experience in North America and across Europe really came to the fore.

It is often said that woman or minority groups need to be twice as good to succeed in business. Would you agree with that?

I have met with some barriers, definitely. Not now with Papillon as we operate internationally, but at the start of my business career. Prejudice is very hard to pin down. I have a Dutch surname, my CV looks good, and when I am speaking on the phone I do not have an accent. But while I would get interviews for every job I applied for, many times they seemed to have excuses why I was not suitable. I never let it bother me. I have never been out of work and have always been moving up the career ladder.

What do you put that down to – your determination to succeed, or business becoming more open to diversity?

Perseverance, discipline, and focus. But I also believe that there has never been a more opportune time to be in business. We operate in a global economy and for those who perceive them, the opportunities are endless. Thankfully, society has become more open to women and diversity in business. If you are willing to deliver consistently high quality work – beyond what you are paid to do – then success is virtually guaranteed. ►



What were your ambitions growing up in London in the '80s?

My mother was a nurse and my father had his own accounting practice. Looking back, my main ambition was simply to please my parents. They really believed in education and sent my sister and me to a private school – Kings School in Ely. For a time, we were the only black pupils. I was single-minded in pursuing science and got a place at Leeds University studying chemistry. Then I went on to do a doctorate at Sheffield University.

What drew you into the commercial world?

I decided early on that science was a springboard and I wanted to be involved in running a company. It took me until I was in my late-20s however before I first began to set life goals around that. Then I applied to RSM to study for the two-year part-time

collaborative skills, people skills; they are great multi-taskers. But there is also simply the value of having diversity of opinion and perspective. Women in the workplace and, for that matter, different cultures and educational backgrounds mean a richer range of ideas and ultimately better results.

How important is it that potential women leaders, and other ethnic groups, have role models?

Very important, but they do not have to share your gender and race, you just have to connect with them in a meaningful way. Of course this is easier when you share powerful commonalities like background, gender and race. There were very few black women role models in business even just as recently as the 1990s, and even now I am still something of a rarity. However, I see a lot of black

'Women have all kinds of unique competences as leaders.'

executive MBA while working for Ernst & Young and KPMG as a principal consultant. The MBA was critical in helping me clarify my business goals and values. By this time I had become a fluent Dutch speaker, had started a family, and was living in Holland.

You coach men, women and teams on their leadership abilities. Do you think women bring unique characteristics into the role of leader?

Yes. I feel women often bring an additional dimension of emotional intelligence and dedication into the workplace in general. Women have all kinds of unique competencies as leaders like

women in middle management who have heard of me and deliberately seek me out for leadership coaching. These women will be in senior management one day, and the more these women rise to the challenge, the more younger women will start to see the possibilities.

What advice would you give to young women about achieving their leadership potential?

I would encourage them to focus on finding out what they enjoy and what they are good at – and be gut-honest in that process. What is really important to you – not your peers or your culture, but you? Identify those areas of

your life where you have the potential to be outstanding and develop a disciplined approach to cultivating these areas. Success requires a great deal of self-knowledge, so you must be very clear on who you are and what your strengths and weaknesses are.

As a lecturer, you encourage students to demonstrate a higher level of responsibility and accountability in their roles as future leaders. Is this something you consider important in your own leadership style?

Absolutely. Working out my values was something I got out of the MBA. Core values give order and structure to my internal world. When our internal world is in order, we can bring order to any magnitude of external disorder. My vision for Papillon is based on my core values of integrity, honesty, confidentiality – the bedrock of everything we do – and excellence. Other important parts of my leadership style are being entrepreneurial and flexible. I can change direction quickly to achieve the desired outcome. But integrity, honesty, and authenticity, these are the core values of how I see myself as a leader. ■

WOMEN IN LEADERSHIP - Text Lesa Sawahata

Beyond all other kinds of diversity, the paucity of women in leadership roles continues to niggle and confound the experts. "What is wrong with the system now," says Carien van der Laan, one of the founders of executive search firm Woman Capital in Abcoude, NL and an instrumental figure in the set up of RSM's women leaders mentoring scheme (MBA programmes), "is that the character traits and behaviours that get you to the top are not the ones that necessarily make you a good leader."

Van der Laan, who has an MBA from Harvard Business School and has worked as a corporate attorney, business consultant and manager before beginning Woman Capital in 2004, cites the fact that business is based on a 'male norm' ("competition, conquering, rationality, power, hierarchy, focus on expansion, the enormous need for respect, and the will to be the boss," she says) – for increasingly unsustainable business practices. The need to "show double digit growth all the time" has led to corporate acquisitions that rather than delivering increasing profits, "in many cases are actually destroying capital."

"At first I thought I had begun Woman Capital because I was tired of hearing that there were not enough competent women to be appointed to top executive positions," says Van der Laan. What she discovered, however, was that women in business simply did not desire power to the same extent that men do, and were often unwilling to engage in the behaviours that might elevate them into 'the inner circle.'

"Women may think, 'This is never going to change – maybe we should become entrepreneurs, so we can run a business according to our own values and create a sort of parallel universe'," she says, adding that "really, the best thing is to collaborate, to have balance. But in fact you are asking men to make a place for women, and – in their eyes – why should they?"

Why they should, in fact, is because the traits found more frequently in women than in men are precisely the skills that are required in new-era business. One of the 'closely-guarded secrets' in Anthony F. Smith's book *The Taboos of Leadership* [Jossey-Bass, 2007] is that 'Women Make Better Leaders [When That's What They Really Want To Do]'

'The traits found more frequently in women than in men are precisely the skills that are required in the new-era business.' – Carien van der Laan.

"Women tend to demonstrate more in the way of connectiveness; eye for context, for processes and people; focused on content rather than on political behaviour," lists Van der Laan. "Women may well find themselves helped by their EQ and community-building skills – the ability to make bonds, to show vulnerability, to share, to succeed in non-competitive models, for example – into positions of leadership."



SIX TRAITS OF FUTURE LEADERS

How we define leadership has a lot to do with era, reports Lesa Sawahata. So what does the current milieu demand of the next generation of leaders? A number of core competencies stand out.

text L.B. Sawahata

There is a reason that books on leadership are among the most frequently published, perennially-popular offerings at any bookstore: while everyone agrees that leadership is crucial (particularly in business), rarely does anyone agree on exactly what it is. The issue is not that researchers and business writers are unable to nail down any of its elusive composite parts – inherent strengths, learned behaviours, or practices. The truth is that what ‘makes’ a leader seems to be a shifting target as the world (and business) changes.

Business writers Warren G. Bennis and Robert J. Thomas explore this idea in their book *Geeks & Geezers: How Era, Values, and Defining Moments Shape Leaders* (2002, Harvard Business School Press), in which they examine the core leadership traits, attitudes and values of two generations of North American business leaders.

‘Geezers’, as they describe them, are those born around the 1920’s, an era shaped by the privations of the Great Depression and the challenges brought about by World War II. Their idea of leadership is based on a heroic, hierarchical, top-down model in which unquestioning loyalty to the ‘man in charge’ – and statistically, it always was a man in charge (just four of the 25 ‘geezers’ interviewed were women) – was a given.

‘Geeks’ on the other hand, were born largely in the 1970’s; they grew up media-and-technology savvy, materially indulged and anxious for personal development. For ‘geeks’, leadership is more personal and less hierarchical. Often they are driven by a desire to ‘make the world a better place’; they are open to the notion that good ideas can come from anyone (a few started successful businesses in their teens), and are early adapters of new technologies. Seven of the 18 ‘geeks’ interviewed for the book were women.

While Bennis and Thomas identify some experiences and attitudes shared by these two groups, their research supports the idea that much of what is considered good leader-

ship is indeed a matter of era. The question is, then, what our current era says about the distinguishing traits and behaviours of future leaders.

“We live in chaotic times,” says Marianne de Jager of IBM Benelux, a company that regularly recruits RSM students and whose title – Senior Consultant for Evolutionary Change – is unlikely to have existed during an earlier business era. “Our present paradigm is shifting from a worldview in which everything is separated, to one where everything is connected.”

It is clear that in the new era of business – increasingly complex, fast, diverse, and interconnected – there must be new models of good leadership, and new expectations of leaders.

Innovation is one new focus of business, and one that demands a shift of leadership styles from the old command-and-control model that worked in a time of cheap labour and clearly-defined products, to what is being called ‘visionary leadership,’ ‘servant leadership’ or ‘inspirational leadership.’ Because innovation is not a clearly-defined product (unlike, say, turning out widgets), creating a business atmosphere that fosters new ideas is becoming key to an organisation’s success.

“Today you are relying upon people on the work floor to be the ones that really deliver the innovative, creative ideas; that have the unique skills that cannot easily be copied by other companies,” says Daan van Knippenberg, professor of Organisational Behaviour at RSM’s research institute ERIM.

If the greatest resource in business is the intellectual capital of its workers, leaders have to become visionaries who can, says Van Knippenberg, “effectively express abstracted and vaguely-defined goals; give people a picture of what they should be aiming at – it is about motivating and inspiring people.”

Bill Collins, senior academic in HR and Organisational Behaviour at RSM, agrees. “The new leader is your inspirational leader, the person who is going to transform an ▶



entire industry, or create a whole new industry and new way of approaching business – someone who makes substantial changes to the core of how things are done,” he says. Collins, who is one of the facilitators of Personal Leadership Development (PLD) for RSM’s post-experience degrees, finds the ‘Level 5’ leader described in Jim Collins’ influential book *Good to Great* (2001, HarperCollins Publishers) a model for future

leadership: a paradox in which ‘extreme personal humility blends with intense professional will’. Empowering and inspiring followers in an atmosphere of shared meaning is an impressive vision of near-future business leadership. What other qualities and competencies are being asked of the new generation of leaders?

RSM students discuss their ambitions as future leaders



Kees van der Meeren is an MScBA Business and Society

Management student:

“For my future role I want to be involved in how business works around the world, not the workings of a single organisation. My short-term ambitions are in lobbying, either in Brussels or Washington – I want to be right in the conflict zone between NGOs, governments and business stakeholders. In the past decade, business has outgrown government, which has caused the relationship to become imbalanced – international businesses are using their influence to make local governments do what they want, and governments are too local to guide these international companies. Three solutions to this are that companies take more responsibility and accept social leadership roles; consumers force companies to act responsibly by accepting

higher prices; or governments internationalise to cope with global problems. Either way, companies, consumers and governments will all have to act to solve worldwide problems.”



