

# EFMD

The European Foundation for Management Development (EFMD) is the largest international network association in the field of management development. The network covers over 500 institutional members and reaches over 12,000 management-development professionals from academia, business, public service and consultancy in 65 countries across the globe. EFMD:

- Has over 30 years of experience in the co-ordination of projects and activities that foster an active dialogue and exchange between companies and academic organisations.
- In a proactive manner contributes to a search for, and generation of, new ideas for a continual enhancement of management thinking and practices.
- Maintains a series of on-going activities enabling its members to learn, share and network which helps contribute to a better understanding of the continual changes in the business and management-education environments.
- Initiates short events on highly topical issues bringing business executives and distinguished academics together.
- Provides a context and environment that leads to professional networking and bridges the divide between the academic and business worlds.
- Runs the European Quality Improvement System (EQUIS), which is the leading international system of quality assessment, improvement, and accreditation of higher education institutions in management and business administration. Seventy-three schools have so far been accredited across all the continents.
- Manages international projects in Asia, Eastern Europe and the Arab world and has strong relationships with sister associations in Eastern Europe, Central Asia, Central America, United States, Canada and Australasia.
- Provides the platform for exposure to new learning environments. We generate and disseminate knowledge throughout the network for the benefit of our members. This ability to share allows for a better understanding of the latest developments in management development.

## EFMD

80 Rue Gachard

B-1050 Brussels

Phone: 32/2/629.08.10

Fax: 32/2/629.08.11

<http://www.efmd.org>

# References

## Part one

1. P. Pawlosky, *The treatment of organisational learning in management science*, Handbook of Organisational Learning and Knowledge, Oxford University Press, 2001.
2. *Learning from the Best Employers in Europe*, December 2002, Hewitt Associates.
3. John Stopford, *Harnessing Organisational Knowledge for Strategic Innovation*, 1999, International Executive Development Center (IEDC).
4. Ronald Heifetz, *The leader of the future*, Fast Company Magazine, June 1999.
5. Daniel Vloeberghs, *Handboek Human Resource Management*, ACCO, Leuven, 1997.
6. Nuala Moran, *Human resources outsourcing*, Financial Times, 7 May 2003.
7. M. Dierkes, A. Berthoin Antal, J. Child & I. Noaka, *Handbook of Organisational Learning and Knowledge*, Oxford University Press, 2001.
8. Dave Ulrich, *Human Resource Champions*, Harvard Business School Press, 1996.
9. Paul Evans, Vladimir Pucik & Jean-Louis Barsoux, *The Global Challenge: International Human Resource Management*, McGrawHill Irwin, 2002. More info at: <http://www.mhhe.com>.
10. M. Dierkes, A. Berthoin Antal, J. Child & I. Noaka, *Handbook of Organisational Learning and Knowledge*, Oxford University Press, 2001.
11. Thomas Sattelberger, *Liberating Talent*, EFMD Forum magazine 98/2.
12. *A higher status for the people person*, Financial Times 29 January 2002.
13. *HR Benchmarking 2000 report*, PricewaterhouseCoopers; more info at: <http://www.pwcglobal.com>.
14. Rich Wellins & Sheila Rioux, *The growing pains of globalizing HR*, ASTD, May 2000.
15. *The New HR Agenda: 2002 Human Resource Competency Study*. More info at University of Michigan Business School at <http://webuser.bus.umich.edu>.
16. Daniel Vloeberghs, *Handboek Human Resource Management*, ACCO, Leuven, 1997.
17. The Corporate Leadership Council can be reached at: <http://www.corporate-leadershipcouncil.com>.
18. Evans, Pucik & Barsoux, *The Global Challenge: International Human Resource Management*. More info at: <http://www.mhhe.com>.
19. *Looking Ahead: Implications of the Present*. Introduction by Peter F. Drucker and Peter Senge. Harvard Business Review, 1997, September–October.
20. *Minding the Muse: A Report on Research at Harvard Business School*, 23 May 2000.
21. Göran Carstedt, *How to lead change in the New Economy*, EFMD Forum magazine 2001/1: Action Reading!
22. Pat McLagan, *Change: it's getting serious*, Conference Board Executive Action, February 2003.

