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Editorial

We began this journey in 2005. We completed the extensive renovation of two-thirds of the Learning Center in 2006 with the ceremonial opening by former Chancellor Angela Merkel. This was a significant step towards converting the building into a thriving hub for research and teaching as well as a vibrant platform for the global exchange between academia, business, and politics. We have invested more than €40 million in the past two decades to ensure that students and executives benefit from an extraordinary educational experience. We have now launched a fundraising campaign to finance the last part of the renovation, which will cost about €15 million and add roughly 2,000 square meters of much-needed classroom and event space.

The transformation of the ESMT Learning Center is not just about bricks and mortar; it is about preserving history while creating spaces for modern education and collaboration. What used to be the headquarters of socialism on German soil is now the place where stakeholders from all over the world come together to learn and work on a sustainable future. Rooms that once held political significance are now being repurposed to foster entrepreneurial education and the free flow of knowledge. This harmonious blend of history and modernity creates an environment that encourages creativity, innovation, and dialogue among international stakeholders.

We have dedicated the first floor of the not-yet-modernized wing as the President George H.W. Bush Reunification Suite. It is located directly across from the newly rebuilt Berlin Palace and overlooks the Monument to Freedom and Unity. ESMT will bear witness to the continuing significance of German reunification, without which ESMT would not exist. The suite will provide space for teaching and a venue for exclusive events. Two large rooms with flexible seating will be used primarily for executive education. The former State Council meeting chamber, in which the socialist government once ruled, will soon become a place for entrepreneurial education. We will convert the former screening room on the second floor into two auditoria with permanent seating. In what was historically a place of censorship, students will debate and exchange ideas around a stakeholder management approach.

As we embark on this transformative journey, we invite you to join us in supporting the future of educational excellence and empowering the next generation of leaders. For this, we are excited to introduce an extraordinary opportunity to magnify the impact of your support. The membership organization Friends of ESMT has generously pledged a matching fund of €1,000,000. This initiative serves as a catalyst, effectively doubling the value of every donation made by alumni and individual donors for the renovation project. By investing now in ESMT, your contribution will have twice the impact, and your generosity will leave a lasting imprint on our campus, fostering educational excellence for years to come.



JÖRG ROCHOLL
President, ESMT Berlin

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Imprint

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Creative Design: Eva Gonçalves

Printing: Köllen Druck + Verlag GmbH

Photography: Images used under license by Adobe Stock and by permission of members of the ESMT community.

Postmaster: Send changes and corrections to ESMT Berlin, Corporate Communications, Schlossplatz 1, 10178 Berlin, Germany; newsletter@esmt.org.

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Published biannually. Printed in Germany.

Inside story: How we co- create customized executive programs

By MANDY HÜBENER & MERCEDES HOSS



ESMT Berlin has made a mark in the Financial Times Ranking 2023, securing the #5 position globally in customized executive education and the commendable #1 spot in the “aims achieved” category. We attribute this recognition to our dedication to working in very close partnership with our clients to create the most impactful programs, ensuring their needs and challenges are at the forefront. Our goal is to design programs that truly embody “transformation through learning and development.”

So, what does our co-creation process look like?

Understanding the client: We start by immersing ourselves in the client's world, striving to grasp the intricacies of their business model, the strategic challenges they face, and the unique nuances of their organizational culture. It is essential for us to not only understand the company at a macro level but also to zoom in on the individuals — the program's target audience. We delve into their specific learning needs, aspirations, and potential development trajectories. For a holistic understanding, we meticulously review a range of materials. This includes business reports that shed light on the company's performance and direction, past program schedules that

offer historical context, other learning offerings that might intersect with our program, and HR strategies that provide a window into the company's future talent and leadership vision.

Engaging with internal stakeholders: To align our program seamlessly with the client's objectives and garner broad-base support, we actively engage in discussions with a range of internal stakeholders. This includes prospective learners, who are the primary beneficiaries of the program; senior leaders from various organizational departments, offering a multifaceted perspective; and HR professionals with expertise in areas such as talent management and learning and development (L&D). Each of these interactions is instrumental, assuring the program's relevance and sustained impact.

Collating and reviewing insights: After gathering all the information, we sit down with the client to go through the insights. This is in line with our vision statement: "We question existing beliefs and problem definitions, offer fresh perspectives, and empower our participants and clients to gain new insights and apply their learnings effectively." In this, we sometimes challenge the client's initial beliefs about the problem and its potential solutions, thus addressing the root causes rather than its symptoms. While this can lead to challenging conversations, we believe it's crucial for creating real impact. This collaborative review confirms that we are on the same page and helps us identify the most vital takeaways.

Brainstorming and designing: Armed with these insights, our team embarks on an initial brainstorming session. This is not mere ideation; it is a collaborative effort where diverse perspectives converge to create a blueprint for the program. We explore a myriad of design possibilities, from identifying industry-leading speakers who can offer invaluable expertise, to conceptualizing interactive learning formats that foster participant engagement. Most importantly, we delve deep into potential content topics, ensuring they are both relevant to the client's needs and aligned with the latest trends and best practices in executive education. On this basis, we generate multiple program design ideas.

Co-creation workshop: The brainstorming phase culminates in a comprehensive co-creation workshop. Here, all key stakeholders from the client side come together with the ESMT team. Our focus is on crafting a cohesive learning journey with a clear beginning, an engaging story in-between, and a definitive end. This journey is only

effective when we have a deep understanding of what the client aims to achieve and how we can best support those goals. During the workshop, we refine the program design based on collective feedback to align with desired outcomes. Less is usually more, and a focused, well-defined journey can have a more profound impact than a series of disconnected sessions, no matter how exciting they may be.

Iterative feedback loop: Our commitment to co-creation does not end once the program is launched. We continually seek feedback from participants and our client partners, so that the learning journey remains relevant and impactful.

Our co-creation process is more than just a methodology; it is a deeply held belief rooted in genuine interest, collaboration, and a shared vision. While we are honored to have achieved a #1 ranking for "aims achieved," we recognize that it is the time and energy invested by all involved that truly makes the difference. This investment not only strengthens our programs but also amplifies their impact.



MANDY HÜBENER
Director Executive Education
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MERCEDES HOSS
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ESMT Berlin

Co-creating with Lufthansa Group



Our recent work with the Lufthansa Group on updating their senior leadership program “F-Course,” which is now in its 100th edition, gives a glimpse into how we co-create. Karin Greven-Linden, program manager at the Lufthansa Group Leadership Academy, shares her impressions from the co-creation process.

How would you describe your overall experience during the co-creation process?

The overall experience during the co-creation process of the new design of our F-Course program can be described in one word: “collaborative.” We merged with ESMT managers into a joint F-Course program team with one common goal: to create a brand-new leadership development program that included a transformational experience for participants. Always at eye level and open for diverse perspectives, the ESMT team efficiently led us through the process – creating an atmosphere for dialogue and discussion as well as enthusiasm and momentum, with a clear focus on on-time delivery.

Which different stakeholders within Lufthansa Group were involved in the co-creation process, and what value did they bring?