Betina Szkudlarek (Poland) is a PhD candidate and

president of the Erasmus PhD Association Rotterdam (EPAR):

“I believe that cultural diversity is going to be one of the most important issues that business leaders will have to tackle in the future. Diversity poses certain challenges, but the benefits are huge. There have been many studies on the benefits of a diverse workforce including more inventiveness and innovative ideas. I am coming to the period when my dissertation is entering its final stage. One of my ambitions is to design a research intervention that tackles the issue of preju-

ices and discrimination in a cross-cultural context. Since I moved to the Netherlands, I have experienced how it is to be perceived through one world view. While this is natural, if we create categories on the basis of information provided by the media, we operate in a narrow, black and white world. And for me that is a little scary. Leaders of tomorrow have to understand that they are role models – they must do more than talk about diversity – they must act in line with their words.”



Nathalie Courouble (France) is a participant in RSM’s Executive MBA

and works in the Corporate Responsibility (CR) department of a multinational, where she is responsible for strategic planning and finance for the Europe Middle East and Africa region.

“Leaders today need the

skills leaders have always needed – good communication skills, self-confidence, honesty, vision. But they also need new competencies like global thinking, an understanding of diversity, current knowledge of technology, and ethics. Today, the leader needs to be open-minded to change – that’s the main thing.

Nowadays companies are expected to be ethical and transparent in their operations. Every company needs to reposition so that they adhere to the values of the three P’s – people, planet and profit. My personal view is that Corporate Social Responsibility can be fully integrated into business and used to give a competitive advantage or as a way to innovate.

The importance of technology is also something I see coming up – I keep up on new technologies because things are changing so fast now that companies need to adapt, and quickly.”

1

Ethical Leadership:

In the wake of some shocking and destructive scandals, it is no surprise that ethics are a hot topic in business and leadership. “It’s a significant trend,” says Van Knippenberg. “More and more people are talking and writing about ethical and moral leadership – there is an increasing sensitivity to how ethical today’s leaders are.”

able bedfellows in business, yet this type of environment is ideal for generating the most creative ideas and solutions.

Today is the first time in history that four generations – the ‘geezer,’ the baby boomers, Gen X and Gen Y – have worked together. “A healthy mix of ages is important,” says Marianne de Jager, who adds that IBM is focused on “embedding inclusive behaviour as a way of leadership.”

‘Leadership today is about giving people a picture of what they should be aiming at – it is about motivating and inspiring people.’ – Daan van Knippenberg, professor of Organisational Behaviour at RSM

Of course – we want to be able to trust those making far-reaching decisions, often in our name. The very nature of global business asks some very difficult questions of business leaders. If a company maintains its manufacturing plants in developing nations, what should the pay scale of the local workers be? What about the environmental impact of the manufacturing? Do ethics and corporate social responsibility indicate the need to provide support – for a playground, a health clinic, a sports team – in the local environment?

“There’s a whole aggregate of concerns about the fairness of a leader’s decisions and the ethics underlying business, and these seem central to people’s way of judging suitability in a leader,” says Van Knippenberg. “This means two things: first, you have to be fair and ethical as a leader. Second, you must behave in a way that people can see that this is who you actually are – that you convey the message of ethical behaviour.”

2

Leaders who appreciate, support and leverage diversity:

Diversity on many levels continues to increase in the workplace. Diversity of age, gender, race, country, culture, religion, and physical ability can make for uncomfort-

IBM has introduced a Leadership Development Programme in which younger talent is brought into close interaction with IBM’s senior leaders. Those with leadership potential “get access and insight into company issues, and are invited to contribute – often they have contributions that are very valuable,” says De Jager.

“One thing I predict is that, more and more, society will want leaders who are representative of an increasingly diverse society,” says Van Knippenberg. “People have been raising the issue of lack of representation of women, for instance, and very slowly this is changing. If you talk about other underrepresented groups it is the same.”

A more diverse ‘followership’ who want to see themselves in their leaders is also causing leadership stereotypes to change, he says: “If you look back 20 years from now, you will see that it has changed significantly,” he says. “As society gets more diverse, people will get fed up with a 50-plus white guy running the company, or the country.”

3

Leaders with Global, Multicultural Experience:

One of the most important aspects of doing business in a more diverse world is an understanding of – first hand ▶



Bill Collins is a senior academic in HR and Organisational Behaviour at RSM, where he teaches both the theory and practice of leadership in the school’s post-experience programmes.

– the ways that different cultures behave. “Most of the people we deal with at RSM are very much a global set of people,” says Bill Collins. “Some of them even identify themselves as being professional nomads.” Alexei Dzienis, MBA ’08 Candidate, is one such ‘nomad’. Born in Bellarus, he has travelled and worked in Russia and the Ukraine, and lived and worked in Boston in the US,

Erasmus Centre for Leadership Studies

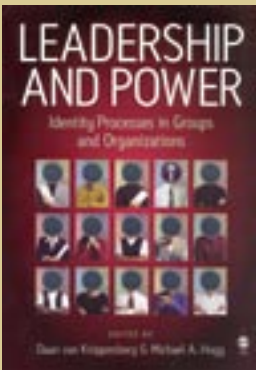


Daan van Knippenberg is a professor of Organisational Behaviour at RSM’s research institute ERIM, where he is head of the Erasmus Centre for Leadership Studies (ECLS). The mission of the ECLS is to contribute to an understanding of leadership through fundamental as well as applied research. Field research is conducted at the centre in collaboration with organisations and via experimental research in laboratory environments. This research has enabled the development of models of effective leadership that highlight leaders’ roles as influencing agents and motivators, and that

emphasise aspects of leadership such as leaders’ vision, servant leadership, and team leadership. These models are currently being used to help organisations resolve leadership issues. Organisations are invited to contact the centre for more information. Contact: Dirk van Dierendonck (Associate Professor Organizational Behaviour) DvanDierendonck@rsm.nl. Tel.: +31 (0) 10 408 9569

WEB www.irim.eur.nl/leadership

Leadership and Power



Daan, along with Michael A. Hogg, is the editor of “Leadership and Power”, a synthesis of contributions from eminent social psychologists and organisational scientists that addresses the issues surrounding leadership and power from a fresh perspective. Chapters cover such diverse issues as: interpersonal versus group-oriented styles of leadership; leadership of totalist groups; political leadership; and gender and leadership. The book represents a state-of-the-art overview of this burgeoning field that will be important to a host of disciplines.

before moving to the Netherlands to study at RSM. After graduation, “Switzerland is my target,” says Dzienis, “but I am very open – if I have an opportunity to work in Asia, I will go.”

His desire for greater international awareness – one of the reasons he chose RSM – is that it will “give me a lot of valuable experience I can leverage,” he says, adding, “it is extremely important as the world becomes smaller to know and be able to leverage cultural differences.”

It is about being able to reach the audience you are leading, says Bill Collins: “The skills that are needed [in international business] are based on being able to identify the motivating factors of those you are trying to lead, and adapting your style to what is most motivating for the local.”

4

Leaders with Technological Savvy:

This does not mean that the leader of the future has to be as gifted as a programmer, says Marshall Goldsmith in *Global Leadership: The Next Generation (2003, FT Prentice Hall)*; it does, however, mean that “leaders will need to understand how the intelligent use of new technology can help their organisations ... and be positive role models in leading the use of new technology.”

Goldsmith, who with Accenture conducted a two-year, international research project to help determine the most important characteristics of future leaders, received input from about 200 excellent employees nominated as ‘leaders of the future’ by 120 major companies worldwide.

“Most young participants believed that new technology would become a critical variable that will directly impact their organisation’s core business,” he says, adding that “the clear consensus was that organisations that had technologically-savvy leaders would have a competitive advantage.”

5

Leaders with Adaptive Capacity:

Leaders with adaptive capacity become more and more important in an unpredictable business environment. 'Adaptive capacity', as defined by Warren Bennis and Robert Thomas in *Geeks & Geezers*, is a complex of competencies: hardiness, being a 'first class noticer', being willing to learn from challenges, seizing opportunities, and taking a generally creative approach to life and business.

"Adaptive capacity, which includes such critical skills as the ability to understand context and to recognize and seize opportunities, is the essential competence of leaders," says G&G, but it is also "the defining competence of everyone who retains his or her ability to live well despite life's inevitable challenges and losses."

Being a leader does not happen in a vacuum – loss, illness, setbacks and heartbreaks of all types undoubtedly touch personal lives and careers. Adapting to these crises brings growth, teaching new skills that enable higher levels of achievement.

6

Leaders with the X Factor:

Call it charisma, but there is something seemingly indefinable that makes us believe that certain people are good leaders, even when there is evidence to the contrary (such as better, but blander humans for the job).

Research suggests that perceptions of charisma arise when somebody is seen as embodying the 'collective identity' of the group – the charismatic person is one of us, only somehow bigger and better.

'Mystique' is what Anthony F. Smith, in *The Taboos of Leadership*, describes as an added factor: the sense that there is something mysterious, intriguing and unknowable about someone. Smith makes an important connection: that "leaders with mystique have often been shaped and inspired by traumatic events ... the impact seems to raise self-awareness, cause questioning or reflection, deepen a sense of meaningfulness or under-

standing, and create a drive for urgency and action." In fact, response to traumatic events as a turning point in becoming a leader, is cited by Jim Collins in his description of the Level 5 leader (the 'formative experience') and by Bennis and Thomas, who call it 'the crucible experience' and found it to be one of the shared factors in all leaders, irrespective of era.

Bennis and Thomas go even further with their exploration of charisma, identifying an extra factor, 'neoteny' – the 'retention of juvenile characteristics in the adults of a species.' While this does not sound overwhelmingly attractive, Bennis and Thomas say it results in 'an aura, an energy ... an openness to experience. An unselfconscious candour. A mischievous smile. Wit. Resilience. Curiosity. Tirelessness ... these are the winning attributes of a brilliant child, and we found them embodied in reflective, intelligent, sociable adults."

Whatever this quality is ultimately called, and irrespective of its mechanics, it is what recruits us – we want to be on the side of the person with this quality. We want them to lead us, because with them we feel it is going to work. It is going to be fun. It is going to change the world. ■

On Ethical Leadership Development

By Mike Page

"It seems to me that young people have always demonstrated a natural idealism and a willingness to make a positive difference. The question we need to ask is: What happens to this idealism and passion after fifteen years in corporate life? Has it disappeared entirely or is it merely suppressed?"

