Educating Executives

Digital Transformation in Management Education

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- Management education has been massively impacted by digital transformation
  - The MBA program, usually a cash cow, has been severely impacted
  - Several programs shut down
  - Executive education also heavily impacted
  - Spillovers into other colleges / departments?

- Let us look at two aspects of this transformation

  - How the field of management education is changing

  - How universities need to adapt

THEN

NOW

Change in What Business Students are Looking For

1 | **Cascaded Learning**

' *Differentiated interventions per level'*
- Creating learning interventions in a range of formats and depths, targeted to specific populations/segments

Deploying transformations, accelerating culture shift

2 | **Personalized Learning**

' *Differentiated interventions per person'*
- Enabling choice/provision of content via flexible delivery mechanisms, adapted to individual learning styles

Providing individual and mass customization

3 | **Collaborative Learning**

' *Informal interactions with communities of learners'*
- Facilitating sharing with internal and external peers, experts, communities

Challenging ingrained assumptions, enabling re-calibration

The Evolution of Management Education

THE NEW EXPECTATIONS OF YOUR LEARNERS

1. "WHAT'S IN IT FOR ME?"

Almost 95% of employees say they would stay with a company longer if it invested in their career development, according to LinkedIn Learning's 2018 Workplace Learning Report.

Millennial employees now make up a heavier percentage of the North American workforce than any other generation. Millennial workers (i.e. the next business leaders of the world) expect learning to be a component of their everyday work lives, and see professional development as a benefit their organization can provide them, holding it in higher regard than higher salaries, in many cases.

2. "I WANT MORE CONTROL OVER MY LEARNING JOURNEY"
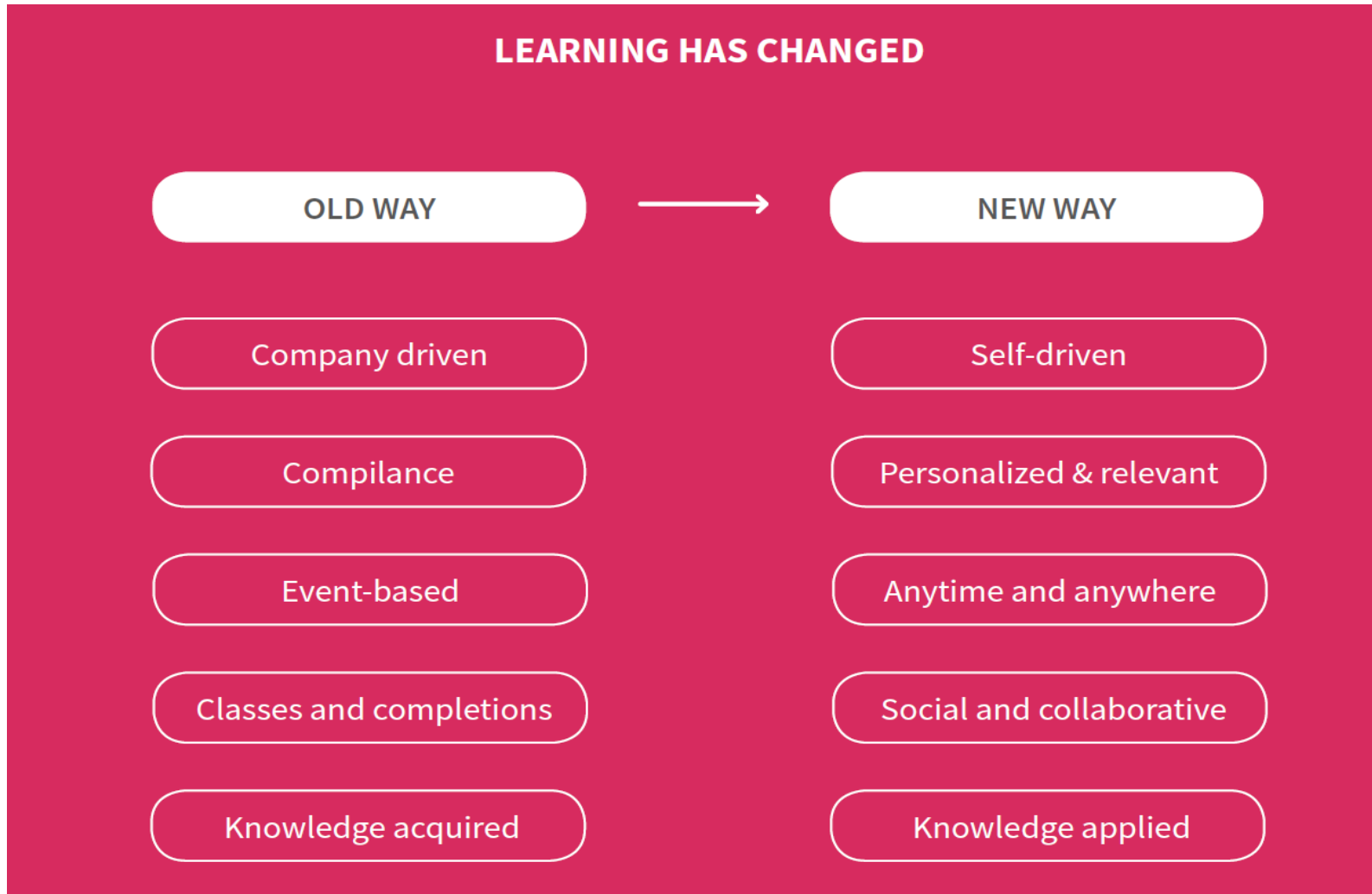
Traditional learning focuses on a teacher-driven classroom where the student follows the learning path. With learner autonomy, the traditional teacher is removed from the equation and it is up to the student to drive their own learning experience. It is more about a learner's ability to take charge of their own learning

3. "I WANT TO LEARN MORE FROM MY MANAGER"

Fostering a culture that embraces knowledge sharing is one that helps your organization fill information gaps, scale output and productivity, and stimulate the leaders within your ranks.

4. "THE TOOLS I USE TO LEARN BETTER BE HIGH-TECH"

Mobile learning and micro-learning initiatives have been embraced and encouraged in e-Learning programs as leaders realise that these devices can be used on the job, at the point of need, and help facilitate social interaction. But this is only the beginning when it comes to creating fully immersive learning experiences.

LEARNING HAS CHANGED

OLD WAY	→	NEW WAY
Company driven		Self-driven
Compilance		Personalized & relevant
Event-based		Anytime and anywhere
Classes and completions		Social and collaborative
Knowledge acquired		Knowledge applied

Source: Docebo-the evolution of enterprise learning

- Is the classic University Experience still relevant?
  - Especially for higher ed in management?

- Universities seem to be losing the dual challenge of being applied and cutting edge
  - Applicability was low in the past
  - Currently the Tech Giants are catching up or surpassing educational institutions in being cutting edge too

- A large number of organizations developing education and training capabilities in-house

- Speed of bringing new offerings to the market
  - The established processes of new courses / material too slow, especially in State funded universities

- More / better use of technologies in creating and delivering content
  - Practitioner – Academic collaborations in creating content
  - Innovative methods to bring content to students, not the 'classic classroom'
  - Use data to personalize content and create learning journeys

- Universities, especially business schools are undergoing disruptive change

- Old ways of creating and disseminating knowledge may no longer be relevant

- Need to refocus on applicability

- Technology is creating the challenge, but also providing potential solutions

THANK YOU!