We involved stakeholders from a number of Lufthansa Group companies – from senior executives to former F-Course participants and HR experts. This approach allowed for a diverse and broad perspective on the current needs and burning topics of the Lufthansa Group organization to be addressed in the future program design.

How did the LHG/ESMT team prioritize the most important insights from the stakeholder conversations?

Based on the diverse and deep insights of the ESMT team, we jointly went through a process of open discourse and

conversations, always challenging our assumptions and the status quo, resulting in a completely new and innovative program approach.

Are there any best practices or lessons learned from this co-creation that you would recommend to others looking to co-create learning programs?

Trust the new process. Be open to innovative and unconventional ideas and approaches. Be brave and try to go new ways and allow the ESMT team to unfold their creative potential.

How has participant feedback from initial program modules influenced the design of subsequent modules?

We attach great importance to a structured and anonymous feedback survey after each program module. Based on these feedbacks, the ESMT team facilitated a “lessons learned” session after each module to openly discuss a feedback and to decide how to incorporate these insights in the design of the next module. From my point of view, we went through a continuous learning process along the subsequent program modules, tailoring the next module to the feedback and specific needs of the participants – a true customer-centric experience.



AI FOR MANAGERS

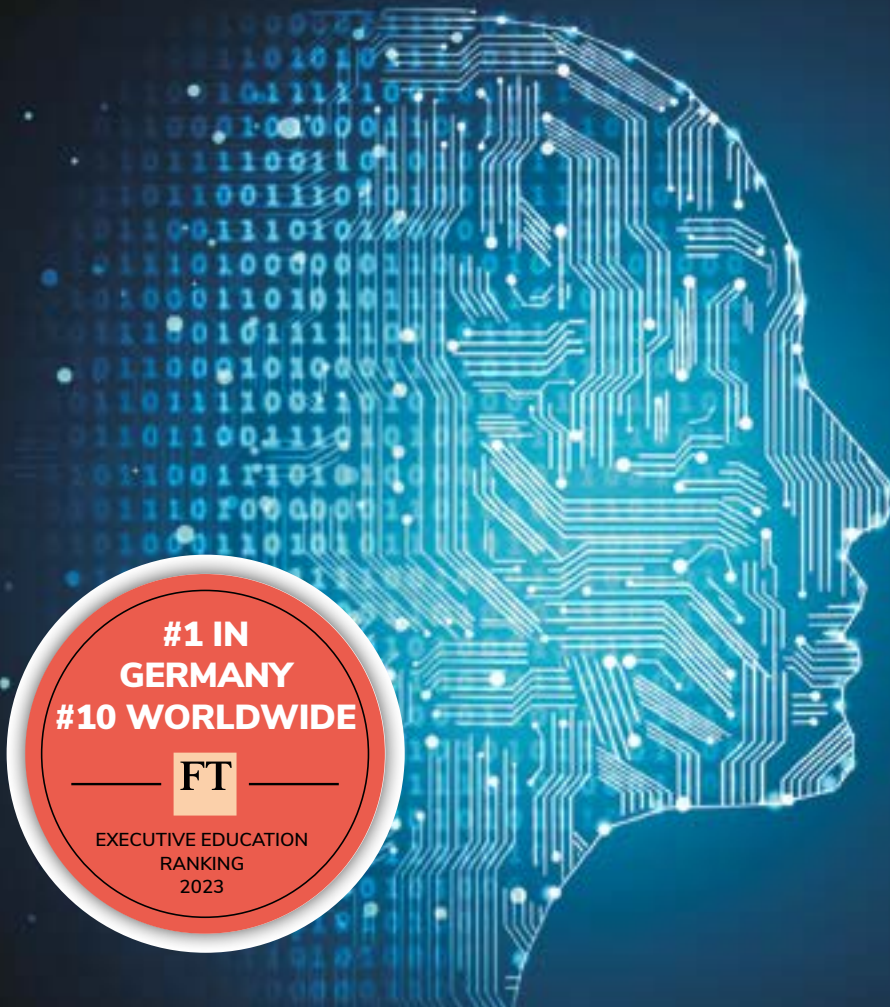
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Exploring the frontiers of executive education with immersive technology

By
ROSELVA TUNSTALL

In this piece, we journey through the halls of ESMT to peek into the work of the Learning Innovation Lab, where, under the leadership of directors Nan Guo and Roselva Tunstall, the Lab's team is exploring how immersive technology can revolutionize executive education.



In the ever-evolving landscape of executive education, ESMT has emerged as a pioneer, embracing cutting-edge technologies to enrich the learning experiences of managers and business leaders. Our Learning Innovation Lab, especially, is a nucleus of creativity and innovation, constantly pushing the boundaries of traditional education. The Lab is dedicated to exploring, experimenting with, and implementing emerging technologies to enhance the learning journey. Among our many endeavors, the Lab has embarked on a metaverse pilot in executive education, an initiative that has ignited considerable interest.

The metaverse pilot

The metaverse pilot in executive education is a testament to ESMT's commitment to staying at the forefront of educational innovation. Guided by Claudia Ocera, the Lab's lead instructional technologist, this groundbreaking project brings together program directors and instructional technologists to explore the vast possibilities of extended reality (XR) technologies.

One of the most exciting aspects of this pilot is its focus on team building within immersive environments, using XR technologies to break down geographical barriers and enable global collaboration and learning among executives. This innovative approach not only sharpens managerial teamwork skills but also holds the potential to transform leadership collaboration within organizations. Additionally, the development of learning experiences focused on team building and leadership for clients is an ongoing exploration, as noted in the subsequent tech talk.



**Immersive technologies
are driving
transformation
across various business
sectors.**

The lived experience

The Lab recently hosted a thought-provoking tech talk on immersive technologies titled "Bridging Realities: Immersive Technologies in Education and Business." The event featured a panel of ESMT alumni who have made significant strides in virtual reality (VR), extended reality (XR), and augmented reality (AR). Their stories exemplify how immersive technologies are driving transformation across various business sectors.

In this discussion, the alumni panelists explored the practical challenges and strategies in deploying immersive technologies, with a focus on business needs and pain points. The potential of AI to enrich and personalize learning experiences was also discussed.

Ingo Albrecht shared that Talespin recently launched an AI lab to enhance their training modules, showcasing the synergy of AI and immersive technologies. Albrecht further highlighted Talespin's innovative use of VR, which is revolutionizing the way clients acquire and hone soft skills. This approach has the potential to significantly impact leadership development and interpersonal effectiveness.

Sudhanshu Kapoor shared his expertise in AR and its enormous potential for the enterprise ecosystem. He illustrated how AR addresses critical business needs, particularly in enhancing operational efficiency for the frontline workforce. By providing real-time information and support through AR interfaces, TeamViewer has managed to streamline operations and improve productivity significantly for its end customers.

Maciej Siedlewski discussed VOX Capital Group's use of VR. With its VOXBOX, the company uses VR to help its furnishings store customers select items for their new home, facilitating informed decisions and an engaging shopping journey.