This is the real challenge for business schools seeking to develop ethical and socially responsible leaders. Management education today needs to find a way of keeping the passion of young leaders alive. It needs to ensure that this passion remains at the forefront of their consciousness as they move forward in their careers and face increasing levels of complexity. This is what we try to achieve at RSM. If our efforts in this regard produce 500 business graduates per annum who are more inclined to keep these issues at the forefront of their thinking, then we have made a real difference."

Mike Page, Dean of Post-Experience Programmes at RSM.





UNITED NATIONS: Renewing its Leadership

Interview Tricia Alach

The world body is renewing its ability to lead the global community by investing in the development of those most instrumental to its survival – its future leaders.

For more than sixty years the United Nations has led political, developmental and humanitarian affairs on the world stage. Now, as everyone from big business to the proliferating civil society sector bangs the drum for social responsibility, the very organisation that blazed the trail for sustainability and human rights issues is being challenged on its legitimacy, authority, and ability to lead the international community.

Viewed by many to be at a critical juncture, the UN in 2007 is going through a process of renewal and reform, a significant part of which is the introduction of a development initiative for up to 1000 of its senior leaders from the more than 40 affiliated organisa-

tions that form the UN System. The Senior Management Network (SMN) Leadership Development programme will be delivered by a consortium of business schools from around the world, led by RSM Erasmus University.

RSM Outlook spoke to Staffan de Mistura, Director of UN System Staff College (UNSSC) and Mike Alford, Co-ordinator of Leadership Development Programmes at UNSSC about the challenges ahead for the UN, how they see their role within the global community, and the impact they hope to achieve from a programme designed to rejuvenate the capabilities of their most important resource – their leaders.

Why is the leadership capability within the UN so important?

Mr Alford: Because we are using public funds we have a special responsibility to be more efficient and effective; we also need to be strategic and innovative, two important characteristics of leaders, so that the UN can be seen as a leader in all areas of what it does. If the UN is to be important in world affairs or economic development, as we need to be, UN leaders also need to be strategic and innovative.

How is success measured in an organisation like the UN?

Mr de Mistura: It is one of the most difficult things in the world to quantify the success of an operation not on cost or profit. What is the cost-benefit of an ambulance during an African civil war? We could use the money for something else, but ambulances save lives – for which there is no cost-benefit to calculate. So we are no longer looking [at success] in the same kind of context.

Mr Alford: Our results must be based on less tangible things like public confidence and the attitudes of governments.

What kind of leader is needed for this environment?

Mr Alford: The United Nations has a much greater diversity of staff than most multinational corporations. A leader in the UN must be able to manage this diversity. They must

be flexible. They must have a great deal of empathy and emotional intelligence – probably one of the most important features of a UN leader. And there must be a commitment to a cause. Whether it is in the area of humanitarian response or setting standards for the ways governments behave, leaders at the UN must have some sort of altruistic motivation.

Are expectations of leaders within the UN changing?

Mr de Mistura: Yes. Governments, as both donors and recipients, are a lot more demanding – and rightly so. This is why it is so urgent that we address the issues at hand. There is also a substantial improvement in the qualifications of younger people in developing countries which means the added value of the UN must be given in completely different ways. When I started at the UN we used volunteers and it was enough to say, “I am willing to go to Sudan,” and you would go. Now there are plenty of highly-qualified Sudanese who can do the job just as well.

Mr Alford: There is much greater scrutiny from donors, governments and the public in relation to efficiency and effectiveness. Even the survival of the UN at this stage depends on effective leadership. A number of people question whether the UN should even exist – is it too bloated? Is it too big? Others say if it did not exist then someone would have to create it. I am not sure if abolishing the UN and starting ►

Unifying the United Nations: High hopes for the Senior Management Network (SMN)

Contrary to popular belief, the UN is not one organisation but a complex system made up of over 40 different agencies, funds and programmes including, for example, the World Health Organisation, UNICEF, UNHCR and UNESCO. Each agency, fund or programme operates as an independent entity within the system, autonomously managed with its own set of goals and objectives.

To facilitate greater unity and co-operation across the system, the UN Chief Executives Board (CEB) comprising the executive heads of all UN entities, recently created the Senior Management Network (SMN) – the first ever

cross-agency leadership network designed to strengthen its international civil service, enhance inter-agency co-operation, and improve organisational performance across the common system.

The SMN Leadership Development Programme was developed by an RSM-led consortium of business schools with the objective of supporting the work of the SMN network. The programme will provide an important forum for leaders from across the UN to creatively and collaboratively tackle the key challenges facing the UN today and in the future.

again is the answer: the answer is definitely, however, to reform from within. Leaders within the UN need to see internal reform as a matter of survival as well as efficiency and effectiveness.

What new challenges do UN leaders face in the current environment?

Mr de Mistura: How to deliver efficiently on a variety of challenges in a much faster and more complex world while maintaining the integrity and purity of the cause – because saving children, helping the economy of a certain country or a city under siege: these are the ultimate

purposes behind our work, even if it appears to be not efficient.

Mr Alford: A big theme in the UN now is results-based management. Trainers are no longer measured by the number of workshops they have run but by the impact those workshops have had. A big challenge for leaders is ensuring their organisation makes this shift. Another is managing the political complexity that the UN faces. Political realities must be taken into account; often there is a conflict between what we want to achieve as international civil servants and the wishes of those paying for the UN.



From left to right: Mike Alford, Co-ordinator of Leadership Development Programmes at UNSSC; Anna Pehar, Director of RSM Executive Education and Development; Staffan de Mistura, Director of UNSSC.

‘Young people who join the UN are incredibly motivated and idealistic, which is a huge asset for the UN.’

Bringing the network to life: The SMN Leadership Development Programme

In 2006, an RSM-led consortium of schools was awarded the contract to develop an SMN Leadership Development Programme, the first interagency leadership programme ever created within the UN. The decision of the UN Chief Executives Board (CEB) followed a rigorous selection process during which tenders were sought from top-ranked, international business schools. RSM was chosen on the basis of its reputation as a specialist in building customised programmes, combined with the consortium’s ability to deliver a truly diverse selection of faculty reflective of the diversity inherent in the UN itself.

Starting out: more questions, than answers

As part of the process of customisation, RSM and the United Nations System Staff College (UNSSC) embarked on an intensive Needs Analysis, travelling across continents and interviewing over 200 people from across the UN. The result was a deeper understanding of the way the UN works and the unique challenges facing leaders within the system, as well as greater insights into the broader expectations for the Senior Management Network. ►

The current difficulties faced by the UN— do they stem from socio-political and economic changes, or internal issues?

Mr de Mistura: During the Cold War, the world was much more static in the geopolitical environment and that made the UN also more static. With the end of the Cold War there have been all sorts of changes: more civil and ethnic wars, economic booms in one direction and depressions in another. This has produced totally different needs in terms of people working for the UN.

Mr Alford: A lot of challenges are also simply a result of the age and size of the UN. Administrative procedures, bureaucracy, and the political conditions in which we work make it very difficult to take risks and be flexible. There needs to be an atmosphere that encourages moving forward without administrative encumbrance or criticism – allowing people to take the lead and do something adventurous. Also, in many developing countries the UN is no longer the leading partner: some NGOs are bigger than the UN. The UN is in a much more competitive marketplace.

Is more competition to provide humanitarian services to the world a positive thing?

Mr Alford: Yes, because competition makes the agencies more effective. I have been in the UN for 28 years and it is only recently that we have started talking about issues of survival. It was assumed the UN was doing good things and

would always be around. Now there are many organisations competing for donors' dollars. In order to survive, the UN needs to collaborate and work more closely with governments, civil society, and NGOs as the expertise is now broadly spread.

What differences have you noticed in younger leaders in terms of values and managerial styles?

Mr Alford: I think what is changing in the UN has a lot to do with that. There is a shift in emphasis from relying on technical skills to relying on relationship skills. Hierarchical relationships are no longer as acceptable. The newer generation is more comfortable with technology and can adapt easily to the new working methods facilitated by this technology. Lastly: mobility. I am from a generation where a job is for life. That is no longer interesting for the younger generation, which is why mobility is now an important policy for the UN. Young people who join the UN are incredibly motivated and idealistic which is a huge asset for the UN. It is a real challenge for current leaders to maintain this enthusiasm for the cause.

How do you see the role of the UN in regards to world leadership?

Mr Alford: It must be at the forefront of all aspects of international life. The humanitarian agencies must be seen as responding quickly ►

“It was important for us that the diversity of our organisation was understood, and this was an attractive element in [RSM's] bid,” says Michael Alford of UNSSC on their decision to choose RSM. “We also detected a certain degree of flexibility – the ability to work with the UN and the college as a partner and respond to specific needs; in other words, a higher level of customisation.”

From understanding to creation

Building on the insights gained through the Needs Analysis, RSM and the UNSSC began a process of collaborative co-creation. A series of initial design concepts were repeatedly refined as more input from additional stakeholders was given and subtle shifts in scope and emphasis refined the programme's key objectives and outcomes.

Programme Launch: November 2007

The programme launch in November will act as a kick-off event for the Senior Management Network (SMN), bringing together the first group of leaders from across the UN. The programme both challenges and supports

senior leaders in envisioning the future of the UN and in driving through the changes needed to promote a more effective and unified United Nations.

Consortium Partners

RSM Erasmus University, *the Netherlands*
INCAE Business School, *Costa Rica*
Institute of Business Studies, *Russia*
Nagoya University of Commerce & Business, *Japan*
Simon Fraser University School of Business Administration, *Canada*
University of Stellenbosch Business School, *South Africa*
University of Western Australia, *Australia*



Each year the UN provides approximately one-third of the world's food aid through its World Food Program. The UN World Bank annually provides US \$30 billion in assistance to developing countries.

and managing humanitarian disasters effectively. The health agencies must be at the forefront of research and setting the standards for health research and delivery. And so it goes on. Each entity of the UN must be seen as leaders or they become irrelevant.

This is the first time the UN has engaged in an external learning and development programme. What prompted you to choose an external supplier for a formal programme at this very senior level?

Mr Alford: We now recognise that learning is done best through a mix of learning modalities and methods. An external provider, such as RSM, can bring new ideas about leadership from the outside into the UN. The programme that is being developed by RSM and the Staff College complements the management and leadership programmes that each agency is doing.

Mr de Mistura: This is the first time something like this has been done, which makes it historically important for the UN. We knew we had tunnel vision and needed help to think out of the box while still keeping sight of the box. RSM provided that by doing a very thorough, elaborate needs assessment, and then by developing a programme that matched our unique requirements.