23. 5th Annual Global CEO Survey 2002, PricewaterhouseCoopers.
24. Designing a CSR Structure, from Business for Social Responsibility. More info at <http://www.bsr.org>.
25. Marguerite Rigoglioso, The search for deeper meaning in the workplace, Harvard Business School Working Knowledge, 12 October 1999.
26. Lynda Gratton, *Living Strategy: Putting People at the Heart of Corporate Purpose*, ISBN: 0273650157, published with Financial Times, Prentice Hall.
27. Keith Goffin, How to harness staff creativity, Financial Times, 23 October 2000.
28. Trevor Davis, *Innovation and Growth: Thriving Beyond 2000*, PWC report.
29. More info on Strategos at <http://www.strategos.com/>.
30. Peter Senge, *The Fifth Discipline: The Art & Practice of The Learning Organization*, New York: Currency/Doubleday, 1990, p. 371.
31. Arie de Geus, *The Living Company*, Harvard Business School Press, 1997 ISBN: 087584782X.
32. Steven Sonsino, In search of tomorrow's leaders, *Business Strategy Review*, 2003, Vol. 14.
33. Andrew Mayo, *The Human Value of the Enterprise*, ISBN 1857882814, Nicholas Brealey Publishing, 2001.
34. *International Encyclopedia of Business and Management*, ISBN 0415074037, Routledge, New York, 1996.
35. C. Argyris & D.A. Schon, *Organizational Learning: A Theory of Action Perspective*. Reading, MA: Addison-Wesley Publishing Company.
36. P. Shrivastava, A typology of organizational learning systems, *Journal of Management Studies*, 20(1): 7–28.
37. C.M. Fiol, & M.A. Lyles, 1985. Organizational learning, *Academy of Management Review*, 10(4): 803–813.
38. G.P. Huber, 1991. Organizational learning: The contributing processes and the literatures, *Organization Science*, 2(1): 88–115.
39. Evans, Pucik & Barsoux – *The Global Challenge: International HR Management*. More info at: <http://www.mhhe.com>.
40. Charles Galunic & John Weeks, *Investments that build on human nature*, FT Mastering People Management Series, October 2001.
41. Michael Osbaldeston, Whose task is it to develop an organisation and its people?, *EFMD Forum magazine*, Summer 2003.
42. Flooris van der Walt and Penny Abbott, *Selecting and developing the leaders for tomorrow – Management development concept of the HOLCIM group*, *EFMD Forum magazine*, Summer 2003.
43. *Competing through Skills*, CREATE, 1999. Amin Rajan; more info at: [www.create-research.co.uk](http://www.create-research.co.uk).
44. *Competing through Skills*, CREATE, 1999.
45. Michael Osbaldeston, Whose task is it to develop an organisation and its people?
46. Michael Osbaldeston, Whose task is it. . . ?
47. Bruno Dufour, *Painting the Picture: Management Development in Perspective, Re-designing Management Development in the New Europe*, European Training Foundation, Report of the Torino group, February 1998.
48. A. Edmondson and B. Moingeon, *The How and why of Organisational Learning: Mastering Global Business*, Financial Times supplement, 1998.
49. Helen Handfield-Jones, *How executives grow*, McKinsey Quarterly, Vol. 1, 2000.

50. Natalie Shope Griffin, Personalize your management development, Harvard Business Review, March 2003.
51. J. Stuart Bunderson and K.M. Sutcliffe, When to put the brakes on learning, Harvard Business Review, February 2003 (announcing the forthcoming article in the Journal of Applied Psychology).
52. Nigel Habersohn, Habersohn & Associates, EFMD Bulletin Newsletter, June 1999.
53. Sheila Tyler, Open University Business School, Final Report, Project to Establish ROI in Large European Companies.
54. Report of the EFMD ROI Learning Group. ROI of Management Training and Development, An Innovative Approach to Measurement. More info at: [www.efmd.be](http://www.efmd.be).
55. Mumford Alan, How Managers Learn: Management Development – A Guide for the Profession, ILO 1998.
56. Bruno Dufour & Gordon Shenton, CLIP, EFMD Forum magazine 2002, issue 2.
57. Center for Creative Leadership e-Newsletter, May 2003: April poll results on coaching.
58. David Clutterbuck, Mentoring for diversity, EFMD Forum magazine, Spring 2001.
59. Elisabeth Lopez, Mentoring: The World Bank Experience, Linkage Executive Summaries.
60. Sandra Bank Loggins, Mentoring's Key Role in Career Development at Charles Schwab, Linkage Executive Summaries.
61. David Clutterbuck, Coaching and Mentoring in a Global Environment, May 2004, at [dclutterbuck@item.co.uk](mailto:dclutterbuck@item.co.uk).
62. Philippe Rosinski, Coaching Across Cultures, Nicholas Brealey Publishing.
63. Nancy Thomas, Using Coaching & Mentoring to Accelerate Management Development at HP, Linkage Executive Summaries, May 2001.
64. G. Van Schaik, Dinner speech at the EFMD Deans' & Directors' General Meeting in 2001.
65. Philip Sadler, Leadership and organisational learning, Handbook of Organisational Learning and Knowledge, p. 415. Oxford University Press, 2001.
66. Antoine Kissenpfennig, Rüscliikon Centre, presentation at the EFMD Advanced CU learning Group meeting, March 2002.
67. Per-Anders Pehrson at the EFMD Corporate Members Meeting in November 2000.
68. Mike Sweeney, Driving Strategic Change Through Senior Leadership Development, presentation at the EFMD Advanced Corporate Learning Group on 10 May 2004.
69. Suzy Wetlaufer, An interview with Nestlé's Peter Brabeck, Harvard Business Review, February 2001.
70. Harvard Business Review, February 2001, p. 118.
71. Durk Jager, in EFMD Forum 2000, issue 3.
72. Michael Osbaldeston, From Business Schools to Learning Centres, Re-designing Management Development in the New Europe, European Training Foundation, Report of the Torino group (February 1998).
73. Angel Cabrera, Trials and Trends, BizEd, May/June 2003, p. 38.

## Part two

1. Peter Lorange and Gilbert Xavier, Effective executive development: Developing the right strategy, EFMD Forum, 1998–issue 1.
2. Gay Haskins, Consortia programmes, London Business School, cycle October 1996.
3. Michael Osbaldeston, Presentation at the EFMD LINK Seminar 2003.
4. Mike Page, Partnership programmes, EFMD Forum magazine, Spring 2004.
5. Olle Bovin, Responding to New Challenges in European Companies, Report of the Torino group (February 1998).
6. Sarah Murray, CUX Awards, Financial Times, 13 October 2003.
7. Gay Haskins, Consortia programmes, London Business School, October 1996.
8. Steven Sonsino, In search of tomorrow's leaders, Business Strategy Review, 2003, Vol. 14.