Anastasiia Miroshnichenko provided a glimpse into Accenture's endeavors in XR, detailing how collaborations with clients to develop tailored XR environments helps them address their distinct business needs. These custom XR solutions reduce costs and enhance operational performance.

All four panelists agreed that their tenure at ESMT equipped them for careers in immersive technologies, attributing this readiness to the foundational business courses and community they built as students in the program.

Following the engaging panel discussion, participants at the tech talk were treated to two immersive technology demonstrations. Talespin showcased its virtual reality learning modules, allowing participants to experience firsthand the power of VR in soft skills development. Vox Capital wowed the audience with their VOXBOX, providing a glimpse into the future of virtual shopping experiences.



Collaboration among business schools

Our engagement with immersive technology extends beyond ESMT's own campus. As a founding member of the Future of Management Education (FOME) Alliance, ESMT is actively involved in collaborative initiatives that aim to redefine digital education. Our Lab is at the forefront of these efforts, currently collaborating with alliance partners on a VR project. Developed in partnership with an industry leader in VR technologies, this project focuses on providing soft skills training to executives. By leveraging VR technology, we aim to revolutionize the way leadership and interpersonal skills are cultivated in executive education.

The FOME Alliance fosters a cooperative environment where member institutions, including ESMT, share expertise and leverage our collective capabilities. This collaborative approach not only enriches our educational offerings but also contributes to a broader understanding of effective digital pedagogy.

Moreover, our collaboration within the FOME Alliance facilitates innovations, allowing us to both learn from and contribute to a community dedicated to advancing online and hybrid education and setting new standards in executive education. This exchange helps us to quickly adapt to emerging technologies and share our insights with a wider academic audience.

Conclusion

As the business world evolves, the demand for adaptable and forward-thinking leaders grows. ESMT immersive technology initiatives are not only meeting this demand

but also shaping the future of executive education. By embracing immersive technologies like virtual reality, augmented reality, and extended reality, ESMT is empowering leaders with the skills and knowledge they need to thrive today and tomorrow.

ESMT is charting a course for executive education that is immersive, innovative, and inspiring. The ability to practice difficult conversations or manage crises in a safe, private virtual space providing real-time analysis and feedback is a significant benefit of immersive technologies in executive education. The collective endeavor to explore, learn, and innovate alongside clients, learners, and global educational partners is a testament to our school's unwavering commitment to nurturing a culture of innovation in executive education. In exploring and furthering immersive technology in executive education, ESMT is poised to leave an indelible mark on the future of leadership development.



ROSELVA TUNSTALL
Director, Learning Innovation Lab
ESMT Berlin

How will AI revolutionize behavioral change in executive education?

By NAN GUO & MANDY HÜBENER

Artificial Intelligence (AI) is transforming industries across the board, but its impact on executive education could be revolutionary. Beyond mere personalization and efficiency, AI has the potential to achieve something far more elusive: measurable and sustainable behavioral change. AI, carefully designed and aligned with human interaction, can modify long-standing leadership habits and ensure that the acquired skills are effectively applied in real-world contexts.



Personalized learning journeys

AI's most immediate impact in executive education will likely be in the realm of personalized learning. By curating tailored learning paths based on individual behavior, preferences, and performance, AI can create highly relevant and motivating educational experiences. But the real magic happens when this personalization is geared towards specific behavioral outcomes. Imagine a learning journey so finely tuned that it not only teaches you leadership skills but also identifies and helps modify your behavioral blind spots. After a session on effective communication, managers can continue to practice difficult conversations around performance issues or conflicts with a customized AI chatbot, who could act as an employee in virtual scenarios and even give constructive feedback afterward.

AI-based coaching

AI-based coaching offers a compelling advantage in executive education by providing data-driven insights for targeted behavioral change, something human coaches may find challenging to do. However, it is not a complete substitute for the emotional intelligence and contextual understanding that human coaches offer. In essence, AI excels at identifying behavioral trends and offering precise guidance, while human coaches bring emotional nuance and situational complexity into the equation. A hybrid approach, leveraging AI's analytical prowess and human emotional intelligence, could offer the most effective pathway to achieving measurable behavioral change in executive education.

Dynamic curriculum

The business landscape is in constant flux, necessitating a similarly dynamic curriculum in executive education. While AI has the capability to analyze real-time industry trends, research, and news for dynamic curriculum updates, the content often comes from faculty and guest speakers who bring invaluable industry insights and expertise. These human contributors provide the nuanced understanding and contextual depth that AI can't fully capture. Therefore, program directors remain crucial in curating this blend of AI-driven data and human expertise to ensure that executives are not just learning but also adapting their behavior to real-world business complexities.

The future of AI in executive education

When we queried ChatGPT about merging AI and human elements in executive education, it painted an inspiring description.

The leader's questions are met not only with erudition but also with data-driven perspectives. This synthesis of experience and algorithms sparks intellectual fires, igniting curiosity, and fostering innovation. Through this wondrous collaboration, the leader's journey becomes a masterpiece, painted with the strokes of AI's precision and human wisdom.

The future of AI in executive education is brimming with possibilities. Picture an AI-based learning assistant that intimately understands your learning style and behavioral tendencies, actively guiding you through tailored experiences. This assistant would be more than just a tool; it would be a dynamic participant in your journey toward behavioral change, offering real-time feedback and adjustments. However, even as we move toward this integrated, AI-driven future, the value of human involvement remains irreplaceable. Faculty, mentors, and peers provide the emotional intelligence, ethical considerations, and nuanced understanding that a machine cannot.

Together, AI and human expertise can create a seamlessly integrated experience in executive education, focused on the ultimate goal of behavioral change.



NAN GUO
Director, Learning Innovation Lab
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MANDY HÜBENER
Director Executive Education
ESMT Berlin

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Executives must lead in DEI

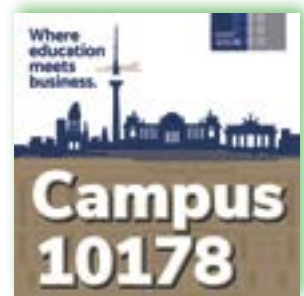
Senior leaders need to be informed, they need to be involved, they need to be influential in these areas of diversity, equity, and inclusion. It's not enough for executives or decision makers to be supportive, to say they're committed. They are increasingly expected to drive the change, to drive the systemic change, the culture change, and to do that in a credible, authentic way. They need to put their stake in the ground. They need to be visible and vocal advocates.

It's daunting. They don't teach you this in business school, right? It can be overwhelming – navigating these layers of complexity and nuance around gender, gender identity, and racial inequity. You're expected as a leader to have answers, to have solutions to things you're not an expert in.



SANDRA
ONDRASCHEK-NORRIS
Vice President for Global Learning
at MARC – Men Advocating Real
Change (Catalyst Inc.) – speaking
with Campus 10178 in October
2022

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Navigating the new executive education landscape

The dawn of digital transformation and a heightened focus on sustainability have significantly reshaped the landscape of executive education.