What are the expectations for how the Senior Management Network will strengthen the leadership capability within the UN?

Mr de Mistura: It should do two things: first, provide the opportunity for people already inside the UN to lead in a way that is more uniform. We need more esprit de corps, but also a common approach to future challenges. Second, it should establish a network of alumni, people who have been on the course and feel they have a common understanding – a Senior Management Network in the most positive way possible.

Mr Alford: It is about ensuring that good leadership practice becomes the common approach. There are some superb leaders in the

UN system, and we want to ensure that this example is replicated throughout.

The word “network” is also crucial here. Networking at cross-agency level is one of the purposes of the programme. We want the senior leaders to form a network in which they will really begin to talk to each other: how do we lead, how do we make sure that our technical expertise is leveraged in such a way that the UN becomes more effective?

Are you worried in anyway that diversity in the UN might be undermined by a common approach?

Mr de Mistura: No, that is impossible. The variety in the UN is too intrinsic with 187 different nationalities working within the UN. It is so clearly marked by diversity of culture, background, level of education and specialisation that this diversity will never be cancelled out – it is the strength and sometimes the weakness of the UN.

What makes the UN a unique recipient of an executive programme?

Mr Alford: Together with RSM we undertook a detailed needs assessment involving 200 people in the agencies and in the field that revealed a large number of ways in which the UN has very specific needs. The programme needs to deal with similarities, while recognising that differences are a major challenge for us. UN managers' expertise in management varies greatly, so the programme must also deal with variable levels of understanding. Finally, there is a lot of pride in the UN and this tendency to be defensive about procedures creates a greater challenge for a programme that aims to make managers more aware of their ability to change. The SMN comprises 1000 members: about 2% of regular staff. This is a critical mass of people. If they just sit in a room and think, ‘This is interesting, but we have no power to change anything,’ then we have failed. The aim of this programme is to convince 1000 participants that they can make the change, and they can make a difference to the UN as leaders. ■

CULTIVATING LEADERSHIP

Companies still want leadership skills, but their definition of leadership has changed. text David Mattin

There is no doubt that companies have always prized good leadership. How they *define* this leadership however, says RSM's Director of Executive Education Anna Pehar, has changed. Pehar is well-placed to know. Together with her colleagues, she has been developing custom-built executive programmes for organisations such as Unilever, Deutsche Telekom and the United Nations, for more than ten years.

RSM's programmes are created in close collaboration with their clients and focus on developing organisations' collective leadership ability ("we believe that effective leadership cannot come from merely one person," says Pehar). However while their programmes are tailored to meet each company's specific challenges, requests for certain leadership capabilities, she says, come up time and time again.

First is the ability to deal with a business environment that is more democratic, more transparent, and changing much faster than it was ten years ago: "Collaboration and transparency are huge issues today," she says. "The idea that you can simply dictate to those beneath you is outdated; leadership is now a more democratic process. Leaders need skills in conflict management and group decision-making, and staff, shareholders, and the media must all be considered."

Then there is diversity: "Globalisation means that managing cultural diversity is crucial," she says. "Multinational companies must have leaders who can manage diverse (and sometimes even virtual) teams."

This more collaborative approach to leadership, says Pehar, is a reflection of an environment so complex that no solitary leader could hope to keep pace – the product of which is another managerial quality greatly in-demand: the ability to adapt.

RSM's Wilfred Verweij is a learning consultant who works closely with the school's clients to design executive education programmes: "Change management is often a major issue," he explains. "Companies want to know how they can remain flexible and able to adapt to technological, cultural and political changes. This is about the right organisational structure and culture, which needs good collective leadership."



So what does an RSM executive programme look like? Japanese multinational DENSO is one of the world's largest producers of automotive parts, with a European operation that employs around 15,000 staff. The organisation came to RSM when it decided to face one of its greatest leadership challenges: the cultural and language barriers Japanese senior managers encounter working in the EU.

"Historically, many of DENSO's senior managers in Europe have been Japanese who face cultural and language barriers," says General Manager of Human Resources Roberto Vitagliano. "We started to work with RSM because we wanted to build the next generation of DENSO leaders in Europe."

The co-designed RSM programme for DENSO sees managers share a five-month learning experience.

"Our RSM programme is not about know-how; we have plenty of that," says Roberto. "It's about people management; DENSO needs managers who can organise and lead teams."

DENSO European HR manager Sarah Mills collaborated with RSM on the programme design: "The programme is people and process focused; we look at topics ranging from Drucker's model of an effective executive, to group decision-making and managing dilemmas. RSM imparts these tools via interactive learning experiences."

So how do we define the ultimate leader in organisations today?

"There's no single answer," says Pehar. "Today, organisations must choose a CEO with the right skills for the particular challenges they face. No leader has eternal life in an organisation anymore – different leadership qualities are required for different phases. If I had to choose only one or two traits, one would be adaptability – the very best leaders are those who can perceive the challenges their organisation is facing, and adapt to them. And people skills – the EQ rather than the IQ. People who can deal with people, not just products, are the most important differentiators between successful and unsuccessful companies." ■

THE RSM APPROACH TO LEADERSHIP DEVELOPMENT

RSM's approach to leadership development, in the words of its leaders.

text Rebecca Morris illustration unit20



When students arrive at RSM on exchange from other international business schools, they comment on two things, says Chair of the Exchange Programme & Academic Director MScIM Rene Olie. The first is the degree of interactivity in class; the second is how challenging the programmes are. “Class-time at RSM is for discussion and debate of material, not merely for instruction,” says Olie. “Programmes are also very demanding – 2 ECTS at RSM are like 4 ECTS at another school. These are the things (visiting) students notice that stand us apart.”

There has long been a tug-of-war at business schools between academic rigour and practical application. But RSM deliberately emphasises both – claiming they are two sides of the same leadership coin.

“At RSM, hard and soft skills are considered both fundamental to leadership,” says Interim Dean Berend Wierenga. “You may be a convincing communicator, but if you lack judgement, you are not a leader. Leadership requires a broad foundation of knowledge; strong analytical skills; the ability to persuade others to follow your vision – a complex set of soft and hard skills. The idea is that at RSM, you learn this first through theory, and then by applying your ideas in practice.”

Six core methods underpin this integrated approach. Described in the words of RSM's leaders, these are:

KNOWLEDGE BACKBONE

“At RSM a contingent of active researchers teaches on every programme from the bachelor to the MBA, while our PhD, MPhil and MSc students work side-by-side with established

scholars. What is the value of this academic emphasis in terms of leadership development? Academic theory trains you to think and analyse: to break down an issue into fundamental pieces. RSM students are encouraged to challenge assumptions and the ideas of management gurus – to think for themselves. These are important qualities for innovation and important qualities for future leaders.” – Ale Smidts, member of RSM's management team, Dean of Research, Scientific Director of ERIM.

INTERNATIONAL EXPERIENCE

“Every student at RSM is encouraged to experience business abroad. The school's partner school network of more than 100 schools – a network that is unmatched in Europe – helps facilitate this by allowing our students to go on exchange at top schools worldwide. Most degree programmes also offer international study trips and internships. Then there is the student body itself. More than 80 nationalities interact daily within our programmes. This exposure to diversity helps our students to develop a certain maturity and international mindset, as well as a significant level of cross-cultural expertise.” – Interim Dean Berend Wierenga.

OPEN AND INTERACTIVE LEARNING ENVIRONMENT

“Despite being an international school, we also capitalise on our Dutch roots to bring certain values into the programmes. The Dutch are known for their openness to the outside world; for being good with languages and accept-

ing of difference. These values help us to preserve the rich diversity of opinion that exists in the classroom. Another value is equality – students at RSM take part in a ‘dialogue of learning’ between their peers and the instructors. These values are there to facilitate learning but also, we hope, encourage a tolerant and global outlook in the students themselves.” – Mike Page, member of RSM’s management team and Dean of Post-Experience Programmes.

SOFTER SIDE OF MANAGEMENT

“Personal leadership development is at its most intense in the MBA programmes, where a significant portion of the programme is dedicated to personal behavioural transformation. However at RSM we believe that all students need a degree of soft skill competency. For our undergraduate students this might be developed through team-work on projects; in our PhD programme, through extra sub-courses in presenting skills. The objective is that every student should have the chance to develop his or her personal abilities according to what is appropriate for their particular career stage.” – Eric Waarts, member of RSM’s management team and Dean BSc & MSc Programmes.

EXPERIENTIAL LEARNING

“Students at RSM are regularly placed in situations so real that they could substitute for the actual experience. This could be consulting for a company, or conducting applied research. Some first-year bachelor students, for

instance, develop strategic plans for companies and pitch them to a ‘board’ of executives. Our MBA participants take part in a week-long consultancy project and a three-month summer associateship. The fact that we have multinational companies on our doorstep makes integrating theory with practice that much easier to do. Students take the concepts from the functional courses, then live them in practice – it is all about leadership development.” – Eric Waarts, member of RSM’s management team, and Dean BSc & MSc Programmes.

ETHICAL LEADERSHIP

“In September, RSM signed the UN Global Compact’s Principles of Responsible Management Education [a pledge to adhere to a framework for advancing the cause of corporate social responsibility]. Corporate social responsibility is already an important area for RSM – we have one of the largest departments dedicated to ‘business and society management’ in Europe. Signing the pledge signals in a strong way to the external world that RSM strives to produce leaders who adhere to the highest levels of good conduct. How do you teach that? By ensuring that the knowledge students’ gain and the experiences they have on the programmes make them aware that the decisions they make as corporate managers have an impact well beyond the confines of the business world.” – Mike Page, member of RSM’s management team and Dean of Post-Experience Programmes. ■

Who is the RSM leader for the future?

Nationality: Global

Age: 18-65

Distinguishing traits:

- Open-minded; Receptive to different ideas and perspectives;
- Outward-looking – international mindset;
- Strong analytical, critical, and creative thinking skills;
- Good communicator in a cross-cultural context;
- Able to deal with complexity;
- Socially responsible and ethical in their managerial style.

On teaching ethical leadership at RSM

Muel Kaptein

“In my experience people fall into three groups: those who will never become a leader because they lack the necessary capabilities; those who are leaders by nature; and those who possess the ingredients to become a leader but these ingredients need to be cultivated – and this is the largest group. Leadership can be taught, and it is through a mixture of experiencing, reflecting and communicating.

As a teacher, I hope that my students realise that leadership starts with a vision. In our B-SM department, we invite and stimulate students to think critically about their role and responsibilities and how they can make a positive difference to the world.”

