

Learning Methodologies for the Future of Management Education

Toward a Management Pedagogy of Design

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Business as an Agent of World Benefit

--More Than 2,000 Interviews

--100s of Published Profiles

--see www.worldinquiry.org

“Awe is What Moves Us Forward”



My “Peter Drucker Moment”



“Every social and global issue of our day is a business opportunity in disguise...”

One of the Most Creative Episodes in Management History

Points of Departure

Sustainable Value is the Most Important Management School Opportunity of the 21st Century

A Sea Change—Sustainability is an Multi-disciplinary Innovation Engine. A Shift From What and Why to “How”? Exploring the Stanford “D” School and “Managing as Designing”

Management Education Needs Lessons from History—Alfred North Whitehead’s Adventure of Ideas & The Aims of Education



How many of you have had learning moments—in the field of management-- that have made you feel more learning excitement than you ever felt possible...that have taken your management knowledge and learning capacities to new heights, and have made you proud, even grateful, for being part of discipline that is in fact a matter of world affairs?”

When and where does that also happen in our management schools? When—as you observe it-- are people most alive in their learning?



My Observations: Times Students Are Most Alive in Their Learning and Discoveries



MBA Institute in Sustainable Value: Students' Visions of the Economy They Want

- A bright green restorative economy that purifies the air we breath;
- Has eliminated waste and toxic byproducts;
- Eradicated extreme, grinding poverty and preventable disease;
- Powered through renewable, clean energy innovations;
- Has eliminated “perverse incentives” that work against not just society but business itself...market incentives aligned with long-term social good;
- Sustainability and business strategy have become a self-reinforcing positive race to the top—top stars in every industry
- Globally inclusive system that respects and replenishes the health of people, diverse communities, and the wealth of nature.
- Institutions that elevate, magnify and refract our highest human strengths into the world.

A RAPID SHIFT FROM WHAT DO WE WANT TO “HOW”?

Fairmount Minerals **“Sustainable Design Factory”**



FAIRMOUNT
MINERALS
AND SUBSIDIARIES

People, Planet, Prosperity





Design Thinking. Radical Collaboration.

Learning Partnerships in a Multi-Stakeholder World

Internal Stakeholders

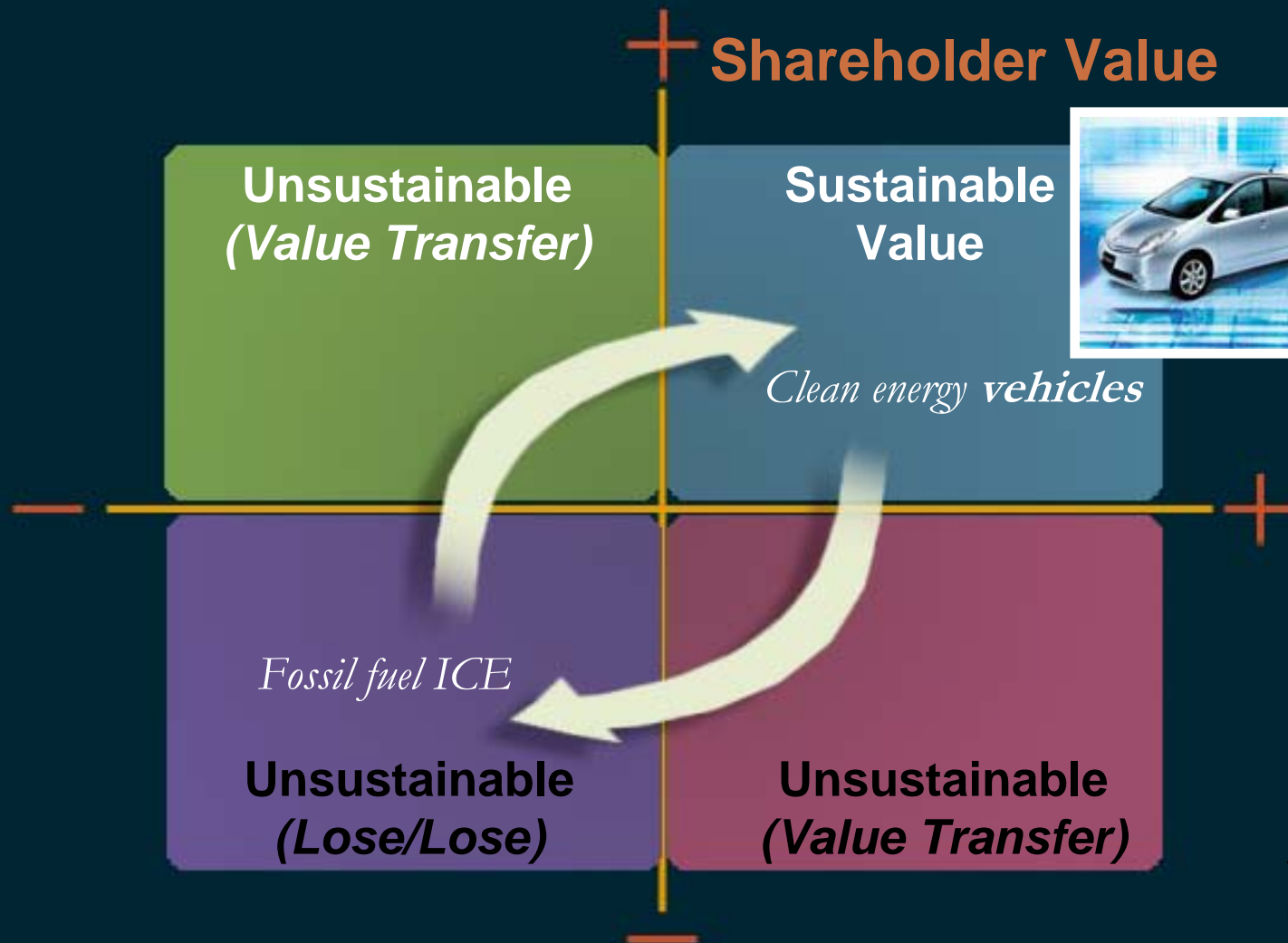
- Operations
- Administration & Corporate Services
- Customer Service
- Engineering
- Logistics
- Quality
- Sales
- Technical Support / R&D