By **MANDY HÜBENER**

A growing imperative

In recent years, the landscape of executive education has undergone significant metamorphosis, primarily propelled by the uncertain and volatile global business environment. The call for specialized knowledge in navigating digital transformation has grown louder. Executives now, more than ever, are emphasizing the necessity for data-driven decision-making and seamless AI integration to remain competitive and relevant. Additionally, the global emphasis on sustainability and environmental, social, and governance (ESG) considerations have thrust these concepts into the limelight, prompting interest among executives to enroll in programs that help integrate these principles into their organizational strategies.

The imperative for upskilling and reskilling has thus never been greater. The rapid pace of technological advancements and market dynamics have driven executives to enroll in short, targeted programs that provide the essential skills needed to

stay competitive. The traditional work paradigms are giving way to more flexible, remote, and hybrid models, and executives are turning to executive education to navigate these shifts effectively. The COVID-19 pandemic, albeit an unwelcome catalyst, has accelerated the adoption of remote and blended learning formats.

Uncovering industry-specific demands

The demand for executive education is not homogenous across industries; distinct sectors exhibit distinct needs and priorities. The automotive sector, for instance, is at a crucial juncture, transitioning towards electric vehicles, autonomous driving technologies, and sustainable manufacturing practices. Executives within this sector are increasingly enrolling in programs that address these pressing issues to remain at the forefront of industry evolution.

The technology sector continues to be at the forefront, with executives actively pursuing education on topics like AI, cybersecurity, and digital transformation to stay competitive. In the energy sector, the global shift towards renewable en-

ergy and sustainability practices is driving demand for executive education programs. Financial services executives, on the other hand, are faced with the challenge of navigating complex financial regulations, fintech innovations, and sustainable finance practices, which demands ongoing education to stay abreast of the rapidly evolving regulatory and technological landscape.

How business cycles shape demand

The interplay between the economic cycle and the demand for executive education is a nuanced one. It's a dance of sorts, in which the economy often dictates the pace of enrollment in executive education programs. Business schools are adapting by offering more flexible, customized programs. Companies now recognize that during economic downturns, retaining talent is crucial, and they are less likely to cut learning and development spending. This shift in mindset has led to a broader range of education topics, including crisis management and resilience, being incorporated into executive education offerings to cater to the specific needs of executives during economic downturns.

As long as executive education remains just a training, companies will be inclined to cancel it when they need to cut costs. However, if executive education can manage to create tangible value and help companies drive change and prepare for future challenges – if it becomes of strategic importance – then companies will keep or increase investment in executive education to sharpen their competitiveness no matter what the economy looks like.



Strategies for business schools

The market for executive education is competitive. Business schools are constantly devising strategies to remain appealing to businesses and executives. They focus on customization, tailoring programs to meet the specific needs of organizations and executives. Embracing digital technologies, they offer online and blended learning formats for flexibility. Business schools also foster partnerships with corporations, providing tailored solutions and access to faculty expertise. They prioritize thought leadership, conducting research and staying at the forefront of industry trends. Moreover, they leverage alumni networks and engage in marketing efforts to promote their programs, emphasizing the outcomes and return on investment they offer to executives and organizations.

ROI as impact assessment

Measuring the ROI of executive education programs requires a multifaceted approach, keen insight, and close collaboration between the client and the school. The journey of impact measurement begins with a well-laid out design, where the client and the school work closely together to outline organizational ambitions, transmute them into performance outcomes, and explore the behaviors that lead to these performance outcomes.

Business schools employ a multi-pronged approach to assess the ROI of executive education programs. They often collect pre- and post-program data to measure the knowledge and skills gained by individuals. Post-program surveys and interviews gauge participant satisfaction and the application of learning to their roles. For organizations, metrics like improved employee per-

formance, increased leadership capabilities, and enhanced innovation may be tracked with the help of 360° feedback. The long-term ROI is often assessed through retention and career advancement for individual participants, as well as the overall impact on the organization's strategic goals and financial performance.

The landscape of executive education is evolving swiftly, guided by the demands of digitalization and sustainability and tailored to the needs of executives and their companies. It's not merely a conduit to fill knowledge gaps; it's a strategic lever that, when pulled correctly, can truly catalyze organizational transformation and truly prepare leaders for emerging business challenges.

Unlock insights on evolving executive education in the digital era.

Scan to read more!



MANDY HÜBENER
Director Executive Education
ESMT Berlin

Berlin Global Dialogue

September 28–29, 2023



The Berlin Global Dialogue (Sept 28–29, 2023), hosted by ESMT Berlin, convened global leaders like German Chancellor Olaf Scholz and Kazakhstan President Kassym-Jomart Tokayev, for insightful discussions among over 500 attendees on critical global economic transitions. Spearheaded by ESMT's Prof. Lars-Hendrik Röller, the event highlighted three pivotal shifts: a new economic world order, a move towards a low-carbon economy, and the pursuit of societal justice. Notable contributions from industry magnates, including Larry Fink of BlackRock and Michael Ensser of Egon Zehnder, emphasized a collective commitment to a sustainable future. The dialogue, enriched with diverse global insights, underscored the urgency of collaborative action towards sustainable global economic growth and justice.





Left page, from top left

Delphine Traoré, CEO, Sanlam Allianz General Insurance (moderator Stephanie Flanders, Bloomberg)

Robert Habeck, Federal Minister for Economic Affairs and Climate Action in dialogue with Ola Källenius, CEO, Mercedes-Benz (Mod. Michaela Küfner, DW)

Delphine Traoré, CEO, Sanlam Allianz General Insurance, Stephanie Flanders, Bloomberg, and Olaf Scholz, Chancellor of Germany

This page

Jörg Rocholl together with Kassym-Jomart Tokayev, President of Kazakhstan, and Lars-Hendrik Röller

Jörg Rocholl greets more than 40 Berlin Global Dialogue young voices, students from ESMT Berlin and GNAM

Charles Michel, President, European Council

How to stay afloat in the AI surge

By CAROLIN PUPPEL

In the tranquility of summer, many hoped the roaring tide of AI's hype might ebb. Yet, as autumn approaches, we're facing a relentless surge of AI advancements. With the launch of OpenAI's ChatGPT 5.0 on the horizon and a virtual tsunami of AI headlines from giants like Microsoft, Google, Apple, and Anthropic, it feels like we're caught in a rip current of AI innovation and really struggling to keep our head above water.

This new reality is stark: AI is now the bedrock of our workflows, offering immense technological benefits but also introducing challenges like "AI anxiety" because of this rapid evolution. My own initial experiences with AI tools were filled with frustration – the promise of seamless integration and innovation marred by errors and inefficiencies.

But therein lies a lesson: perseverance. As the AI landscape evolves, so must we. Human adaptability is our greatest asset in mastering it.

So, let's refine our strategies to fully harness its potential.

1. Stay calm, stay observant

Before you hit the panic button, take a moment to assess the AI landscape. It's too early to predict which tools will reign supreme. The tech giants are deep in competition, each vying for dominance in the AI sector.