Muel Kaptein is professor in business ethics and integrity management at RSM and a management consultant at KPMG.



KONE BUSINESS EXCELLENCE PROGRAMME

How a well-designed programme can support changes within a global organisation. **text** Jennie Gibb

Established in 1910, KONE is one of the world's leading elevator and escalator companies with a global staff of around 29,000 people and annual net sales of €3.6 billion. With the appointment of its new president Matti Alahuhta in 2005, KONE re-evaluated its strategy and agreed on change programmes to accelerate its growth and profitability. Targeted at middle management, the KONE Business Excellence programme seeks to align knowledge and competencies with the company's corporate strategy. Born of collaboration between KONE HR professionals and senior managers and the Executive Education Team at RSM, the programme focuses on stimulating behavioural change in order to improve collaboration, strengthen growth orientation, and improve customer focus.

A FLEXIBLE AND ADAPTIVE APPROACH

An important part of RSM's approach involves continuous programme evaluation. Minna Tappola HR specialist at KONE Global HR and KONE's programme manager says: "We feel listened to and responded to by RSM – the programme is continuously modified and aligned to our current business challenges." Among the essential elements of the programme is the development of a strong cross-cultural, cross-functional management network within the company. Programme participants represent a broad cross-section of nationalities and positions within KONE worldwide.

"The programme stimulates a global outlook by encouraging delegates to connect to KONE's corporate strategy and broaden their global networks," explains RSM Learning Consultant Hans Horstink. KONE Executive Vice President of Development and member of the Executive Board Juho Malmberg said: "It was really worth coming to see this diverse group of middle managers sharing their ideas about our key challenges and priorities. It was very energising."

THE PROGRAMME STRUCTURE AND DESIGN

Comprising three-modules covering strategy, commerce and operations, the programme's learning approaches include collaborative workshops with senior KONE managers and customer guest speakers, group work, practice coaching sessions, and real business case challenges. "One of the reasons for selecting RSM as our supplier was their blended learning approach," says Minna. "We did not want just an academic programme but one that activates thinking, problem-solving and an understanding of real strategic issues." Central to the KONE programme are real business challenges that require participants to work in small, cross-functional groups. This stimulates global networking and allows issues to be viewed from different cultural, functional and market perspectives. "The Business Challenges are not abstract 'cases' but real issues that participants identify from their own business practice," explains Hans Horstink. Using their heightened

awareness of global strategic concepts, participants must then come up with workable solutions to the challenges which are reported back to Senior Management, bringing real added-value to the company.

REFLECTING CHANGE

For Patrick Marton, Service Manager for KONE in Switzerland, the module on Operational Excellence had a profound impact: "When I left RSM on Friday my mind was buzzing with new ideas, new approaches."

The session was led by Boudewijn Bertsch associate faculty member at RSM and a specialist in helping large and complex enterprises with strategic innovation. "Boudewijn showed us there are many different ways to approach a situation," says Patrick. José Manuel Rodríguez, who works for KONE as a Branch Manager in Spain, says: "Nearly all that was learnt was applicable in daily operations. The programme also included lessons for life which had a strong personal impact on me."

An Engineering Department Manager for KONE Italy, Paolo Airaghi said: "The faculty showed us that it is first necessary to change something within ourselves to be able to change something within KONE." Minna Tappola confirmed the effect the programme has had on participants. "Participants were motivated and energised to put into practice what they trialled during the programme. I observed change emerging in participants' thinking and attitudes."

WEB www.rsm.nl/executiveeducation



Introducing Harry Barkema

Internationally-acclaimed academic Professor Harry Barkema recently joined RSM's research institute (ERIM) as the DSM Chair of Innovation Management. As the new chair – RSM's first endowed professorship in innovation management sponsored by global chemicals powerhouse DSM – Barkema will serve as executive director of the Innovation Cocreation Lab (ICCL), a revolutionary initiative that is the first of its kind in Europe. Barkema's covetable track record guarantees the spotlight will be on both the lab and its future progress. So who is Harry Barkema? RSM Outlook found out.

Interview Joy Kearney

How would you describe Harry Barkema? I think I am quite eclectic. I started out in economics writing my thesis on agency theory, but was far more interested in psychology and theory about how organisations learn, which is exactly where I ended up. I have done mainly quantitative research, but I very much like the rich stories that come from qualitative work. The most interesting ideas can often be found at the boundaries of different fields.

In your new role at RSM, you are the Chair of Innovation Management. What appealed to you about this position?

Han van Dissel (former dean) convinced me that RSM is pushing for the highest-quality research: I felt I would be proud to work in such an environment. Secondly, DSM is a very innovative company and will be even more so with its new energetic CEO Feike Sybesma. The fact that he is

launching innovative products, and this is not a coincidence. P&G uses a variety of strategies to tap the world for great product ideas, and their processes, managerial roles and cultures/incentives channel these ideas into their existing product development process. Companies like Skype, ARM, MUJI also use innovative approaches. To be successful, you need to do all these things in combination, and we are only now beginning to crack what these things are.

What are your plans for the Innovation Co-creation Lab?

The focus of the ICCL will be on breakthrough innovation in the domain of new products and new business models. How can companies do this systemically? What strategies and organisational designs (structures, processes, managerial roles, cultures/incentives) help to get breakthrough innovations? These are the questions we hope to answer. I plan to build a thriving research group in this domain

‘Most companies still have major gaps in their strategies and organisational designs that impede achievement of their potential in terms of new product and new business model innovation.’

personally involved with the chair and the ICCL was an important factor for me. Third, RSM has a great group of innovation researchers in the Department of Management of Technology and Innovation. And there are other interesting initiatives going on at the school like the Institute for Social Innovation.

Innovation has become a buzzword in business today. Why is it so important?

Many international companies today are competing for the same clients. But we cannot compete anymore on the basis of labour or other resources with companies from India and China. We need to offer unique products, services and experiences – and repeatedly – because they will be copied. Right now, the most successful companies are developing breakthrough products and services and, increasingly, new business models. Innovation is one of the most important challenges today and will be even more important in the years to come.

What is required in order for a company to be innovative?

Sourcing ideas from outside is important, but you also need the right strategies and organisational designs in place. Proctor & Gamble, for instance, has been very successful in

that is part of a larger network – hence why it’s called the Innovation Co-creation Lab. We will be collaborating with other universities including the London School of Economics (LSE), Stanford and MIT, amongst others, and will be building strong alliances with innovative companies. We also plan to develop new methodologies for learning from people in practice. Interesting experiments are already going on in this domain, and we aim to improve them further.

So you are a strong advocate of bridging research and practice?

Yes. The management field is in somewhat of a crisis. While much of the research in our top management journals is very well done, it is sometimes far removed from the real world. On the other hand, most of the work published in journals such as Harvard Business Review and Sloan Management Review and in “airport books” lacks a solid research base and is sometimes completely wrong due to flawed methodologies. One way to bridge this gap is to promote interesting experiments in terms of cooperation between research and practice. I would like to use the lab to do research that is both rigorous and relevant.

How do you anticipate future trends in terms of innovation?

Trends such as the globalisation of competition will only become stronger and fire up the need for breakthrough innovation; the speed of innovation will increase. For example, eBay and Yahoo were very successful new business models ten years ago, but they are already being beaten by new rivals. Apple's business model for the iPod is already under attack from Amazon. Infosys is currently acquiring the same capabilities as Accenture, while Accenture is mimicking Infosys' low cost base through its 40,000 staff in India. As these companies become more and more alike, profits erode. Winning in these and many other industries means successfully breaking away from price-competition and systematically creating new platforms for growth and profitability – for breakthrough innovation in products, processes, and new business models.

Rotterdam is often described as a centre of innovation because of its major port and reinvention post-World War II. Would you agree with this?

I think so, yes – Rotterdam has a hands-on, enterprising culture. There is a sense of openness to the rest of the world; people are used to interacting and building contacts globally. With innovation increasingly becoming a game of sourcing ideas from outside, we have the contact and language skills to build these bridges to the outside world.

But while there have been some great new products or business models like Senseo or ING DIRECT come out of the Netherlands, it is still too incidental – most companies still do not have the strategies and organisational designs in place to implement innovation systematically. Many have, in the past, wasted money on unproductive acquisitions, especially abroad, and still focus on cost-cutting. Most successful companies are innovative while containing costs. There are many tricks of the trade on how to do that. We teach them in our executive courses.

On a final note, who would you most like to meet and share your thoughts with?

The people I am meeting already – my PhD students and other bright, young researchers. Throwing ideas at them and getting wonderful responses; hearing their ideas and helping them to develop these ideas; these things are enormously rewarding. I feel privileged that I can spend a considerable portion of my time doing that. I also really look forward to meeting executives and other individuals at the companies we will work with in order to build a better understanding of what makes companies innovative and successful in the long-term. ■

FACTS ABOUT HARRY BARKEMA

Education

- Doctorandus Social Geography, Groningen University, NL (1981)
- PhD in Business Administration, Groningen University, NL (1988)

Former positions

- Professor of Strategy and International Management, Tilburg University (1989–2007);
- First Director of PhD programme in Business at Tilburg University;
- Management Team of the Faculty of Economics, Tilburg University; member of board of Center (the research institute).

Awards

- "Truly Outstanding Service and Contribution to the Academy of Management" (as associate editor of the Academy of Management Journal);
- Best paper in the Academy of Management Journal (1998).

Published research papers: 50

Visiting assignments (selection)

- The Simon Business School in Rochester, NY (1989)
- IESE Business School in Barcelona (2003)
- London Business School (2004, 2006)
- INSEAD in France (2007)

Courses taught (selection):

- MBA, London Business School, 2006 (MBA/Exec), Global Strategy and Innovation
- PhD programmes, London Business School, 2004, INSEAD 2007, Mergers & Acquisitions, Organization Theory
- PhD programme Behavioural Foundations of Organization and Strategy (with Hans Pennings, Wharton; an Org. Theory course), 1998

Most proud of, professionally:

"I was acting editor for the Academy of Management Journal [AMJ] for two terms and learned a great deal. I gained a vast network of management researchers, especially in the US, which has been very useful ever since."

"This spring I was elected to the Board of Governors of the Academy of Management, the professional organisation for management scholars, with 18,000 members. It is a great privilege to help advance the profession at this level."

