EFMD Special Interest Group
Innovation in Leadership

Good leaders matter, and good leadership can transform an organization. We know that leadership is important, but what we are not sure about is what constitutes good leadership in this age of technological, social and political uncertainty, and how the contemporary leadership environment should be developed and sustained. This SIG will encourage its members to experiment with new techniques, philosophies and technologies and share as well as debate the results of that experimentation. The SIG will, therefore, be both intensely practical, as well as looking at emerging research and pre-implementation experimentation.

The goal is to advance thinking about the critical area of leadership, in concrete and in context, whilst cultivating the practices that will encourage innovation and development into the future. The SIG will acknowledge latest research and best practices, and indicate areas where more research could be helpful.

The essential aim is to build a powerful, strategic partnership within the SIG so that members will be confident to share both the challenges they face, as well as initiatives they have planned. This will be a three-way partnership between EFMD, the SIG member organizations, as well as HULT International Business School (including Ashridge). They will join in a profound area of organization building, across industries, across geographies and between research and practical application.

Background

In the face of unprecedented changes in the social, economic, technological and political environments worldwide, many organizations are taking a fresh look at what their leaders do, and what makes them effective and what kind of leadership development will deliver tomorrow’s leaders. As the complexity of running organizations in the 21st-century stretches even the most capable and well-informed leader, helping them cope, perform and shape their organizations becomes an evermore more acute and demanding challenge. We need leaders that can build resilience but couple that with agility; who can prepare for an uncertain future whilst dealing with immediate challenges of disruption and competition that can emerge from surprising places, and largely unknown sources.

There are plenty of headline examples of the abject failure of leadership in organizations, both in terms of being asleep at the wheel, and unable to engage or motivate staff. Yet, it is often the successful response to the day to day pressures and challenges that go unremarked and unreported. It is clear from literature scans, that some companies are trying to deal with these challenges in new and innovative ways. It is time to debate this progress, and share the insights and new practices that are happening quietly around us.
The EFMD Innovation in Leadership Special Interest Group

In this SIG we want go beyond isolated approaches and individual initiatives, to look holistically at this new context. We want to bring together a group of interested companies, business schools and learning disruptors in order to explore cross-functional strategies, capitalising on open sharing within our group, and drawing on leading thinkers and practitioners to challenge us on specific questions of interest to the group.

1. The Approach

This EFMD SIG will gather together a group of EFMD member companies, alongside our sponsor and subject matter expert: HULT International Business School (including Ashridge), in order to explore innovation in leadership development. The output will be examples of actual practice, set in a contextual frame that will examine three areas: leadership practice, the digital mindset and global trends. Our focus will be at the intersection of these three areas.

Because face-to-face time is precious, and travel expensive, the special interest group will minimise the need for large group meetings, by using regular webinar sessions and smaller group interactions held in partner organizations.

A systematic working process will be followed:

- In-depth interviews with each member of the working group to outline Identification of key areas of focus.
• Analysis and discussions to shape a common vision and understanding of state of leadership development in the context of changing roles for leaders.

• Dialogue with HULT faculty and leading thinkers in the field: presentation, analysis and critical reflection of proposed approaches.

• Agreement on the key challenges that organizations and their leaders face, and what can be done to better prepare leaders to help overcome those challenges.

• Experimentation and sharing of results by members of the SIG.

• Synopsis of applicable, innovative and high-impact solutions to drive improved leadership in organizations.

• Summary of outcomes in a written report with agreement on a final vision and lessons learned.

• Bibliography of writing, and catalogue of dynamic resources relevant to this subject area that will be of continuing value to the group members.

2. The Outcomes

The specific, desired outcomes will be defined after the initial group meeting. However, at this point, some of the outcomes of the SIG could be the following:

• A shared perspective on the challenges members face in building exemplary leadership, and an account of what they have already done in order to mitigate the challenges they face in identifying and preparing leaders for the current climate.

• An agreement about what the transformation of leadership inside their organizations means in practice.

• Shared intelligence about innovative companies, geographies, and approaches.

• An agreement on the changing role of leaders and what interventions and development appear to best support them.

• Defining and exemplifying what innovation in leadership development actually looks like.

• Deep-dives into critical sub-topics, depending on our members’ interests, e.g.:
  - An exploration of the use of new technologies for learning.
  - A look at how concepts such as social learning and knowledge sharing can transform leadership development.
  - Models that emerged from the experiments that appear to indicate the way forward.
3. The Deliverables

There will be four crucial outcomes from this Special Interest Group:

- Final report that summarising the findings of the SIG, and illustrating the group’s conclusions around the changing role of leaders and the scope of innovation in leadership development.

- Detailed analysis of why, what, where and how innovation is occurring in leadership development within the SIG member companies.

- Summary of current research evidencing the changing leadership environment and how that research can encourage and sustain innovative practice, and help build dynamic relationships between Business Schools and companies.

- Unique and strong community of organisations that have learnt to work together and share experiences and challenges. There will be an expectation that this community will continue to work together and problem solve. This legacy will ensure that those SIG member companies will continue to innovate in their leadership development, and, therefore, by extension across the EFMD network, as a whole.

4. Representatives

We are seeking out members from a broad range of companies that have a special interest in leadership development.

We would like each company to bring two delegates, one at the strategic decision-making level and one person who is responsible for the implementation of new models and new approaches directly.

SIG members should commit to participate in the process described above, actively share with other members and contribute to the specified outcomes.

Join companies already on board

![Baloise](image1.png)  ![Bayer](image2.png)  ![Nokia](image3.png)  ![Siemens](image4.png)
4. SIG Duration

We expect the SIG “Innovation in Leadership” to have a duration of around 9 months. This will depend on the agreed work schedule and deliverables, the frequency of meetings and workshops (both virtual and physical) and the research input required. It would involve at least one immersive field trip to dive deeply existing innovative practice.

5. The Starting Point

Main sponsor

Johan Roos, is Professor and Chief Academic Officer at HULT International Business School (including Ashridge) He is known for his work on intellectual capital and innovative strategy processes in the face of complexity. He has worked at Wharton Business School and IMD in Lausanne and also held leadership positions at EQUIS accredited Stockholm School of Economics, Copenhagen Business School and JIBS in Sweden. He founded and led Swiss-based Imagination Lab Foundation. He is an active contributor in the public debate about the future of business education and business schools.

Facilitator

Nigel Paine, has agreed to facilitate the SIG. He has a background in learning leadership and technology, and is author of two, relevant, recent books: The Learning Challenge: Dealing with Technology Innovation and Change in Learning and Development. AND Building Leadership Development Programmes: Zero-Cost to High-Investment that Work. He is a fellow of the RSA, CIPD and LPI.

He runs a company that works with organisations all over the world to implement new learning strategies. He also teaches on the CLO doctoral program at the University of Pennsylvania where he is a co-academic director of 4 of their taught blocks.

Co-facilitator

Roger Delves, is the Dean of Qualifications and Professor of Leadership Practice at Hult Ashridge, and teaches on HULT EMBA programmes. His areas of interest are; the roles of authenticity, emotional intelligence, ethics and integrity in leadership and decision making.
6. Fee

- For EFMD members € 3,000.
- For non-EFMD members € 4,000.

This includes not only full participation in the SIG but also an additional two seats at the EFMD Corporate Advisory Service (CAS) seminar.

7. How to Join

**Registration form**

For more information please contact: **Mrs. Shanshan GE**  
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