PROGRESS ON RESPONSIBLE MANAGEMENT EDUCATION

Report from TSM Business School within the framework of
Sharing Information on Progress (SIP) of Global Compact, United Nations.

Introduction

In 2008, TSM Business School joined PRME and achieved important results in creating and executing responsible management development programs. The first step was to introduce relevant topics and subjects, the second stage was to integrate it in all programmes and all managerial subjects. During the last years the PRME initiative has become more logic and natural way of doing. Although we are not there yet, the process of further integration in our leadership development will be continued, simply because we see the need and because we as a business school want to be a force for good.

Declaration

TSM Business School endorses the PRME initiative as it is based on the Global Compact of the United Nations.

TSM Business School acts in accordance with the six principles of the Principles of Responsible Management Education.

This means TSM Business School acts on the benefit of all stakeholders including stakeholders in society. TSM Business School is also willing to share experiences and know-how and supports transparency to all stakeholders about the achievements in responsible management education.

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And

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1. **Introduction**

TSM Business School joined PRME in 2008, because it is TSM’s mission to contribute to the sustainable development of business in society by supporting leaders to become strong leaders. For TSM the PRME network of peer business schools is a platform for sharing experiences and experiments in Responsible Management Education.

2. **Declaration**

TSM Business School endorses the PRME initiative as it is based on the Global Compact of the United Nations. Therefore TSM acts in accordance with the six principles of Responsible Management Education. These six principles are guidelines for strategic decisions, day to day management and for the national (NVAO) accreditation.

3. **TSM Business School**

TSM was founded by The University of Twente in 1987. From the beginning until today, TSM is one of the leading academic business schools in The Netherlands. TSM is a niche player in the market of executive education because of the technological roots of the founding technological university. TSM is a private business school. The portfolio of programmes has been developed in the last years into the following:

- Executive education, degree, open enrollment.
- Non degree, open enrollment.
- Executive education, non-degree, company specific (incompany) programs.
- Centre for Leadership Development (a life-long-learning platform)

TSM Business School is part of the Freia Holding (Connected to Freia). Synergy has been created by organizing institutional support and centralized shared services.

TSM has a flexible academic network faculty of highly professional lecturers, practitioners, coaches and trainers.

4. **Purpose**

For many years, sustainable development for business in society is a key driver for TSM Business School. In our vision this means to define ‘good’ leadership for the future. Doing the right things and for organizations to be forces for good. In our development programmes we focus on ‘strategy, leadership and culture’ of organizations. The main focus lies on leadership development which goes hand in hand with organizational development. There are some key principles in TSM’s approach of responsible management education.

- **The importance of inner leadership**: leadership ingredients such as self-awareness, consciousness, emotional intelligence, resilience, moral compassing, ownership and accountability, are all integrated in the leadership development of all development programmes. ‘You cannot lead others if you cannot lead yourself’, is a motto you’ll find in all our programmes. TSM’s vision is not only to learn about leadership but to do (experience) leadership and by doing so integrating these key learnings in the professional development of participants and students.
• **The importance of outer leadership:** in our view ‘true leadership’ now and in the future is not about being an individual leader-hero. In our programmes we seek leadership that is distributed throughout the organization. This means less focus on control and hierarchy and more on being inspirational and empowering. This translates in programme subjects such as working on a learning culture, growing others, building inclusive organizations, working on positive organizations, etc.

• **Be responsible for the future:** We continuously place ourselves (participants, clients and staff) in the current VUCA world. Including the chances and challenges that we face in this. Dealing with unpredictability and difficult decision making; the need for realizing successful cooperations, clear communication and pro-activeness; developing courage to have ‘meaningful’ conversations; engaging others; etc. These are all elements we address in our programmes.

• **Building trust:** we believe in a shared learning experience in building trust, in all our learning groups or what we call ‘effective learning groups’. This in turn creates a foundation for strong and trusted learning networks in companies. We see this as an important success factor to achieve sustainable change and organizational development.

• **Being a force for good - a business school with its own social enterprise**
  As a business school we try to be a force for good. Since 2018 TSM Business School has been a co-shareholder of WakaWaka, making it the only business school in the Netherlands with its own social enterprise. The choice for WakaWaka is with a reason.

  *WakaWaka produces efficient lamps and telephone chargers on solar energy. Every product sold contributes to making light and energy accessible in areas that are not connected to the electricity grid. Around a billion people worldwide are not connected to the electricity grid. WakaWaka ensures that more and more people get the most out of their day, because they can now also work in the evening or do homework.*

  As ‘learning’ is our core business, we also want to help others to learn in less fortunate circumstances. The acquisition of WakaWaka helps us realize social entrepreneurship into practice. Also the social philosophy of WakaWaka fits well with the approach of TSM to educate leaders to have a positive impact on people, organization and society.

  The aim of TSM is to support WakaWaka into becoming a sustainable and healthy organization. TSM does this by offering its expertise in business knowhow, meaning how to run a healthy organization businesswise, and how to build strong leadership, to realize it’s strategic goals in a sustainable manner.

• **Ownership of own learning** in the shape of ‘crafting a personal leadership journey’ is a fundamental element in our programmes. As is the awareness of the need of growing others around you (creating a learning culture).

• **Own organization:** TSM is continuously seeking to apply her own vision on learning and leadership education on her own staff, internal processes, structures and programme development.