A clearer landscape, distinguished by platforms with extensive user bases and standout features, will likely emerge in the next 18–24 months. It's thus crucial to stay informed but not impulsively embrace every new development. While some applications shine brightly today, they might just be fleeting sparks.

2. Engage and experiment

While caution is advised, standing on the AI sidelines isn't the solution. To stay relevant, you must immerse yourself in the AI world, familiarizing yourself and regularly practicing with AI tools. In an age that champions "lifelong learning," those who didn't grow up in the digital era must develop their proficiency in AI applications. While mastering Python isn't a prerequisite, honing your skills with AI platforms certainly is. Dedicate daily moments, say 15–30

minutes, to explore and understand an AI tool. Starting can be daunting, and the results may not match your expectations. However, consistent practice and curiosity pave the way for success. Poor outcomes often result from imprecise inputs, even from seasoned users. But with time, your proficiency will flourish. Ignoring AI's potential is no small risk. While AI itself may not replace you, someone adept at leveraging AI just might.

3. Optimize with AI, but leverage human intelligence

Which of your tasks could benefit from AI assistance? Many activities in daily operations are ripe for AI optimization – whether in analyzing datasets for patterns or insights, efficiently sorting and categorizing data, or even crafting text in customer interactions, for example. Such self-awareness of how you can opti-



Grounding AI explorations in a robust, transparent, and ethical framework is paramount.

mize with AI not only bolsters productivity, it also cultivates an innovative and adaptable mindset.

Encouraging employees to explore AI can create real value in your company's processes and solutions. But while you may be tempted simply let AI take the wheel, don't. Relying entirely on AI diminishes the gains human cognition brings to the table. Our capabilities for critical thinking, nuanced judgment, and wisdom derived from lived experience are attributes that no AI can genuinely emulate. When we harness AI as augmented intelligence, it acts as a force multiplier for our cognitive capacities, rather than a substitute.

4. Be transparent, ethical, and reliable

In the AI domain, ethics aren't optional. So, grounding AI explorations in a robust, transparent, and ethical framework is paramount for organizations and individual users. For example, setting clear protocols for AI usage and safeguarding data can prevent breaches of confidential information. Understanding and articulating the role of Generative AI in creative or professional work can ensure integrity and originality. Discerning between human-crafted

and AI-aided content can heighten awareness about the steps needed to validate and verify output, especially when it influences critical decision-making. While we may increasingly rely on AI for convenience, embracing innovation within an ethical framework charts a course of sustainable, responsible growth.

5. Encourage and educate

Historically, senior management, with their years of experience, held the reins. Today, younger digital natives, with their seemingly inherent tech prowess, are often leading the charge. This doesn't diminish the value of seasoned professionals but rather underscores a call to action. Acquiring digital skills can bridge the knowledge gap, ensuring that hard-won experience and technological know-how go hand in hand.

Managers and team leaders should actively champion the exploration and adoption of AI within their teams. By encouraging members to brainstorm AI-driven solutions, experiment with AI tools, or even just share their AI-related experiences, a culture of collaborative learning can be fostered. Thankfully, in this era of digital abundance, there's a wealth of content available – from online

courses to webinars and tutorials, many freely accessible. Embracing these resources and fostering an environment of mutual support and education can unlock AI's best potential – one in which the company and employees, regardless of seniority, can reap the rewards.

The AI tide isn't receding anytime soon. Instead of being overwhelmed, let's embrace it, adapt, and evolve. After all, in the confluence of human intuition and artificial intelligence lies the future of innovation. And as we continue our journey through these digital waters, ask: Are you simply drifting or are you navigating your course?

Originally published on Forbes, September 12, 2023.



CAROLIN PUPPEL
Program Director Executive Education
ESMT Berlin

“What about the ‘S’ in ESG?”

Stakeholder management and social accountability



OCTOBER 6, 2023

In collaboration with Robert Bosch GmbH and Net Impact ESMT, ESMT Berlin convened policymakers, experts, corporate leaders, investors, and visionary guests. They delved into how organizations uphold the "S" in ESG through effective stakeholder engagement, strategies for social accountability within operations and supply chains, navigating regulatory intricacies affecting social responsibility efforts, and industry techniques to adapt to public opinions and measure broader social contributions.



[View on YouTube](#)



This page (top to bottom)

Moderator: Monika Jones, presenter and journalist, Deutsche Welle

Dr. Nicola Brandt, Head, OECD Berlin Centre

Dr. Stefan Hartung, Chair of the Board of Management, Robert Bosch GmbH

Katrin Elsemann, social entrepreneurship expert and former Advisor to the German Ministry of Economic Affairs and Climate Protection

Markus H.-P. Müller, Managing Director, Chief Investment Officer ESG, and Global Head of Chief Investment Office, Private Bank, Deutsche Bank

Christof Ehrhart, Executive Vice President Corporate Communications & Governmental Affairs, Robert Bosch GmbH

Ogbogu Kalu, Co-President, Net Impact
ESMT Berlin
Monika Jones



Innovative and digital education and training

By PAULIN CONRAD, HARALD HUNGENBERG, and JÖRG ROCHOLL

Changes in education and training has significantly accelerated in recent years. Entire sectors are experiencing processes of fundamental transformation; megatrends such as digitization, technologization, and sustainability are leading to new requirements and opportunities in nearly all areas of life and business. Therefore, leaders are challenged to rethink and develop new competencies; and education and training must provide answers for this.

Some 10 to 15 years ago, a few players dominated the landscape. In recent years, new competitors have entered the market: consulting firms, EdTech startups, and learning platforms are just a few worth mentioning.

Similarly far-reaching are the implications of the development of new teaching and learning technologies. Digital learning is indispensable in the training of emerging leaders, as well as in the continuing education of executives. Artificial intelligence and learning in virtual spaces have found their firm place and enable new learning experiences.

Innovative directions for executive education and training

We identify four areas of innovation as crucial for the future of education and training of emerging leaders and executives.

1. Experiential learning

To the extent that knowledge becomes a “commodity,” leadership success depends on a leader’s ability to think strategically, solve complex prob-

lems, and communicate solutions in such a way that others are convinced to implement them. The central factor for leadership success is not knowledge, but a leader’s abilities. Experiential learning and social learning are gaining importance. Collectively, they are referred to as „experiential learning.“

Learning becomes a social process: Individuals develop the ability to transfer content into their own application context. In this sense, education and training enable learning processes through active participation in learning, enriching previous thought patterns with new experiences and translating them into new paths for action.

2. Individualized learning

People learn in different ways. Therefore, diverse learning methods should be used that address their different learning preferences.

Especially in continuing education, it should be considered that every executive has their own requirements and personal development needs. Relevant learning is therefore individualized learning, which, in addition to personal learning preferences, puts the specific development needs at the center. This results in individual learning journeys.

3. Lifelong learning

Given the continuous change in the world of work, individuals are permanently challenged to adapt to new requirements and roles to remain employable.



Digital innovations make it possible today to conduct the education and training of executives online at the same level as on site.

Technological changes, as well as internationalization and competitive processes, have led to the fact that the way companies operate is changing ever faster.