External Stakeholders:

- Universities: Biology, Management, Engineering, Human Health, Sociology, and Others
- Customers
- Suppliers
- NGO's
- Neighbors/Communities
- Board of Directors



Sustainable Value — Turning Global Issues into Innovation

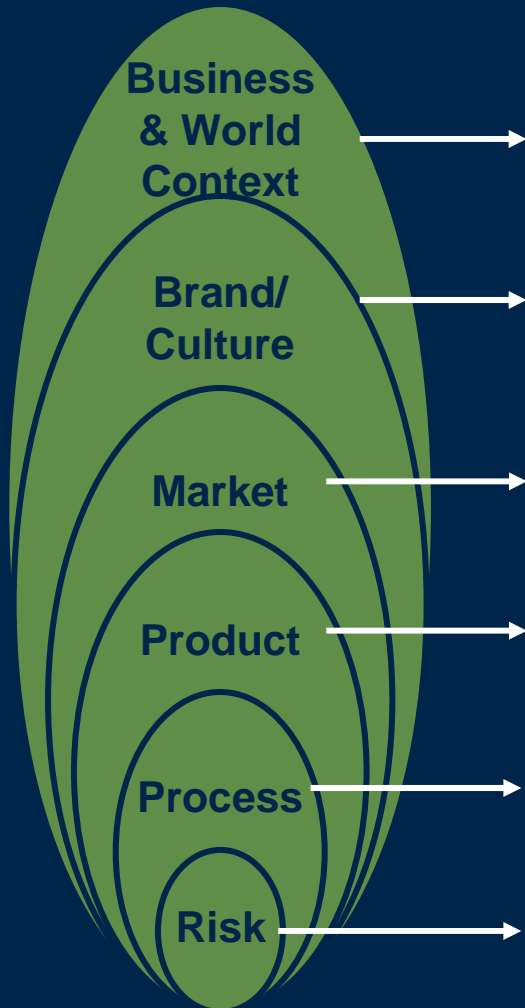


¹ absolute standards or relative to competitors

New Models on How to Design Sustainable Value

Levels of Design Focus

Sources of Business Value



Designing industries, policy contexts, globally inclusive economies, better world

Brand story, promise, customer experiences

New stakeholder relationships, new markets

Sustainable-value, social betterment, green products

Reducing energy, waste & process costs—future of totally renewable energy

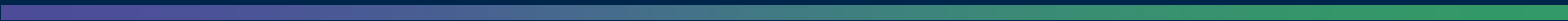
Anticipating regulations, going beyond legal requirements

Imagine Management Schools

(inspired by Nobel Laureate Herb Simon)

As Design Studios

If you really want to learn deeply about something, design it.



It is essential that we enable our young people to see themselves as participants in one of the most creative episodes in management history.

The Aims of Education: Knowledge Alive

Alfred North Whitehead's 3 Phases:

- Phase of Romance— purpose, value, love of learning
- Phase of Precision— conceptual precision, adventure of ideas
 - Phase of Fruition— designing, co-creating, anticipating

An Invitation and Call for Papers

***Global Forum for
Business as an Agent of World Benefit***
June 2-5, 2009

Managing as Designing in an
Era of Massive Innovation

<http://worldbenefit.case.edu/>