## Part three

1. Bruno Dufour, Corporate Learning Improvement Process – CLIP, EFMD Forum magazine, Summer 2003.
2. FT Special report, Business Education, 21 March 2002 – Linda Anderson, Essential part of educational landscape.
3. Daniel Tobin, The Knowledge Enabled Organization, American Management Association, September 1997, ISBN: 0814403662.
4. Prokesh Steven, An interview with British Petroleum's John Browne, Harvard Business Review, September–October, 1997.
5. Thomas Sattelberger and Peter Westerbarkey, HR Accelerates Strategic Culture Change, Deutsche Lufthansa AG, 1998.
6. Ricard Dealtry, Case research into CU developments, Journal of Workplace Learning, 2000, issue 6.
7. Dominique Cufi, Corporate University challenge, European Business Forum magazine, issue 12, winter 2002/3, p. 38.
8. Bertrand Moingeon, CU: The hub of a learning organisation, EFMD 2000 annual conference.
9. The Corporate University: Learning Tools for Success: APQC report.
10. Jean-Claude Nataf, The State of CU's in Europe, presentation at the Benchmarking Best Practices Seminar at STMicroelectronics in May 2002.
11. M. Linders & S. Tymstra, 'Dutch CU survey', 2001.
12. Thomas Moore, Corporate universities are here to stay, Financial Times, 25 March 2002.
13. The Corporate University: Measuring the Impact of Learning – APQC best-practice report Summer 2000.
14. Center for Creative Leadership: Five steps to evaluating leadership development: June 2004 Newsletter at <http://www.ccl.org>.
15. Gordon Shenton & Bruno Dufour, Corporate Learning Improvement Process CLIP, EFMD Forum magazine, Summer 2003.
16. Jeanne Meister, E-learning success criteria, CUX Newsletter 5 December 2000.

17. Mark Jones and Sybren Tijmstra, Learning from the EFMD CU group, EFMD Forum 2000, issue 1.
18. Sarah Murray, Corporate learning officer is on the rise, Financial Times, 22 March 2004, Special Report.
19. Sybren Tymstra, The CU Challenge, presentation at the EFMD CU Start Up Workshop, January 2003.
20. Bruno Dufour, during the EFMD Advanced Corporate Universities Learning Group workshop in Autumn 2003.
21. Mike Sweeney, Driving Strategic Change through Senior Leadership Development, presentation at the EFMD Advanced Corporate Learning Group on 10 May 2004.
22. Tony Hayward, BP Group treasurer, BP New Structure, New Challenges, presentation at the CREATE Conference, June 2001.
23. Martin Möhrle, Learning and Development at Deutsche Bank: Human Resources: A Passion to Perform, December 2004.
24. Recent restructuring may have significantly transformed this corporate learning centre.
25. Corporate Universities International, April 1999.
26. Matthias Bellmann and Robert Schaffer, Freeing managers to innovate, Harvard Business Review, June 2001, Reprint F0106E.
27. The Global Coaching Programme at Siemens: Interview with Siemens Business Services top management, EFMD Bulletin newsletter, Summer 2004.
28. Noel M. Tichy, No ordinary boot camp, Harvard Business Review, April 2001.
29. Kristine Ellis, Straight from the top: Power, launch of the UBS Leadership Institute, Training Magazine, February 2004.

## **Part four**

1. Andrew Mayo, The Human Value of the Enterprise, Nicholas Brealey Publishing, 2001.
2. Gary Hamel on Creating an organizational hierarchy of imagination, not experience, Chapter Six in Rethinking the Future by Rowan Gibson, Nicholas Brealey Publishing, 1999.
3. Shunryu Suzuki, Zen Mind, Beginners' Mind, ISBN: 0834800799, Weatherhill, New York & Tokyo, 1986.
4. Tom Peters, Thriving on Chaos, New York: Alfred A. Knopf, Inc., 1987.
5. Mitchell Ditkoff, 'Free the Genie' series, a set of 12 creative thinking booklets.
6. Victor Friedman, The individual as agent for organisational learning, The Handbook of Organisational Learning and Knowledge, Oxford University Press 2001.
7. Peter Drucker, The New Realities in Government and Politics/in Economics and Business/in Society and World View, New York: Harper & Row, Publishers, 1989.
8. Maestro unlocks corporate minds. Interview with Benjamin Zander by Peter March, Financial Times, 17 January 2003.
9. Johanna Mair, Why some managers are entrepreneurs, and others are not. Entrepreneurial behaviour in a large traditional firm: Exploring key drivers, IESE Insight Newsletter 2002.