Because the competencies acquired during training can become outdated in just a few years, education must merge into a process of lifelong learning.

Both emerging leaders and experienced executives must update their knowledge and skills to keep up with these changes. Education providers must offer education and training programs for the various professional development phases and coordinate them in such a way that they can accompany professional development throughout a lifetime. Suitable for this are networked offers, which consist, for example, of online courses and short seminar programs, allowing even experienced executives to acquire a degree.

4. Blended learning

The future belongs to the intelligent combination of presence and digital learning. We refer to “blended learning” as the new standard for executive education. Especially in this field, there are diverse innovation opportunities, which we will delve into further using examples from our practical work at ESMT.

Innovating by linking physical and virtual classrooms

Digital learning is not new. Predecessors of computer and internet-based learning were discussed as early as the 1970s under terms like eLearning. Also, MOOCs (Massive Open Online Courses) have played a role for years.

Digital learning simply represents a specific medium for conveying learning content – learning with the aid of digital media, which primarily takes place online today. There are learning measures carried out in real-time (“live online”). There are also formats where learners access pre-created content in a self-directed manner (“self-paced online”).

Especially in the education and training of executives, digital learning should be more than just another medium. Rather, it should represent a different form of learning. The length and format of an event should vary, integrating the exchange and reflection of the participants. Learners must be engaged and practice experiential learning – due to the spatial distance in a form different than on-site training, but with the same objective.

Digital innovations make it possible today to conduct the education and training of executives online at the same level as on site. An additional decisive advantage comes into play: Online formats allow a hitherto unknown flexibility in the length and design of continuing education events.

Diversity and flexibility are increased even further when digital learning and on-site learning are combined in “blended learning.” This is likely to be the ideal solution for the continuing education of executives: Relying on virtual classrooms where this makes sense for time and cost reasons, and supplementing it with physical classrooms to enrich learner exchange and networking.

We have developed numerous programs that realize an intelligent mix of online and on-site learning, reflect different intensities, and can set time demands on the participants. These programs range from short digital „learning nuggets“ to part-time degree programs, catering to different learning needs and time availability of the participants.“ We have developed such formats to aid executives dealing with modern business challenges.



ESMT has harmoniously integrated online and on-site learning, crafting educational innovation tuned to the modern executive's demands and aspirations.

For a large family business, for example, we developed a continuing education program under the title „data-driven company“ that dealt with use cases in their own company. The core of the program was an on-site workshop where executives developed application ideas for better use of data and analysis tools in their areas of responsibility. This workshop had two online elements: a live-online, kick-off event that introduced the group to the topic; followed by the self-directed (“self-paced”) completion of an online course in data and analysis techniques. The program was completed by subsequent online events where participants could exchange ideas on the progress of implementing their own application ideas.

Longer programs that span several weeks to months focus more on fundamental transformation needs within companies. Therefore, we always uniquely tailor such programs.

We are currently conducting such a program of (corporate) transformation through learning and personal development with a large automotive supplier. For this, an international group of top executives was convened in multi-day, on-site events with executives from various locations of the company, underscoring its international diversity. This was accompanied by the development of some learning content in the areas of strategy and innovation as well as leadership and change. Online events also took place, focusing on selected topics and included individual coaching and peer-coaching elements.

The spectrum of learning opportunities is enhanced by part-time degree programs for participants in different career phases, consisting of 70 percent online elements and 30 percent on-site events. They usually lead to the attainment of a university degree in 24 months and, due to the high proportion of digital learning content, enable very flexible learning that can be individually tailored to the participants and their roles. Our degree programs are available as “open offers” for a worldwide target group and as part of company-specific programs.

Fundamentally, in response to the digital evolution, ESMT has harmoniously integrated online and on-site learning, crafting educational innovation tuned to the modern executive's demands and aspirations. This blend meets the pressing business challenges their companies face and helps cultivate corporate cultures of continuous and collaborative learning. Through this, we endeavor to arm leaders with the knowledge and adaptability essential for effective decision-making in our fast-paced business world.

Translated and adapted from a chapter in the KfW Bank anthology “Das Jahrzehnt der Entscheidung” edited by KfW CEO Stefan Wintels together with the German Federal Ministers Christian Lindner and Robert Habeck and published by Verlag Herder (2023) to celebrate the 75th anniversary of the KfW.



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Vali Berlin is the entrepreneurship hub at ESMT Berlin. Our vision is to foster responsible entrepreneurship for economic, environmental, and social value creation. We do so through a range of initiatives in four main areas: we build impactful and successful tech ventures, we bridge research and practice through entrepreneurship education, we foster corporate innovation, and create an entrepreneurial culture.



Incoming students of the new master's programs, Class of 2025, on the ESMT Berlin campus

ESMT welcomes new faculty in accounting, tech, and organizational behavior

Julia Langdon joined ESMT as an assistant professor of organizational behavior. She earned her PhD in Management from London Business School in 2023, furthering her academic foundation with degrees in cognitive and decision sciences and psychology from University College London and Warwick University, respectively. (August 2)

Oliver Binz has been appointed as an assistant professor of accounting at ESMT. He earned his PhD from Duke University and has held roles at INSEAD and the Wharton School. Before academia, Binz was part of Deutsche Bank's asset and wealth management division. (September 4)

Matthias Qian, a leading voice in the realms of strategy, entrepreneurship, and artificial intelligence, also joined ESMT as an assistant professor. His insights have been published by numerous prestigious journals, including Harvard Business Review. Beyond shaping academic discourse, Qian has contributed to the global tech arena through advisory roles in VC-backed startups and in significant policy influence on the COVID-19 pandemic. (September 4)

With these additions, ESMT continues to bolster its diverse faculty, now comprising 46 esteemed members from 19 countries.

ESMT hosts Global Solutions Summit with distinguished speakers

ESMT proudly hosted the latest edition of the Global Solutions Summit, a prestigious event that has historically been a nexus for thought leadership on global policy. Convening over 100 esteemed speakers, including prominent economists, policy-makers, and industry experts, the summit welcomed around 1,000 attendees. The summit's collaborative environment fostered the exchange of research-based policy recommendations for the G20, G7, and beyond. (May 14–15)

Zvezdana Seeger addresses ESMT's Today's Global Leader event

Zvezdana Seeger, an executive board member at RWE AG, discussed leadership challenges, gender disparities, energy supply security, and cybersecurity. The event was in cooperation with Initiative Zukunftsfähige Führung (IZF), with opening remarks by Tatiana Lluent, an assistant professor at ESMT. (May 30)

European Economic Conference explores Europe's potential at ESMT

The second edition of the ESMT European Economic Conference, in collaboration with IZF, explored the multifaceted chal-

lenges and opportunities associated with realizing Europe's unique promise of diversity, strength, and freedom sustainably. The event's notable attendees included Dr. Robert Habeck, Federal Minister for Economic Affairs and Climate Action, and Lars Klingbeil, SPD Party Chair. Other distinguished participants like Dr. Magnus Brunner, Minister of Finance of Austria, Dr. Daniel Risch, Head of Government in Liechtenstein, and Günther H. Oettinger, former President at United Europe, enriched the dialogues. (June 14–15)