RESEARCH IN BRIEF

**The related report**

appears in the book *Taking Advantage of Globalisation* (in Dutch – *Inspelen op Globalisering*), and is available in PDF form (in Dutch) from the Society and Enterprise Foundation (SMO): **WEB** www.smo.nl. Copies have gone to all members of the Dutch Lower House of Parliament.

Dutch companies increasingly offshoring R&D to China and India

Shifting corporate activities to other countries has become a fact of economic life. According to a recent body of research conducted by ERIM, 27% of Dutch companies have now moved part of their corporate operations abroad, while another 17% of businesses are seriously considering taking this step. The study also shows that offshoring is not an incremental process, but a fast-moving trend that can have serious consequences for Dutch companies.

SOME OF THE OTHER MAIN FINDINGS OF THE REPORT INCLUDE:

- The chief rationale for major multinationals to offshore is cost reduction. By contrast, Dutch small and medium-sized businesses offshore for strategic reasons.
- High-value corporate activities are being transferred to foreign countries: Dutch companies are increasingly offshoring research and development to a larger degree than businesses in reference countries. Dutch multinationals are offshoring ICT activities, as well as accounting services.

- The main risk is considered to be safeguarding the quality of products and services.
- Dutch companies remain in control of their foreign-based operations, with 44% keeping full control.
- More than half of all offshore projects are not leading to job losses in the Netherlands.
- Moving corporate activities abroad is achieving the desired results including the financial objectives.

The research involving the Dutch companies was carried out by RSM's Erasmus Strategic Renewal Centre under the supervision of Prof. Dr. Henk Volberda, Prof. Dr. Frans van den Bosch, Dr. Justin Jansen, Drs. Ania Szczygielska and Drs. Marja Roza. The study is part of ongoing research by the Offshoring Research Network (ORN), a consortium of six research institutes including Duke University, Copenhagen Business School, IESE Barcelona, Manchester Business School, RSM Erasmus University and WHU Germany. Every two years, ORN conducts a survey of European and U.S. companies keeping track of offshoring-related developments.

Climate change hot item for European companies

Companies are taking a growing interest in climate change and remedies for combating it, according to a recent survey conducted at RSM. Climate change moved from 8th place in 2002 to 4th place in 2007 on the “social agenda” of major European companies, and is expected to top the agenda within the next five years. 200 of the largest European companies were surveyed for the study, which focused on the issue of Corporate Social Responsibility (CSR).

Asked about their policies on a wide variety of social issues, companies say they still see corruption prevention as their top priority, as has traditionally been the case. The runner-up is transparency in business practices,

followed by health and safety, climate change and labour rights. Further down the agenda are income equality and fair wages; fair trade and fair procurement; ecological diversity; and education. Lowest priority for companies is poverty reduction.

Previously, pressure on companies to improve their CSR performance has come from advocacy groups and NGOs. These days they are feeling almost as much heat from shareholders and consumers. CSR is also becoming more important for companies in recruiting and retaining good-quality employees, and distinguishing themselves from the competition.

This research was conducted by Prof. Dr. Muel Kaptein, Prof. Dr. Rob van Tulder, Linda Koening and Laurens van Vliet of the Department of Business-Society Management at RSM Erasmus University. Muel Kaptein and Linda Koening also work for KPMG.

WEB www.erim.eur.nl/scr

Reputation is everything

Reputation matters. It can also be measured, as the latest results of the global “Annual Reputation Institute Study 2007” of the world’s biggest companies released on May 23rd confirm. The study, conducted by RSM in cooperation with the Reputation Institute in New York, measures public perceptions of the world’s largest and most visible companies. More than 1000 companies in 29 countries were polled. For a company to be reputable it needs to do well in seven areas: products & services; working environment; financial performance; leadership; innovation; corporate governance; as well as socially responsible entrepreneurship.

The degree to which a company performed in these areas was calculated in the survey using the RepTrak™ Model and its four key indicators of reputation: trust, admiration, good feeling, and high-esteem.

KEY FINDINGS:

- In the Dutch segment, KLM, Philips, Heineken, TNT and Rabobank all retained their positions in the top 10.
- New entries to the top tier were Wolters Kluwer, Corus, Schuitema, VolkerWessels, and Friesland Foods - which made a

tremendous leap into third place.

- NS (national railway company) is among the biggest improvers in terms of its public image.
- Companies showing excellence in specific drivers included: Philips (Innovation, products and services), Heineken (Leadership, Governance), KLM (work place), Friesland Foods (Performance, Citizenship).
- Eight of the twenty largest Dutch companies have earned a place in the Global Reputation Top 200.

The Reputation Institute has been studying the dynamics of reputation for more than 10 years in 29 countries. Cees van Riel, Professor of Corporate Communication at RSM Erasmus University, is the Reputation Institute’s director for the Netherlands.

WEB www.reputationinstitute.com

Dutch Companies in the Global Reputation League

The Global RepTrak™ Pulse 200 The World’s Most Respected Companies

1.	Lego (Denmark)	85.0	131.	Corus	72.0
2.	IKEA (Sweden)	84.1	:	:	:
3.	Barilla (Italy)	83.5	134.	Rabobank	71.9
:	:	:	:	:	:
27.	Philips	79.8	156.	Unilever	70.7
:	:	:	:	:	:
73.	Heineken	75.2	172.	Eureko	70.0
:	:	:	:	:	:
112.	TNT	73.2	180.	ABN Amro	69.6
:	:	:	:	:	:

INTERVIEW WITH COLFIELD'S EEFKE DE VALK



Putting aside the worthiness of societal contribution, do student interns really bring value to a company? **text** Rebecca Morris

Since its earliest days in a one-room office, service management consultancy firm Colfield has enlisted the help of student interns. Now with more than 75 employees, the organisation founded by two Erasmus University alumni still hosts two or more interns at any given time. Recruitment manager Eefke de Valk, who helped set up the Young Colfield traineeship programme, spoke to RSM Outlook about what growing companies like Colfield can expect from their interns.

Colfield was founded by Bart Kollau from RSM and Eelco Veltenaar from EUR. What were their objectives? Bart and Eelco were both working as consultants and felt a lot of service management was focusing on theory and not on the people that really have to deliver the service. They saw an opportunity for an organisation that would really focus on client's needs by involving the people in the organisation instead of delivering an almost off-the-shelf service.

When did Colfield begin hiring interns? From the beginning. The interns helped with the day-to-day work of the company. For the last seven years this has continued, even though we now

have around 75 staff members. Some are here for three months, some nine months.

What is an example of the kind of project an intern will work on?

We always have an intern in marketing, where they add a lot of value. For example, the golf tournament – an intern will organise the whole tournament, they have contact with the client and suppliers and arrange everything from the beginning to the end. They are also responsible for the internal newsletter; they keep the websites up-to-date, but more importantly, they have fresh, new ideas.

How independent are they?

In general, we find they are ready to work independently on their own projects after two or three weeks. The students who come for internships do not have to do an internship; they choose to, so they are really motivated and eager to learn.

Do RSM interns seem capable of handling themselves professionally with clients?

I think the distinguishing traits of RSM graduates are open-mindedness and professionalism in their communica-

tion. I see that RSM focuses very much on real business life more than other universities. I know at least half of our students have done an international exchange, which makes them more mature and broad-minded. They already have some idea about how to get along with people of different nationalities.

Do you hire many of your interns on a permanent basis?

Yes, we have hired a number of them in Marketing or HR. Besides this we have Young Colfield (our traineeship), for which we are always looking for graduates with high potential.

What do you see the students themselves gain from participating in an internship?

You can see they learn a lot. It is a real advantage for them to be familiar with working life when they eventually start their first job.

Colfield is the Netherlands' market leader in the area of service management. The company considers good service a result of the perfect balance between service-minded employees and quality processes within an organisation. Colfield implements this vision by its clients through consultancy, workshops, research and training.

WELCOME TO ALUMNI NEWS

Many of you may know us already: as the Alumni Office at RSM, we have met and corresponded with you regularly during the past few years via our monthly newsletters and many alumni events.

Now, starting with this issue of RSM Outlook, we bring you a dedicated editorial section highlighting our most recent alumni achievements, events, and contributions.

Our alumni community is a great asset for all of our graduates. With 28 chapters located in 23 countries around the world, every graduate can be sure they will never be far from some branch of the RSM network – and the friendships, contacts, knowledge, and career opportunities that this community brings with it.

Our alumni not only benefit from interacting with each other; they bring enormous benefits to the school. Alumni participation in education at RSM, from mentoring to guest lectures and internships, brings invaluable knowledge and inspiration to current RSM students – you can play a critical hand in the education of the next generation of leaders.

We encourage you to consider how you can be involved in strengthening the RSM Alumni Network. If you have any suggestions please contact us at alumni@rsm.nl.

The Alumni Office
RSM Erasmus University

NEW: ERIM ALUMNI ASSOCIATION

The ERIM Alumni Association was inaugurated on June 19th, 2007 during the celebration of the institute's 100th PhD thesis published in the ERIM series. Jos van Iwaarden, 2006 alumnus and now assistant professor at RSM, is the first president of the association, which will provide global networking opportunities and social events for alumni of RSM's doctoral programme.

For more information contact Jos van Iwaarden: jiwaarden@rsm.nl



From left, Marijke de Kovel, Larissa Wiltenburg, Eva Rood, Irene Versluijs.

ALUMNI FACTS 16,000 ALUMNI

GEOGRAPHICAL SPREAD

Netherlands	8740
European Union	1086
Europe (non-EU)	243
North America	487
Central America	64
South America	76
Middle-East	54
Asia	339
Oceania	37
Africa	51
Unknown	4818

MAKE THE MOST OF YOUR CONNECTION TO RSM ERASMUS UNIVERSITY



The Alumni Office at RSM Erasmus University is dedicated to working for you and the advancement of your career long after you graduate.

- Special Events
- Alumni Clubs
- Online Community
- Career opportunities
- Executive education
- Worldwide chapter events
- Volunteering opportunities

CONNECT WITH YOUR LOCAL CHAPTER AT THEIR NEXT EVENT IN:

Argentina	Buenos Aires	Iceland	Reykjavik
Austria	Vienna	Italy	Milan
Belgium	Brussels	Netherlands	Amsterdam
Brazil	Sao Paulo	Norway	Oslo
Canada	Toronto	Philippines	Manila
China	Beijing Shanghai	Singapore	Singapore
Czech Republic	Prague	Sweden	Stockholm
Denmark	Copenhagen	Switzerland	Zurich
France	Paris	Taiwan	Taipei
Germany	Frankfurt Munich Rhein/Ruhr Area	UK	London
Greece	Athens	USA	Houston New York Washington DC
Hong Kong	Hong Kong		

For more information on your alumni community, visit your alumni site at www.alumni.nl (BSc, MSc/Drs graduates) or <http://alumni.rsm.nl> (MBA, MFM and MHR graduates) or email us at alumni@rsm.nl.