10. David Whyte, *The Heart Aroused*, July 1999, Doubleday/Currency.
11. Simon Majaro, *Managing Ideas for Profit: The Creative Gap*, McGraw Hill, 1992.
12. Alison Mailand, Management psychometric tests, *Financial Times*, 24 February 2000.
13. The Cynefin Centre. More info at <http://www.cynefin.net/>.
14. Thomas Stewart, How to think with your gut, *Business 2.0*, November 2002.
15. Andrew Hargadon and Robert Sutton, Building an innovation factory, *Harvard Business Review*, 2001.
16. Peter Haapaniemi, CEO Survey, *Innovation: Closing the implementation gap*, *Chief Executive Magazine*, September 2002.
17. Good ideas are not enough: Adding execution muscle to innovation engines, *Accenture*, Autumn 2002.
18. Ron Dvir and Edna Pasher, How to create a climate for innovation. More info at: <http://www.innovationecology.com>.
19. Alex Benady, Organisations, too, can be put on the couch, *Financial Times*, 20 June 2003.
20. John Gaulin at EFMD 2000 Corporate members meeting.
21. John Kao, *Jamming, the Art and Discipline of Business Creativity*, Harper-Business, 1996.
22. FAST Company, *Fast Take*, October 2000.
23. Wisdom on creativity. More info at <http://www.kachaka.com>.
24. Paige Leavitt, *Rewarding Innovation*, APQC Knowledge-Sharing Network at <http://www.apqc.org>.
25. Center for Creative Leadership: <http://www.ccl.org>.
26. Peter Williamson, Innovation as revolution, *Strategos e-bulletin* April 2000.
27. Peter Drucker talks about 21st century management, *Business Week Online*, 2 June 1999.
28. Loren Gary, *Becoming a Resonant Leader*, *Burning Questions 2002*, Harvard Management Update.
29. Strategos Institute: <http://www.strategos.com>.
30. Richard Branson – DTI Innovation lecture, 1998. More info on: <http://www.london-innovation.org.uk>.
31. Charles Leadbeater, *Living on Thin Air*, Penguin, 2000.
32. Peter Drucker, *Innovation and Entrepreneurship*, Harper Business, September 1986.
33. Trevor Davis, *Innovation and Growth: Thriving Beyond 2000*, PWC report.
34. Peter Lorange, Stimulating growth, a top management perspective, IMD Business Forum & Alumni event, Mexico, June 2003. More info at: <http://www01.imd.ch/documents/businessforums>.
35. Peter Lorange, *Stimulating Growth*.
36. Mark Maletz & Nitin Nohria, *Managing the whitespace*, *Harvard Business Review*, February 2001.
37. Teresa Amabile, How to kill creativity, *Harvard Business Review*, Sep/Oct 1998.
38. Jeff Popova-Clark, *Creativity, Value, Age and Experience: Do They Correlate?*, PricewaterhouseCoopers, July 2000.
39. Paul Roberts, *Creative Domains*, FAST company, October 1997.
40. T. Davenport, L. Prusak, H. Wilson, Who's bringing you hot ideas? *Harvard Business Review*, February 2003, p. 59.

41. Theodore Kinni, Identify the idea practitioners in your company, Working Knowledge, Harvard Business School.
42. The concept of Ba, *Californian Management Review*, Spring 1998.
43. Using Knowledge Management to Drive Innovation, 10<sup>th</sup> Best Practice Report on KM from the APQC (American Productivity & Quality Center). More info at: [www.apqc.org](http://www.apqc.org).
44. Ikujiro Nonaka & Hirotaka Takeuchi, *The Knowledge Creating Company*, 1995. Oxford University Press.
45. Fons Trompenaars interviewed by Simon Lelic in *Knowledge Management Magazine*, May 2003, Volume 6 Issue 8.
46. APQC: The World Bank Profile – Best practices in Knowledge Management, 2003. More info at: <http://www.apqc.org>.
47. Carlos Ghosn, President NISSAN Motor Ltd – lecture at Cranfield School of Management, 28 November 2002.
48. Laurence Prusak & Eric Lesser, Communities of practice, social capital and organisational knowledge, *EFMD Forum* 1999–issue 3.
49. Jasmin Oesterle, DaimlerChrysler, The Role of a CU in Achieving a Culture of Knowledge Transfer, European Business Information Conference, March 2000, Amsterdam, the Netherlands.
50. Amin Rajan, Leadership in a changing world, at the EFMD workshop: Leadership Development, Searching a New Paradigm, 11–12 June 2003, in London, UK.
51. Peter Thorpe, more info at [www.taii.org/seminars](http://www.taii.org/seminars).
52. Create a stimulating environment for innovation, the Bekaert Group experience, *EFQM Newsletter*, September 2000.
53. How BMW turns art into profit, *Harvard Business Review*, January 2001, Reprint R0101B.
54. D. Sutherland, J. Hartmann, and M. Seidel, From roadmap to roadway: Managing innovation at BMW, *Perspectives on Business Innovation newsletter*, Issue 8. More info at the Cap Gemini Ernst & Young Center for Business Innovation at <http://www.cbi.cgey.com/Journal>.
55. The Brainstore: <http://www.brainstore.com/default.asp>.
56. Jonathan D. Day, Paul Y. Mang, Ansgar Richter & John Roberts, The innovative organisation, *McKinsey Quarterly*, 2001, No. 2.
57. Gary Hamel, Bringing Silicon Valley inside, *Harvard Business Review*, September–October 1999.
58. J.D. Day, P.Y. Mang, A. Richter, J. Roberts, The innovative organization, *McKinsey Quarterly*, 2001, No. 2.
59. P&G news release, 14 June 2000.
60. Innovation University: Best Practices group 13 July, 2000 – more info at [www.thinksmart.com](http://www.thinksmart.com)
61. Gary Hamel, Bringing Silicon Valley inside, *Harvard Business Review*, September–October, 1999.
62. Steps Role Play: <http://www.stepsroleplay.co.uk/index.htm>.
63. Richard Olivier at the EFMD 2000 Annual Conference.
64. More info at: <http://www.lunaea.com/words/rumer/>.
65. Mintzberg, Henry, *Managers Not MBAs: A Hard Look at the Soft Practice of Managing and Management Development*, Berrett-Koehler, 2004.