DigitalFuture Summit at ESMT attracts international participation

The seventh edition of the DigitalFuture Summit hosted by ESMT welcomed over 150 participants from 30+ nations. Organized by ESMT Masters in Management students, the event collaborated with 80+ businesses and organizations. This year's themes spanned mobility, sustainability, technology, health, and work, addressing the challenges and opportunities of our evolving digital landscape. (July 5–6)

Berlin Global Dialogue charts new paths in global collaboration at ESMT

In September, ESMT proudly presented the inaugural Berlin Global Dialogue, assembling a constellation of global luminaries including German Chancellor Olaf Scholz and Kazakhstan President Kassym-Jomart Tokayev. Under the guidance of ESMT's professor of economics, Lars-Hendrik Röller, the event drew over 500 global decision-makers, setting the stage for discussions on the pressing systemic challenges of our time. Noteworthy contributions from industry stalwarts like Larry Fink of BlackRock and Michael Ensser of Egon Zehnder emphasized the collective commitment to a sustainable future. (September 28–29)

ESMT's DEEP collaborates with Bayer

The Institute for Deep Tech Innovation at ESMT (DEEP) has signed a three-year partnership agreement with Bayer to jointly strengthen the translation of innovative technologies in life sciences, biotech, and health tech. The collaboration

focuses on supporting innovations that address human health, such as genetic diseases, sustainable organ and tissue replacement, cancer prevention and treatment, combating autoimmune diseases and chronic inflammation, and the use of data-driven solutions. (July 24)

Executive Transition Program marks its 20th year

Celebrating two decades of excellence, the Executive Transition Program (ETP) at ESMT has been a pivotal platform for executives preparing for general management roles. This annual three-module seminar covers essential topics like corporate responsibility, leadership during change processes, and competitive strategy, while also delving into specialized subjects such as innovation culture, leveraging networks, and executive presence in communication. Over the years, the program has seen 482 participants from 52 different countries, showcasing its global appeal and impact. (July 31)

ESMT introduces two new master's programs

With the MSc in Analytics and Artificial Intelligence and the MSc in Innovation and Entrepreneurship, ESMT introduced two new future-oriented degree programs this fall. Students will gain knowledge and skills in areas critical to business success and ensure that the organizations that they join or found will meet the challenges of tomorrow. Each program lasts 24 months at the ESMT campus in Berlin. (October 10)

Machine learning has mixed impact in the workplace

ESMT Professors Tamer Boyaci and Francis de Véricourt found that while machine learning boosts decision-making accuracy in the workplace, it may increase cognitive effort in human decision-makers. Huseyin Gurkan and de Véricourt also highlighted the biases that can arise when humans and machines interact in decision-making contexts. (May 11, June 14)

Reading Room

Selected reading from published ESMT research

Mismanaging diagnostic accuracy under congestion

Operations Research 71 (3): 791–1020

Mirko Kremer, Francis de Véricourt (2023)

Underdogs and one-hit wonders: When is overcoming adversity impressive

Management Science 69(9):5461–5481

Chengwei Liu, Jerker Denrell, David Maslach

Customer-salesperson price negotiations during exceptional demand contractions

Journal of Service Research 26 (3): 351–370

Claire Cardy, Nawar Chaker, Johannes Habel, Martin Klarmann, Olaf Plötner (2023)

Blinded by the person: Experimental evidence from idea evaluation

Strategic Management Journal 44 (10): 2443–2459

Linus Dahlander, Arne Thomas, Martin W. Wallin, Rebecka C. Ångström (2023)

Queueing systems with rationally inattentive customers

Manufacturing and Service Operations Management 25 (1): 266–287

Caner Canyakmaz, Tamer Boyaci (2023)

Decertification in quality-management standards by incrementally and radically innovative organizations

Research Policy 52 (1): 104647

Joseph A. Clougherty, Michał Grajek (2023)

In Profile

Conversations with alumni of ESMT Berlin

In this edition, Jovana Panić, our head of alumni relations, talks with Costina Barbu, an MBA and Executive Transition Program alumna. Costina shares her ESMT journey, her approach to lifelong learning, and ideas on how to keep growing.



Tell us more about your ESMT journey and your career path.

My relationship with ESMT started in 2011, when I enrolled in the MBA program. I came to Germany to pursue this program, with a profound belief in the promise of the “business school founded by business.” I was already on my career journey, having had 10 years of experience in political and corporate settings, and was looking for a reality-minded program with practical insights from my peers. The MBA program felt like a natural next step, and ESMT delivered on all its promises and beyond.

My first role after the program was a project management role with lateral responsibility, informal authority, but no functional leadership. Coming out of an intense learning experience and a stressful job search, I focused more on my personal story: getting integrated in Germany, learning the language, building my network, and taking part in the ESMT Alumni Network. It was a transformational journey in every way, and promotions followed at work.

Just 10 years later, I was settled in my new role, with functional leadership responsibility. But as my company was going through reconstruction, I knew that more change was coming. In addition, I craved a refresh of my network and more engagement with peers. That is when I joined the Executive Transition Program at ESMT. The program refreshed my knowledge on leadership and, through peer and professional coaching, helped me learn how to handle the incoming change in the best possible way. Most importantly, it brought me into a new and very valuable network.

How has your view on lifelong learning and executive education evolved since graduating from ESMT?

I believe that once we stop learning we stop growing; growth is life.

In my opinion, lifelong learning plays a key role in a fulfilling life, and it takes various forms. Despite a decade in the workforce, my MBA educational journey really opened my eyes. It taught me the value of learning from the diverse experiences and insights of my peers. It is more than just about academic knowledge; it is also a lot about the connection, energy, and inspiration you gain from others. Every person can open the door to a new world, and ESMT really illuminated this for me. Peer coaching is underutilized in the corporate world. This is why I have always seized opportunities to connect with my peers. ESMT provides a great platform for its alumni to regularly reconnect, learn from one another, and collectively grow, enriching the entire network in the process.

How do you balance ongoing education and work to stay competitive in your industry?

I have been very inspired by Dr. Emilia Bunea, a leadership researcher and former CEO and CFO of major corporations. She said, “Having a passionate hobby alongside a busy work life is not only possible, but essential, to survive and thrive as a leader.”

I am very fortunate that my current employer insists on creating an atmosphere that encourages work-life balance. We embody this in our daily interactions. Where possible, I blend my hobbies with professional communities and opportunities. For example, I run half-marathons with fellow ESMT alumni and go bouldering regularly with both colleagues and alumni. It is truly incredible how much you can achieve and learn with this approach, and while enriching your personal life.

How will executive education shape your future professional growth?

For me, executive education is a subset of lifelong learning, part of a larger concept. Driven by my curiosity, especially in leadership, I search for inspiration at every corner: attending alumni events like the Annual Alumni Meeting and the ETP Salon, taking online courses on leadership from different institutions, or even attending thought-provoking programs, such as a summer school course on leading with humor. I am already planning to attend next year’s Annual Alumni Meeting, ETP Salon, and the Women’s Leadership Excellence program. These activities keep me motivated, creative, and inspired. I’m always on the lookout for interesting content and stay attuned to what others are doing, ensuring that I never stop learning.