5. **Values.**

TSM’s purpose is the fundament of TSM’s way of thinking and doing. We try to apply our values by:

• providing a safe, inclusive and encouraging learning environment for all participants
• investing in a transparent and professional relationship based on trust with all our (non) faculty members and clients
• designing and executing learning programmes that have a positive impact on society as a whole
• working on a continuous learning culture of alumni, clients and all other stakeholders and/or partners
• believing that positive relationships build positive and better organizations
Our programmes are designed based on the following principles:

- Learning within the system context of the participant/student (apply theory to working practice).
- Experienced based learning: learn by doing.
- From A to B according to the principles of B: the desired outcome of a development programme should already take shape in the programme itself.
- Use of knowledge, experience and qualities already present.
- Small learning groups, personal attention, result driven, input=output, energy, fun


In comparison with the “traditional” business school approach, TSM’s methods have a design thinking approach. Incompany programmes are tailor-made (co-creation) and based on the strategy, leadership and culture of the organization in question. The customization is executed on corporate and individual (participant) level: leading self, leading others, leading business and leading change.

These methods are used in the Executive MBA (MSc. accredited) as well. In the program design, customization has been integrated in individual learning and group learning. In the last years projects has been launched for Executive MBA students to learn from society. Apart from the individual business projects, the students work in groups for (volunteer) projects in society. This has a positive impact on society and students learn from business “unusual”. InCompany participants often work on company specific ‘passionate concerns’, innovation projects or urgent business challenges.

In general TSM methods are based on self-awareness, ability to reflect, act (do leadership), ownership, co-creation, action learning, learning with others.

7. Research.

TSM Business School has a flexible network faculty. TSM is not a research or knowledge institution but an institution or community of sharing. Of course TSM faculty members are mostly researchers (independent researchers, consultants or faculty members of other (international) business schools or universities) in the degree programs, but the main idea is to share knowledge and experiences.

Another angle of research is the “project” work of students, the final thesis of the Executive MBA students and their social projects concerning leadership and sustainability projects.

8. Partnerships

As a network business school, partnerships are extremely important for us. As TSM Business School is part of the Freia group we regularly share key learnings concerning ‘leadership’ education. The international institutional part is managed by the University of Groningen (shareholder of our partner AOG). Most of our InCompany clients operate on a global level and therefor ensure an international focus. As we have a lot of experience with
working with clients who operate worldwide, our intercultural awareness and working with multicultural learning groups has become an expertise.

During the last few years we have developed a partnership with the Arts & Inspiration Club. The Art & Inspiration Club (non-profit) is located in Amsterdam and consists of approximately 50 innovative, entrepreneurial professionals and managers with an above-average interest in developing their personal leadership in an ‘unconventional’ or ‘artful’ way. Members meet each quarter to gain exciting new insights connected to ‘leadership’ in the inspiring environment of either theater, concert hall, museum or other art-related location with the aim to further develop their leadership. In our view creativity and inspiration are important elements in leadership development.

In 2018 TSM has developed her own platform ‘Centre for Leadership Development’ which is a platform for all alumni and other relations of TSM Business School who are looking for some sort of support in their professional leadership career. This could be coaching to increase personal effectiveness, executive or board room coaching or team coaching. Also we offer what we call ‘pitstop-coaching’, specifically when in need of a sparring partner in difficult decision making.


Learning is more important than teaching. Telling is not our way of working. We believe in the appreciative and humble inquiry. Be curious and show genuine interest. Sharing in a dialogue. Having great conversations. Engage and collaborate. Learning has become less classroom based and more in communities and network. Very often even organized by our participants themselves in what we call ‘World Cafe’ settings.

We annually organize ‘masterclasses’ to encourage dialogue for our network, for instance concerning ‘decision making in the VUCA world’, ‘Being a force for good’, ‘Negative aspects of narcistic leadership’, etc.

10. Actions.

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<thead>
<tr>
<th>PRME Principle</th>
<th>Was has been done?</th>
<th>Directions for 2019-2020</th>
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<tr>
<td></td>
<td>In general: stabilizing the institution and integrating sustainability in programs.</td>
<td>In general: continuously improving our relevance to individual participants, their teams, organizations and society as a whole; show responsible and true leadership</td>
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<tr>
<td>Purpose</td>
<td>Sustainability fully integrated in programs. The internal (culture) and external (vision on learning) mentality is in balance.</td>
<td>Continuously improve our impact in responsible management education in selected market segments.</td>
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<td>Values</td>
<td>Encourage further learning in ‘being a force for good’.</td>
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<td>Fully integrated sustainability and responsible management education had been accredited (MSc) in the Executive MBA program (2019-2025). Center for Leadership Development (life-long-learning support) has been launched</td>
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<td>Method</td>
<td>Improving the integration of a workplace experience/best practices in programmes. Seek further innovative work methods (perhaps also more holistic). Integrate further blended learning.</td>
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<td>Integrated learning methods based on sharing and ownership of student’s learning processes.</td>
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<td>Research</td>
<td>Improve creating a platform for outcome of social projects and share in relevant sectors. The impact will be higher if the results are presented to more stakeholders.</td>
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<td>Student research more focused on sustainable business and innovation, from leadership perspective: as a responsible leader.</td>
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<td>Partnerships</td>
<td>Enhance and increase knowledge sharing within the Freia Connect group. Further intensifying cooperation with our core faculty members.</td>
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<td>A professional platform has been established by becoming part of the Freia community. Also we have the Arts &amp; Inspiration Club.</td>
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<td>Dialogue</td>
<td>Providing more platforms for dialogues concerning urgent society/business dilemma’s and encourage more involvement of our alumni, participants and clients.</td>
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<td>Established business as usual, internally and externally.</td>
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