# Index

- 360° feedback, xii, 82, 114, 120
- 3M, 7, 171, 172, 174
  - 15% approach, 174, 190–1
  - global competency model, 7
  - HR organisation, 7, 11
  - inventopreneur, 191
  - see also* Six Sigma
- ABB University, Switzerland
  - (UCH), 83, 84, 101–4
  - training courses, 103–4
  - virtual organisation, 101–2
- ABN AMRO Academy,
  - Amsterdam, 83, 104–5, 185
  - training programmes, 105
- Accelerated Development Programme (ADP), 37
- Accelerated Solution Environment, 209–10
- Accenture, 170–1
  - Learning, 97
- action-learning, 23, 30, 82, 130
- AEA Alliance, 61–2
- Akademie für Weiterbildung
  - Delmenhorst, 65
- Alcatel University, 105–7
  - career management, 107
  - training centres, 106
  - training delivery modes, 107
  - Virtual Campus, 106
- aligned organisations,
  - 31, 90, 167
- alliances *see* learning alliances
- Allianz Management Institute (AMI), 33, 84, 87, 108–9
  - programmes, 108–9
- ALSTOM Learning Institute (ALI), 84, 109–11
  - programmes, 110–11
- ALUo concept, 186
- Amabile, Teresa, 14, 182
- American Productivity & Quality Centre (APQC), 93–4, 185
- Anglian Water University, 84
- An Post, 35
- arts, the, as an enabler, 16, 167–9
- assessment
  - CLIP *see* CLIP assessment tool
  - effectiveness of learning, 52
  - KEYS *see* KEYS tool
  - leadership, 118, 122–3, 125
  - needs, 94
  - strategic learning processes, 32–4
- Audencia Nantes Ecole de Management, 65
- AutoUni organisation, 159–60
- Bach, J.S., 168
- Banco Santander Central Hispano (BSCH), 31
- Bangle, Chris, 192–3
- Bank of Ireland, 31, 32
- Barclays University (BU), 111–13
  - Business School, 112–13
  - programmes, 113
  - services provided, 112
- Barsoux, Jean-Louis, 9, 13, 170
- Bekaert Group, 192–3
- Bellmann, Matthias, 145
- best practice(s), 23–6, 50–1, 60, 88, 93–4
- Bezos, Jeff, 183
- blended learning tools *see under* learning
- BMW, 193–4
  - Innovation Fields, 194
- Boden, Neil, 10
- Bocconi, 63, 70
- Boeing
  - Global Leadership Programme, 17
  - Leadership Center, St Louis, 84
- Bosno learning organisation, 81–2
- Bovin, Olle, 57

- Brabeck, Peter, 40
- Brainstore, Switzerland, 194–5
- Branson, Sir Richard, 176
- British Aerospace, 64–5, 83
- British Airways, 21, 64
- British Petroleum (BP) Group, 8, 39  
     Helios fellowship, 115  
     Leadership Talent Pool, 117  
     learning programmes, 114–16  
     Projects Academy, 62–3
- British Telecom (BT), 8, 16,  
     33, 64, 84
- Browne, Lord, 86
- business schools, 42–4, 50–6,  
     57–8, 77, 207  
     partnerships *see* learning  
     alliances  
     research, 44  
     *see also individual business  
     schools*
- Business for Social  
     Responsibility, 16
- Cabrera, Angel, 44
- Capgemini  
     Accelerated Solutions  
     Environment™, 191  
     University, 55, 84
- Carnall, Colin, 56
- Carsted, Göran, 15
- Cavallé, Carlos, 29
- Centre for Creative  
     Leadership (CCL),  
     29–30, 35, 94, 174  
     KEYS tool, 174–5
- Central European University,  
     Budapest, 69
- Centre for Executive  
     Development (Cedep), 63
- Chambers, John T., 29
- 'chaordic' structures, xii, 6–7
- Chicago Graduate School of  
     Business, 58
- CISCO Systems, 57
- CLIP assessment tool, 33–4, 95  
     approved organisations,  
     105, 108, 139  
     lessons learned through, 77–82
- Clutterbuck, David, 35, 36
- coaching, 24, 34–5, 82, 146, 157  
     definition of, 35  
     executive, 37  
     *see also* mentoring
- Columbia Business School, 65
- communication skills, 14
- communities of practice, 73, 84,  
     88, 119, 184, 186–7, 189
- Community of European  
     Management Schools (CEMS),  
     63–4
- consortia learning programmes,  
     59–60  
     *see also* learning alliances; *and  
     individual programmes*
- Coopers & Goldman Sachs, 16
- Corporate Leadership Council, 13
- corporate learning  
     best practice(s), 23–6, 88  
     centres, 27–29, 75–99  
     defragmentation of, 98  
     life cycles, 89, 90  
     organisations, xviii, 81: profile  
     of, 27–8; targets of, 81; *see  
     also* corporate universities;  
     organisational learning;  
     *and individual learning  
     organisations*
- Corporate Learning Improvement  
     Process *see* CLIP assessment tool
- corporate renewal, 14–17
- corporate social responsibility  
     (CSR), 15–16
- corporate universities (CUs), 60,  
     78, 80, 83–6, 204–5  
     and academic disciplines, 206–7  
     boundaries of, 86–8  
     budget constraints, 204–6  
     challenges for, 80, 89, 204–5  
     development of, 96–9  
     drivers for establishing, 85  
     launch dates, 84  
     models of, 87  
     structure of *see individual  
     universities*  
     value chain, 91, 98  
     *see also* corporate learning  
     centres; *and individual  
     universities*

- Corporate University Exchange, 96  
 Cranfield School of Management,  
 18, 37, 53, 64–5, 166, 168,  
 170, 186  
 creative climate, 171, 172–5, 186  
 Creative Problem Solving Group  
 Buffalo, 185–6  
 creative process, stages of, 176  
 creativity, 163–4  
   entrepreneurial, 175–6, 180  
   handicapping of, 14  
   individual, 37, 165–6  
   organisational *see*  
     organisational creativity  
   stimulants for, 14, 180–1  
   *see also* creative process; idea  
     factories; innovation  
 Cufi, Dominique, 86–7  
  