**Once we stop
learning we stop
growing;
growth is life.**

Lifelong learning at ESMT

By MANDY HÜBENER & JOVANA PANIĆ

In today's dynamic and rapidly evolving world, the traditional educational model – with learning condensed into a few formative years followed by decades of application – falls short. Enter lifelong learning: a fundamental shift in education emphasizing ongoing and self-motivated pursuit of knowledge for personal or professional growth.



WHY DOES IT MATTER?

In the professional realm, why does lifelong learning matter? The rapid pace of technological advancements and the digital revolution have significantly shortened the shelf-life of many skills. What is relevant today may be outdated in just a few years, if not months. Today's globalized economies and interconnected industries demand a multi-disciplinary approach, in which professionals, such as a finance expert using AI for financial modeling or a marketer using data analytics for customer insights, must acquire knowledge beyond their immediate domain. The rise of the gig economy, portfolio careers, and

flexible work models have further changed the nature of work itself, necessitating versatility and adaptability to navigate these shifts.

But beyond the professional realm, lifelong learning is also desirable for personal growth and fulfillment. It fosters a mindset of curiosity, resilience, and adaptability. Learning new skills or delving into new knowledge areas can enhance cognitive abilities, delay cognitive decline, and enrich life quality. It provides opportunities for individuals to pursue passions outside their primary careers, to engage more deeply with the world around them, and to forge meaningful connections based on shared learning experiences.

ESMT'S APPROACH TO LIFELONG LEARNING

Vision

At the heart of ESMT's educational ethos lies a profound belief in the transformative power of continuous learning. It recognizes that education is not a finite journey but an ongoing process. ESMT envisions lifelong learning as a long-term pathway for personal and professional growth. This philosophy aligns with ESMT's broader institutional goals, which emphasize the cultivation of adaptive, forward-thinking leaders capable of navigating the ever-evolving landscapes of business and society.

Methodology

ESMT adopts a multifaceted approach to stay attuned to the shifting demands of the business landscape. Engaging in continuous dialogue with corporate partners, alumni, and thought leaders, ESMT gleans insights into emerging trends, challenges, and opportunities. Regular surveys, feedback sessions, and participation in international conferences further enrich this knowledge pool. With these insights, our faculty and program teams collaboratively refine and update the program portfolio and curriculum, ensuring offerings are timely, relevant, and impactful. Additionally, partnerships with global educational networks and institutions allow ESMT to integrate best practices and innovative pedagogies from around the world, creating a holistic and forward-thinking educational experience for learners.



At the heart of
ESMT's educational
ethos lies a
profound belief in
the transformative
power of continuous
learning.

Offerings

ESMT's offerings are more than just programs. They're a dynamic ecosystem of opportunities designed to support and amplify the journey of lifelong learning, which is also at the core of our alumni program. Whether through formal education, networking, mentorship, or industry engagement, ESMT ensures that our community has the tools and platforms needed to continually grow, innovate, and lead.

- ✓ **Executive education:** Our executive education is a beacon for professionals and organizations aiming for growth and transformation. It provides:
 - **Open enrollment programs:** These immersive courses, drawing participants from diverse sectors, foster inter-industry insights and networking opportunities.
 - **Customized programs:** Crafted in alignment with an organization's specific needs, these offerings ensure targeted skill development and organizational advancement.
- ✓ **Flexible learning formats:** Self-paced online courses and immersive on-campus experiences ensure learning can fit any schedule or preference.
- ✓ **Knowledge-sharing events:** Events and open lectures featuring industry leaders and luminaries give access to cutting-edge insights and thought leadership.
- ✓ **Alumni engagement and contribution:** Our alumni community actively engages through annual reunions, program-specific gatherings, and vibrant international chapters. These events facilitate peer learning, sharing experiences, and insights, while also providing opportunities for alumni to return as speakers or mentors, honing their communication skills and fostering mutual growth.
- ✓ **Career support:** The ESMT Career Development Center helps alumni refine their personal brand, increase visibility in their industry, or transition to new roles. The center offers expert advice, workshops, and resources to bolster employability.
- ✓ **Innovation and startups:** ESMT programs like Vali Berlin and the Creative Destruction Lab provide platforms for alumni to engage, contribute, and learn from the dynamism of the startup world.
- ✓ **Regular newsletters:** Keeping the ESMT community informed, these newsletters highlight new research,

project insights, and updates from ESMT's centers and institutes, ensuring alumni stay abreast of the latest academic and industry developments.

✔ **Mentoring program:** Mentorship and mutual partnership are core features of our community. Working together, alumni and students gain insights, refine skills, and achieve personal and professional growth.

✔ **Alumni-tailored offers:** Alumni enjoy diverse, inclusive, and affordable offers, including discounts on our executive education programs and alumni-available electives from our Global Online MBA program.

WHY LIFELONG LEARNING CAN BE HARD (AND WHAT TO DO ABOUT IT)

Time constraints

ESMT recognizes the constraints of demanding professional and personal roles and offers convenient solutions. Keynote speaker events provide rich insights within concise sessions, and short online sessions cater to busy professionals. ESMT is also innovating with “stackable” offerings, allowing learners to use smaller learning modules to gain significant qualifications at their own pace.

Too many choices

Today's abundance of learning courses, platforms, and tools can result in decision paralysis. ESMT streamlines the process with a program finder, a tool to guide learners towards the courses or modules best suited for them. Additionally, alumni and business development teams offer personalized advice, ensuring their choices are aligned with their goals.

Lack of direction

In a rapidly evolving business landscape, predicting which skills and knowledge will be needed can be challenging. ESMT addresses this by collaborating with companies, analyzing industry trends, and consulting with global experts to discern future skill requirements and craft individualized learning paths. We also recommend programs from our global partner networks, GNAM and FOME, ensuring learners stay ahead in their fields.

A mutual pact

In an era defined by rapid transformation and increasing complexities, the journey of learning is infinite. But ESMT doesn't view lifelong learning as just a commitment to our alumni, rather as a mutual pact. As our alumni grow,

adapt, and lead in their respective domains, they also continuously inform and shape ESMT's evolution, ensuring the institution remains a vanguard in global education.

ESMT's continuous engagement with alumni and the broader business community serves as a feedback loop. ESMT not only maintains the relevance of its offerings but also ensures that they remain a few steps ahead, preparing its learners for challenges and opportunities on the horizon.

But beyond the tangible programs and offerings, at the core of ESMT's lifelong learning philosophy is a deeper pledge: to always be a partner in growth, a beacon of knowledge, and a community for exchange. In a world where change is the only constant, ESMT is committed to ensuring that our alumni are not just adapting to the changes but are also instrumental in driving them.



MANDY HÜBENER
Director Executive Education
ESMT Berlin



JOVANA PANIĆ
Head of Alumni Relations
ESMT Berlin



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