ENJOYING THE CHALLENGE! RSM SAILING CLUB

It's already the fourth year of activity for the official RSM Sailing Club, which began as a collaboration between a handful of MBA and EMBA students. Since then the "raison d'être" of the club has been to integrate and enhance RSM's MBA network with those of other schools and the corporate world through (competitive) sailing and networking events.

The 4th MBA's Cup in Portofino (IT) – held from 27th to 30th September – will be a great example. More than 500 students and alumni will fly in from the top business schools around the world (INSEAD, Harvard, NYU, Columbia, LBS etc.) to compete and meet in a three-day regatta and networking event. This year sixteen RSM students and alumni will race together in two 37 feet (12 m.) sailing yachts.

The club's regattas to date – in the UK, Greece and Italy – have allowed members to experience the managerial link between team performance in sports and in business. Many examples can also be found of job opportunities and even business partnerships that have resulted from these events. In addition to participating in the events of other b-schools, the aspiration of the club is to host a similar



event – one that is unique to RSM and strengthens the RSM brand globally. This and other future challenges need additional support from passionate and entrepreneurial alumni.

All alumni of RSM's MBA, EMBA, and OneMBA programmes are invited to actively participate in the conceptualisation and realisation of this and other future events. Email us at the board on info@rsm.sailing.nl

ALUMNI ACT AS 'SUPERVISORY BOARD MEMBERS' IN STRATEGIC BUSINESS PLAN COURSE

This spring, fifty-six alumni contributed to RSM's bachelor programme by giving professional feedback on student business plans. Students of the first-year course Strategic Business Plan of the BScBA/Bedrijfskunde and BScIBA are required to write business plans for existing companies before presenting them to 'a Supervisory Board' – which, for the second year now, is composed of RSM alumni. Alumni came from as far as Switzerland to participate. Niels van der Weerd, Coordinator of the course said: "Teachers and alumni were enthusiastic about the plans, and students really enjoy the sessions with the alumni. The involvement of alumni contributes to better business plans, higher grades, and satisfactory participating companies."

ALUMNI MENTOR IN MSC ENTREPRENEURSHIP & NEW BUSINESS VENTURING

For this year's MScBA electives 'New Business Development' and 'New Venture Planning', twenty-six alumni entrepreneurs acted as mentors to student teams. The electives require teams of students to compete in coming up with viable commercial ideas for products based on technologies developed at a Dutch university or TNO.

"The students really benefit from working with an entrepreneur with start-up and growth experience as a mentor," said Wynand Bodewes, coordinator for the entrepreneurship programme and one of the founding members of the school's Centre for Entrepreneurship and New Business Development. "The alumni enjoyed working with "their" student teams and really got into the competition. But there could be only one winner!"

Alumni entrepreneurs who contributed to Entrepreneurship & New Business Venturing:

Maarten Wilton: Wilton Groep * Ben van Dooren: Quel Business Information * Lucas van Ardenne: Quel Business Information * Thijs Sas: Esclusa - De Overname Adviseur * Geert Platenburg: Provia consulting * Willem-Peter: Perquin YniVerse * Rein Kielstra: De Ruiters Roses * Wenzel Heldens: Creatieve Concepten * Simon Benard: Geerlofs Koeltechniek * Han de Groot: Metrix Lab * Ronald Nanninga: Crosslinks * Dimitri Mayer: Capgemini Consulting * Steffen Kalverboer: Creator Meeting Support * Jeroen Nas: BridgeTools * Henk-Frits Verkerk: Sports Alliance Ltd * Roland Sars: BackupAgent BV * Derek Roos: Mendix

RSM appreciates the involvement of all alumni and companies in the education of RSM students. Thanks go to all alumni volunteers and participating companies.



VENSPRO TAKES OFF

Venspro, the company of alumni Simen Schimmel and Johan van Vulpen landed an investment of €5 MIO from venture capital fund Prime Technology Ventures. Simen and Johan introduced Greetz (an online postcard service that allows you to send a "real" postcard) several years ago, and later became a partner of Hallmark to enter the US and other international markets. The equity investment and experience of Prime Technology Ventures in growing entrepreneurial ventures "should help Venspro to 'shoot for the stars'. Both Venspro and Prime are well-known to students of the MScBA in Entrepreneurship programme.



MAKING BUSINESS OF CHARITY

Bjørn Dudok van Heel's (MBA '07) full-time day job is banker at Van Lanschot Bankers. What's left of his time is spent setting up, funding and expanding a major global NGO project founded on his new concept for social justice work, what he refers to as 'Business and Charity'.

text Rebecca Morris



When somebody asked me a month ago if I was an activist, my response was, 'If I was a member of Greenpeace I would not be the one standing at the front of the ship, but the one who had financed the ship and given them a good interest rate.' Business is a passion that I cannot live without, but I also cannot live without giving something back to society. I started my first company when I was 19, importing air conditioner parts for the automotive industry. After two years I realised it was a niche market, so I studied for a degree in corporate law. But still I was missing some contacts and knowledge to make it as an entrepreneur. I decided to do an MBA. It was while I was studying for my MBA at RSM that my friend Chai'm suggested we create the NGO. We already had some ideas after travelling together; now we decided to act on those ideas. We began investigating the microeconomics of Lombok, Indonesia: the climate on the ground, number of street children, how the government was helping. But instead of following the normal NGO model, we asked ourselves, 'how would we solve this from a business perspective?'

BUSINESS & CHARITY

All NGOs operate the same way: they depend on funding. We wanted to create a model that operated on business principles; that was self-sufficient and broke the cycle of poverty and unemployment structurally. This was where the skills from my MBA came in. Unemployment is around 90+ percent in parts of Indonesia. This means that while you can provide children with education, it does not mean they will find work. Our idea was to create vertically-integrated project areas that would provide homeless children with food, shelter, and education. At 18, they would be offered a scholarship to university, micro-credit to start a local company, or help with job mediation. Otherwise, we could guarantee them low-skilled factory work – this was the really innovative part. Production facilities linked to the project areas would provide guaranteed jobs – and the profits generated would go back into funding the operating costs of the project areas. We would no longer need to rely on sponsors, but be self-sustainable. This was our new concept of "Business and Charity".

IMPLEMENTATION

We began by developing a business and operational plan, and lobbying political and business people. Contact with the local government then helped us to establish the legal rights of the NGO to get the kids off the streets. A pilot project came next. We rented two houses and hired ten local

employees from the University of Mataram, and set about training them (our idea was to transfer Western knowledge to the local people). The staff included a cook and a teacher, local doctor and psychologist. Within three days of operating, we had twenty children living at the shelter. Many were lacking nutrition or medical attention – many had been raped or exploited as slaves. After two months, it was clear the project was working: the locals were accepting us and the government was helping us. We went ahead and bought a huge piece of land for the newly-formed Peduli Anak Foundation. It is now just over one year since we opened that first shelter. In January 2007 the first phase of the new project area was opened, complete with a primary school, water tower, central kitchen facility and staff building, and is now the residence of 50 children. More than 100 local employees and volunteers work for the organisation. Chaim works as director of operations in Indonesia, while I coordinate funding, strategy and publicity from Europe. The organisation is founded on the McDonald's concept – uniformity and efficiency. It is very transparent, and we are very, very selective with staff. We have Western volunteers evaluating their behaviour and supervisors who control each other. Our biggest challenge is raising funds – companies are quite responsive to one-time donations, but we need larger, structural donations to bridge the gap until the time our production facilities are fully operational. This will take between five to ten years, but we are likely to be very profitable. Most people given the choice between two suppliers where one helps those less fortunate, will choose that supplier. Over the next twenty years we plan to grow to one thousand employees with project areas in Asia, Africa and South America. As for the children – they are thriving. Sometimes the parents of the children come to visit, and they are very emotional to see their kids being given a future, when they were not. I believe everyone should see the necessity of giving something back. The market mechanism also works in the social world. If you share, everyone including yourself will benefit. It is my hope that this concept of business and charity as a model will spread – it is a very good way of achieving this.” ■

Bjørn Dudok van Heel was among three MBA students from across Europe nominated for the Association of MBAs' The Independent MBA Student of the Year Award. The winner of the award will be announced at a Gala dinner in London on November 9th, 2007.

WEB www.pedulianak.com

SHORT NEWS

ANNUAL MBA REUNION WEEKEND

During the last weekend of September over one hundred MBA alumni returned to campus to meet up with their alma mater and reminisce about the good old days in Rotterdam. Guests came from the classes that graduated 5, 10 and 15 years ago and travelled to Rotterdam from places as far as the US, China and various places in Europe.

NEW MBA ALUMNI BOARD READY FOR ACTION

During their June meeting, the RSM MBA Alumni Board said goodbye to two outgoing members – Eric Hoek and Hermann Frühstück. RSM thanks Eric and Hermann for their great contribution to the alumni association. The meeting also marked the arrival of two new members: Margaret Gold, MBA '01, and Rien Nijman, EMBA '04. Both are looking forward to their roles on the board and to representing the interests of RSM MBA alumni worldwide.

SUSAN MCDONALD BEKKMO (MBA '01) SPEAKS TO B-SCHOOLS ON CONTINUED LEARNING

Susan McDonald Bekkmo (MBA '01) of the MBA Alumni Board spoke at the Association of MBAs' (AMBA) annual conference in Moscow on May 25th. AMBA selected a member of the RSM Alumni Board to share with the audience some of the board's recent initiatives on continued professional development.

MBA CLASS '01 CONVERGE IN EUROPE

No less than 13 members of the MBA '01 class joined the celebrations of classmate Christine Larson in her wedding to Staale Aardal on June 16th. The couple got married in beautiful Balestrand, Norway. The MBA '01 class will meet again in September for a class reunion organised by Berlin-based Elke Kux. Along the lines of the annual RSM Alumni Reunion (which the class celebrated at the school last year), Elke has organised a weekend filled with fun activities – the perfect occasion for meeting up with old friends.