 DaimlerChrysler Group,  
 57, 187–8  
   Corporate University (DCU), 84  
 DaimlerChrysler Services  
 Academy, 33, 117–19  
 Darwin, Charles, 183  
 Davenport, T., 184  
 Davis, Ged, 168  
 decentralisation of learning,  
 120, 121  
 Dell Learning, 83, 84  
 Deutsche Bank, 33, 120–3  
   employability initiative, 123  
   leadership standards, 123  
   Learning and Development  
   (L&D), 120–2  
   University, 83, 84, 120  
 Development Dimensions  
 International (DDI), 10–11  
 DHL Worldwide Express, 32  
*Don Quixote Leadership Film*, 168  
 Dorval, Brian, 185  
 Drucker, Peter F., 14, 167,  
 175, 188–9  
 DSM, 31  
 Dufour, Bruno, xvi, 28  
  
 EADA Barcelona, 65  
 EADS Corporate Business  
 Academy, 124–6  
  
 Ecole Supérieure des Sciences  
 Economiques et  
 Commerciales (ESSEC), 66  
*Economist*, the, 173  
 educational partnerships *see*  
 learning alliances  
 Einstein, Albert, 173–4, 183, 186  
 e-learning, 28–9, 88, 96,  
 106, 107, 110–11,  
 119, 125, 131  
   *see also* information technology  
 Electrolux University, 92  
 EMBA-Global, 65  
 EM Lyon, 57, 62  
 emotional intelligence (EQ), 166  
 EQUIS quality improvement  
 system, 33  
 Erasmus University, Rotterdam,  
 69, 70  
 Ericsson, 38, 58  
   Management Institute, 84  
 ESADE Business School,  
 Barcelona, 70  
 ESADE University, 63  
 ESCADOR, 196  
 ESCP-EAP, France, 69  
 EuroMBA, 65  
 European Foundation for  
 Management Development  
 (EFMD), xiv, xv, xvi, xviii,  
 50, 82, 146, 188, 209  
 Advanced Corporate  
 University Learning Group,  
 17, 39, 89, 98  
 Corporate Learning Pilot  
 Working Party, 33:  
   *see also* CLIP  
   assessment tool  
   *Forum* magazine, 24, 28, 186–7  
 Learning Group on  
 Corporate Universities,  
 83, 93  
 LINK programme, 30, 36  
 mission, 208  
 ROI Learning Group, 31–2  
 surveys carried out by, 54–5  
 European MBA, 65  
 evaluation of best practice, 93–4  
 Evans, Paul, 4, 9, 13, 170

- executive development, xiv, 43  
   learning initiatives, 42–3  
   opportunities, 29–30, 43  
   trends in, 21–3  
   *see also* management development
- Excel, 16
- external providers of learning, 43–4
- Exult, 8
- Fiat Corporate Education *see*  
   ISVÖR-Fiat
- Financial Times* (FT), 167, 182
- Ford Foundation, 207
- Ford Motor Company, 92  
   Leadership Development  
   Centre, 92
- Friedman, Victor, 166
- Galunic, Charles, 21
- Gates, Bill, 183
- General Electric (GEC), 126–7, 176  
   Crotonville centre, 84, 126, 127  
   leadership development  
   programmes, 126–8
- General Motors University,  
   84, 128–31  
   college structure, 129  
   programmes, 130–1
- Globe Theatre, London, 168
- Godden, Rumer, 203
- Gordon Howell Report, 1959, 207
- Goshn, Carlos, 186
- Gratton, Lynda, 18
- Greenleaf, Robert, 15
- Greenleaf Center, 15
- Grove, Andy, 29
- Gupta, Prabhu, 153
- Habersohn, Nigel, 31
- Hamel, Gary, 19, 28, 164, 175–6, 182
- Handbook of Organisational  
 Learning and Knowledge*, 8, 9, 38
- Handfield-Jones, Helen, 29
- Handy, Charles, xv, 6, 14, 175
- Hargadon, Andrew, 170
- Harvard Business Review* (HBR)  
   articles, 30, 145, 149, 170,  
   175, 180, 182, 184, 193
- Harvard Business School,  
   72, 140, 196
- Haskins, Gay, 52, 59
- ‘health checks’, 30–1
- HEC School of Management,  
   Paris, 70, 72
- HEC Montreal, 62, 63
- Heifetz, Ronald, 4–5
- Heineken brewery, 131  
   University, 84, 131–3
- Henley Learning Partnership,  
   60, 113
- Henley Management College,  
   55–6, 58, 60, 66
- Heuser, Michael, 89
- Hewlett Packard, 14, 37
- high-potential talent, 205  
   development of, 152
- Hitotsubashi University, Tokyo, 68
- Hock, Dee, 6–7, 183
- Holcim, 24
- holistic workplaces, 16
- human capital, 31, 99, 155  
   optimising, 15
- Human Resource Competency  
   Study 2002, 11–12
- human resources (HR), 6–13, 25, 80  
   challenges for, 10  
   contribution to performance,  
   11–12  
   evolution in, 11–12  
   globalisation of practice, 10–11  
   and IT, 13, 79, 111  
   management, xviii, 7, 9, 10  
   outsourcing, 8  
   recruitment, 10, 79  
   strategic process flow, 80–2
- humanistic thinking, 14
- Husain, Tariq, 72
- IBM (Learning), 31, 33, 58
- idea factories, xvii, 170,  
   182–8, 194–5  
   *see also* creativity
- idea management, xviii, 185  
   processes, 185–6
- idea practitioners, 184
- IFL (Swedish Institute of  
   Management), 66

- IKEA, 15
- IMD, Switzerland, 195  
Learning Network, 60, 66–7
- IMM, 69
- Indian Institute of Management, Bangalore, 68
- information technology (IT), 5, 29, 67, 79  
and HR, 13, 79, 110, 116–17  
*see also* e-learning; *and individual learning centres*
- innovation, 161–89, 206  
climate of *see* creative climate  
culture of, xvii  
from evolutionary perspective, 176–7  
managing, 179, 182–3, 194–5  
measuring, 178–80  
organisational *see*  
organisational creativity  
rules of, 177–81  
*see also* creativity
- Innovative Potential Indicator, 169
- innovators, qualities of, 19, 169
- INSEAD business school, France, 4, 21, 49, 57, 58, 63, 68, 72, 139
- Institut d'Administration des Entreprises Aix-en-Provence, 65
- intelligence quotient (IQ), 167
- internal entrepreneurship, 180, 192–3
- International Consortium MBA, 66
- International Encyclopedia of Business and Management*, 20
- International Entrepreneurship Centre (ICEVED), 68–9
- The Global Challenge: International Human Resource Management*, 9, 13, 170
- International Masters in Management programme (IMM), 69
- International Masters Programme in Practising Management (IMPM), 67–8
- inventopreneur *see under* 3M
- ISVOR-Fiat, 78, 84, 133–4, 204  
Fiat CU, 134–5
- Jager, Durk I., 41
- J.F. Kennedy School of Government, 72
- Jones, Mark, 93
- Journal of Applied Psychology*, 30
- Kanter, Rosabeth Moss, 185
- Kao, John, 173, 196
- Kearney, Vance, 10
- KEYS tool, 174–5
- knowledge management, 184–5
- KOBE University, 68
- Kodak, xiii
- Kolb's learning cycle, 31
- Konica, 55
- Konno, Noboru, 184
- Krannert School of Management, Purdue University, USA, 69
- Lancaster University, 68
- Leadbeater, Charles, 177–8
- leadership, xii, xiv, 104–5, 167–8  
competencies, 23, 39, 40, 103  
and corporate social responsibility, 15–16  
and courage, 40  
and curiosity, 41  
development, 114  
models, 15  
*see also individual leadership programmes*
- learning  
alliances *see* learning alliances  
avenues, 26  
blended approaches, 49, 78,  
challenges, 1–44  
external providers of, 43–4  
influencing factors, 33  
intelligence, 20  
measuring impact of, 93–5  
online *see* e-learning  
opportunities, xiii, xv  
organisational *see*  
organisational learning  
partnerships *see* learning alliances  
process design  
strategic, xv–xvi  
value-added, 25

- learning alliances, xvii, xviii, 27, 43, 49–55, 61–73, 91–2
  - best practice in, 50–1, 60
  - consortia *see* consortia learning programmes
  - development of, 54
  - failure of, 49, 50
  - see also* corporate learning centres; idea factories
- learning how and learning why, 20–9
- Leicester University, 58
- Lester, Eric, 186
- Liemandt, Joe, 148
- Lignan University College, 62
- Lippens, Maurice, 164
- Lloyds TSB Group, 64, 156, 157
  - see also* University for Lloyds TSB
- London Business School (LBS), 4, 49, 55, 58, 65, 71, 113, 137
  - see also* Tomorrow's Leaders Research Group
  - consortium for executive development, 64
- London School of Economics (LSE), 72
- Lopez, Elizabeth, 35
- Lorange, Peter, 44, 50, 51, 180
  - New Vision for Management Education*, 44
- L'Oréal, 58, 63
- Lufthansa, 33, 86, 89–90, 135
  - School of Business, 9, 53, 84, 87, 90, 136–7
- LVMH Group, 137
- LVMH House, 137–8
- Management Agenda 2003, 166
- management development, xii, xiv, xv, xvii, 22–3
  - evolution in approaches, 7, 22
  - Holcim concept, 24–5
  - marketplace, 26–7
  - shift in focus, xii–xiii
- Mandela, Nelson, 14
- Marks & Spencer, 64
- Marx, Karl, 183
- Massachusetts Institute of Technology (MIT), 62, 196
- Masters in Business Administration (MBA) degrees, 206
  - see also individual MBAs*
- Masters in International Management, 64
- Maybeck, Bill, 85
- Mayo, Andrew, 163–4
- McGill University, Montreal, 68
- McKinsley Quarterly* articles, 197–8
- Media Lab Europe (MLE), 196–7
- Mellon, Liz, 165
- mentoring, 25, 34–7, 105
  - definition of, 34–5
  - developmental, 35
  - for diversity, 35–6
  - successful relationships, 35
  - sustainability, 35–6
  - see also* coaching
- Merritt, Suzanne, 198
- Mettler, Markus, 194
- Mintzberg, Henry, 67, 206
- Moehrle, Martin, 120–1
- Moingeon, Bertrand, 28, 87
- Moore, Thomas, 86, 92
- Morita, Akio, 174
- multiple 'I' organisations, 6
- Mumford, Allan, 32, 33
- music, 168, 169
- Nestlé Group, 40–1
- New York Institute of Technology, 130
- New York University Stern School of Business, 72
- Nokia Ventures Organisation, 196–8
- Nonaka, Ikujiro, 184–5
- Novartis, 16, 139–140
  - learning programmes, 139–40
- Nyenrode University, the Netherlands, 49
- Oesterle, Jasmin, 187–8
- OneMBA, 69–70
- Onyemaechi, Onye, 169
- Open University of the Netherlands, 65
- organisational charts, xii