From top to bottom
 Marcel Heskes
 Arno Boersma
 Thijs Boekhoff

SQUAREWISE SHAPE UP

A company formed by two alumni of RSM Erasmus University is winning awards for its consultancy in knowledge and innovation management. **text** Tim Skelton

Just seven years after it was formed, Amsterdam-based strategy consultancy firm Squarewise is winning awards for its consulting in knowledge and innovation management. The company's project 'Knowledge Transfer Programme' – executed for Philips and concerning knowledge transfer to and from China – was named best consultancy project in the Netherlands in 2006 by the Dutch Council for Management Consulting Firms (ROA). A year later, a second project, 'Innovation through ICT in Healthcare', was awarded second place in the same competition.

The company was founded in 2000 by three alumni of RSM's MScBA programme: Thijs Boekhoff, Arno Boersma, and Marcel Heskes. Each was inspired by the belief that effective knowledge management in companies was underutilised as a strategy – and could seriously drive innovation. At the time, the European Commission was launching its Lisbon Agenda, an initiative that aims to turn the European Union into the world's leading knowledge-based economy by 2010.

"'Knowledge' had become recognised as a key production factor for organisations," says co-founder Mr Boersma. "But knowledge management was often inwardly targeted rather than aimed at the market."

So while knowledge had become a buzzword in business, few companies were actually tapping into it. Many simply saw it as an ICT exercise instead of a change management challenge. "We wanted to change all that," says Mr Boersma.

In 2000, Boekhoff, Boersma, and Heskes took the leap of faith. "We gave up our jobs to put our money where our mouths were," says Mr Boersma. Their first hurdle was lack of financing, which they overcame by attracting the interest of investor Ton Risseuw who was familiar with their business and well-known in the relevant circles. Next was the burst of the Internet bubble, soon after the company was founded. This taught them to be cost-conscious and market-driven, says Mr Boersma, a lesson that

has helped them to grow stronger ever since. Today, the company has attained widespread recognition among its peers. What sets Squarewise apart is their market-driven approach that focuses on concrete, tangible results, and a keen eye for the 'human factor'. Clients enlisting their services range from law firms and research institutions, to multinational corporations and government agencies. Large organisations have a lot to gain from their services due to their vast reservoirs of information. Multinationals such as DSM and Philips, for instance, have enlisted their help in better-managing their international knowledge flows including conducting R&D in China without the risk of leakage.

Mr Boersma believes their success is due to the fact that although they are a relatively young and small company they are more effective at solving clients' specific knowledge challenges than larger competitors. The team is youthful yet very experienced, and goes out of its way to get the job done: which means results and not just reports. "And perhaps most importantly," as Mr Boersma points out, "we really like what we do!"

For more information on Squarewise visit:

WEB www.squarewise.com

From the outset,

Squarewise has hosted teams of international students for RSM's International Business Project. The IBP involves consultancy-style projects carried out by teams of master's students from RSM's exchange programme. Squarewise is currently hosting their 14th student team: more than 50 international students have conducted research for the company. The partnership has proved mutually beneficial. "We treat them as part of our team of junior consultants and are

still in touch with a number of them," says Mr Boersma. "It is also a way for us, as RSM alumni, to keep in touch with our alma mater."

For more information on the International Business Project, contact the Company Projects Office – Corporate Relations & Careers on + 31 (0)10 408 2010 or cpo@rsm.nl.

SHORT NEWS

AN EVENING WITH THE STARS, PART II

The second 'An Evening with the STARS' – a reunion for all former active Sviib and STAR members – was held at RSM on May 16th 2007. Alumni from the last 29 years of Sviib history gathered at the school for the event. A word of welcome from the current STAR Chairman preceded an evening of entertainment that included Black-Jack, Roulette, cocktails, and a Capoeira show. As always, alumni finished up in Villa Kakelbont for a nightcap.

Don't miss the next 'An Evening with the STARS' on May 16th 2008, in honour of the 30th Anniversary of STAR.



HELP US RECRUIT NEW STUDENTS

RSM attends student recruitment fairs all around the world from September to December. We rely on the participation of our alumni from each region to answer questions and share their experiences with interested prospective students.

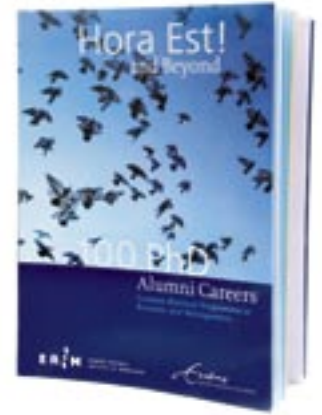
We are currently looking for alumni to assist RSM in promoting the BScBA, BScIBA, MScBA and MBA programmes in the following regions:

Belgium * Bulgaria * China * Czech Republic * Denmark * France * Germany * Greece * Iceland * India * Indonesia * Italy * Latvia * Norway * Poland * Russia * Spain * Sweden * Switzerland * Taiwan * Turkey * United Kingdom * USA * Vietnam.

Is RSM coming to your country? Please email alumni@rsm.nl for more details and dates.

ERIM CELEBRATES ITS 100TH PHD DISSERTATION

The Erasmus Research Institute of Management (ERIM) celebrated the milestone of its one hundredth PhD dissertation published in the ERIM PhD Series in June with the release of “HORA EST! and Beyond” – a compendium of interviews with its first 100 graduates.



Since its founding in 1999, the Erasmus Doctoral Programme in Business And Management has been a vehicle for the early academic careers of new, excellent scholars in the field of management. ERIM is the shared research institute of RSM Erasmus University, and the Erasmus School of Economics.

WEB *An electronic version of the book is available to download at <http://hdl.handle.net/1765/10427> The ERIM PhD Series is available at <http://hdl.handle.net/1765/292>.*

E RIM PhD alumni are active in a variety of professional roles in both academia and business around the world. HORA EST! and Beyond is devoted to the personal research and career stories of these alumni. The very personal stories in the book show the wide variety of career paths possible after the completion of the doctoral research.

“My PhD enabled me to develop myself as a professional scholar and enlarge my international networks within both business and academia – I am choosing to pursue my career in both.”

Dr. Justin Jansen assistant professor at the Department of Strategy and Business Environment at RSM.

“My PhD allowed me to specialise in a discipline without the distractions of the commercial world. Perhaps the greatest benefit was the access to some of the most influential organisations and people around the world.”

Dr. Jos van Iwaarden assistant professor of Quality Management and Performance Improvement at RSM and president of ERIM’s new alumni association.

“I was looking for an intellectual challenge and discovered a taste for academic research. ERIM professors are known academics – these affiliations directly influenced my chances of landing a job at a good management school.”

Dr Kristine de Valck assistant professor at HEC Paris.

“My doctoral position at ERIM gave me the opportunity to become a professional in empirical finance. The theoretical underpinnings I learnt during my PhD are essential in my current position.”

Gerard Moerman investment strategist at AEGON Asset Management.

“For my work as an energy market consultant it is important to be able to show that you are a specialist in your area, and the fact that I completed my PhD certainly helps. For me, a PhD was simply the best possible start for an entrepreneurial career.”

Cyriel de Jong owner of a consulting company.



STAR Management Week

your Life. your Future. your Week.

29-10-07 until 8-11-07

STAR Lustrum Management Week 2007

The STAR Management Week is the highlight of the year at RSM Erasmus University. This two weeklong event is considered STAR's annual pinnacle as it constitutes a significant interface between students, academia and STAR's corporate network. This is envisioned by a wide array of activities such as the Academic Conference, Entrepreneurial Seminar, Company Dinner, Management Game, Workshops, Master Classes and Company Visits.

Entrepreneurial Seminar

Monday October 29th,
Forum room, M-Building, 10:00-15:00

The Entrepreneurial Seminar presents renowned successful and diverse entrepreneurs will share their vision and experience on world-class entrepreneurship in a highly interactive session with students.



Chairman of the Day
Max Westerman
former RTL correspondent

Speakers

- Mr. Tiny Sanders - CEO of Campina
- Mr. Coen van Oostrom - Founder & CEO of OVG Project Development BV and Vastgoedman of the Year 2005
- Mr. Alexander Ribbink - COO TomTom and Marketer of the Year 2005
- Ms. Clarissa Slingerland - Founder & CEO of MissPublicity
- Mr. Maarten de Bruijn - Co-Founder Spyker Cars, Founder & CEO of Silvestris
- Mr. Eric Meurice - CEO of ASML
- Ms. Yvonne Swaans - Founder & CEO of Direct Wonen Holding and Business Woman of the Year 2005

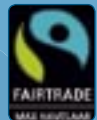
Academic Conference, "Turn Good into Gold"

Wednesday October 31st,
Aula, Erasmus University Rotterdam, 10:00-15:30

The Academic Conference illuminates current academic, societal, and corporate challenges as a meeting point of international world leaders with different perspectives. This year's theme will be 'Turn Good into Gold'. In the afternoon the Max Havelaar lecture will take place.



Chairman of the Day
David Eades
Presenter of BBC World



Speakers

- Wouter Bos - Dutch Deputy Prime Minister, Minister of Finance
- Dr. Ibrahim Abouleish - Founder SEKEM, Right Livelihood Award Laureate 'Alternative Nobel Prize'
- Ben Verwaayen - Chief Executive Officer, British Telecom
- Prof. Jeffrey D. Sachs - Director of the Earth Institute at Columbia University, Special Advisor to the UN Secretary-General
- Antony Burgmans - Former Chief Executive Officer, Unilever
- Floortje Dessing - Ambassador Max Havelaar, Founder fair trade shop NUKUHIVA
- Dr. Alexander Rinnooy Kan - Chairman Social and Economic Council of The Netherlands



Interested in our event? Want to visit the Entrepreneurial Seminar or the Academic Conference?

Contact STAR Study Association, Tel: +31 10 408 20 37, E-mail: info@rsmstar.nl

Or visit our website:

www.managementweek.nl

SEEKING DIVERSE CANDIDATES? RECRUIT AT RSM.



At RSM, you'll find a vast resource of world-class talent for your organisation. Participants in our MBA and other master's degree programmes range from motivated young business people to experienced senior executives. They also represent more than 60 nationalities and have acquired a wealth of

global business and intercultural expertise well before they graduate. With educational backgrounds spanning law to engineering, and cultures ranging from Kazakh to Canadian, you'll be amazed at the diverse talent to be discovered at RSM.

Via our personalised service, we can help you find the perfect candidate for a full-time position, an MBA summer associate project, or an internship.

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Tel: +31 10 408 2010 Web: www.rsm.nl/cpo

For experienced MBA talent, contact:
MBA Career Development
Tel: +31 10 408 2222 Web: www.rsm.nl/recruitmba

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