- organisational creativity, 138, 170–6  
*see also* creativity
- organisational learning, xviii,  
 3–4, 7, 20–1, 43, 184  
 partnerships for, 43, 49, 52: *see*  
*also* learning partnerships
- Osbaldeston, Michael, 21, 52
- Packard's Law, 14
- Page, Mike, 53
- partnerships *see under* learning
- pastoral churches, 175
- Peters, Tom, 165
- poetry, 168–9
- Pogacnik, Miha, 168
- Polaroid Creativity Lab, 188
- Praxis Centre, 168
- PricewaterhouseCoopers (PWC), 16  
 ABAS Advanced Management  
 Programme, 70  
 studies undertaken by, 10,  
 16, 19, 179
- Procter & Gamble, 36, 198
- Programme for International  
 Managers in Europe  
 (PRIME), 70
- Prusak, Larry, 186
- Pucik, Vladimir, 9, 13, 170
- Rajan, Amin, 25, 188
- Ready, Douglas, 57
- Repsol, 32
- return on investment (ROI)  
 measurement, 31–2,  
 78, 204
- RNEMBA, 49
- Roddick, Anita, 191, 183
- Roffey Park business school, 166–7
- Rolls Royce, 58
- Rosinski, Philippe, 36–7
- Rotterdam School of Management  
 (RSM), 53, 69
- Sadler, Philip, 38
- SAS, Scandinavian airlines, 35
- Sattelberger, Thomas, 9–10, 86
- Schwab, Charles, 36
- Senge, Peter, 14, 20
- 'servant' leadership, 15
- Shakespeare, William, 168, 183, 200  
*Henry V*, 168  
*Romeo and Juliet*, 183  
*The Tempest*, 168, 200–3
- Siemens, 85, 140  
 Business Services, 204  
 Learning Campus, 85, 140  
 Management Learning  
 Programme, 140–5  
 Topaz, 145
- single-company MBAs, 57–8  
*see also individual*  
*MBAs and CUs*
- Situational Outlook Questionnaire  
 (SOQ), 172
- Six Sigma, xii, 110, 126
- Skandia, 171
- skills, development of, xiv
- Snowden, Dave, 169
- social capital, increasing, 186–8
- social responsibility *see*  
 corporate social  
 responsibility
- spiritual intelligence, 166–7
- Standard Chartered, 38
- Stanford University business  
 school, 139
- STEP programme, 70–1
- Steps Role Play, 200
- ST Microelectronics University  
 (STU), 84, 91, 146–8  
 programmes and benefits, 147–8
- Stopford, John, 4
- story telling, 169
- Strategic Trans-national  
 Executive Programme  
*see* STEP
- Sumaq Alliance, 49, 71
- Sun Microsystems, 171
- Sun University, 84
- Sutton, Robert, 170
- Suzuki, Shunryu, 164
- Sweeney, Mike, 39, 98
- Swiss Re, 33, 38  
 Rüsçhlikon Centre, 84
- Takeuchi, Hirotaka, 184–5
- talent management, 45, 82, 152
- talent supply chain, 79–80

- TIAS Business School, Tilburg,  
 the Netherlands, 69  
 Tichy, Noel, 149  
 Tobin, Daniel, 86  
 Tomorrow's Leaders  
 Research Group  
 (TLRG), 20, 71–2  
 'total self', the, 16–17  
 TPG, 16  
 training *see* learning  
 Trilogy Universities, 148–50  
 Triple I organisation, 6  
 TRIUM programme, 72  
 Trompenaars, Fons, 185
- Ulrich, Dave, 8  
 Union Bank of Switzerland (UBS),  
 38–9, 98, 150–3  
 Global Leadership Experience  
 (GLE), 151, 152  
 Leadership Institute, 150–2  
 Union Fenosa Group, 153, 156  
 Corporate University (UCUF),  
 84, 87, 153–6  
 Intellectual Capital  
 Management model, 155  
 Leadership School, 156  
 United Kingdom Cabinet  
 Office, 36  
 Universidad de Belgrano  
 Argentina, 62  
 Universität zu Köln, 63  
 University for Lloyds TSB  
 (UFLTBSB), 84, 156–7  
 University of Mannheim,  
 Germany, 65
- University of Navarra Business  
 School, 17  
 University of Rochester,  
 New York, 49
- Van Schaik, Gerard, 37  
 Vauxhall Motors, 64  
 velcro organisations, 28  
 Vermeylen, Roland, 168  
 Vienna Economics and Business  
 University, 70  
 Virgin, 176  
 VISA, 7  
 Vloebergh, Daniel, 10  
 Volkswagen Coaching, 157–60  
 organisational units, 159  
*see also* AutoUni  
 Volkswagen Group, 157, 158, 159  
 Volvo, 15
- Warwick Business School, 62, 66  
 Weeks, John, 21  
 Wharton, 58  
 partnership with INSEAD, 58  
 whitespace, 177, 180–1  
 Whyte, David, 16, 168–9  
*The Heart Aroused*, 168  
 Wilkes, Richard, 200  
 World Bank, 35, 174, 185  
 Executive Development  
 Programme, 72–3  
 World Food Programme, 16  
 WU-Wien, Vienna, 70  
 Wyatt, Watson, 7
- Zander, Benjamin, 16, 167