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## DEVELOPING MANAGEMENT AND LEADERSHIP FOR A BETTER WORLD

IEDC-Bled School of Management was established 27 years ago as an International Executive Development Centre with focus on people in leading positions, who want to develop themselves in this respect.

We offer them longer programs, such as PhD, MBA (Bologna Masters) and GMP (General Management Programme) and shorter programs, from Finance for non-Financial Managers, highly professional programs in Finance, Marketing etc. and short, more general programs on Strategy, Sustainability and Business Ethics. The school is international in its faculty, staff and participants. In the MBA class, there are always participants from at least 15 countries. The official language is therefore English.

But, how do we dare to formulate our mission as: developing managers and leaders for a better world? What are we doing for that?

In the first place we integrated business ethics in our program as a required subject already more than twenty years ago. I always explain how I found a

bishop (from Maribor) to give a talk on ethics to our students - managers.

The lecture was great, but when the participants after the lecture asked the bishop, what he could advise them concerning some business dilemmas, he honestly recognized that this was not his field.

I am happy that afterwards, we gave so much attention to this topic, being able to cope with the supercapitalism that came up in Central and Eastern Europe in the 90-ies. We integrated then ethics with the topic of "corporate governance". And, of course I dare to say, we could not prevent that, for example, in Slovenia a system of corporate governance has been developed in such a way that is more related to a shareholder than a stakeholder model. It is clear that the same as with human beings, you need, in spite of all warnings, to burn your fingers first, before you accept the advice of an adult about the pot being hot. However, I can observe today, that none of the executives that are on the court today in Slovenia or already in prison, ever showed up in our school. Many alumni of

IEDC are now already in top-positions, and I expect from them to work in favour of their organisation and the society at large. Just recently (October, 5) alumni had a meeting "IEDC Generation Reunion Day", where they signed for "the Oath on Ethical Behaviours" that was launched by HBS.

But IEDC is doing more. We developed a new topic "Art and Leadership", we feel that the challenges of today and tomorrow require innovative approaches as traditional leadership and management education has not prepared individuals for the dynamic challenges they face today.

As it is said by thinkers A. Giddens and G. Harman, that the practice of managing and leading organizations in the 21st century needs to orient itself to the flux and ambiguity of a world, where conventions, assumptions and ideologies are constantly changing.

The challenge is to re-imagine the complex realities faced and re-envision how to approach them. Processes of re-imagining and re-envisioning are driven by

aesthetic reflexivity.

We ask ourselves, how do artists create style that conveys meaning, purpose and uniqueness? Is it true that conceptual vision, skills of communication and motivation are integral to leadership; and is leadership not often experienced through its authentic style? These questions are essential to developing managers and leaders who are not just prepared to lead any process of change, but also able to take the lead in creating a better, a more "beautiful" world.

Through the artistic experiences, managers and leaders are also faced with the realities of dissonance as much as of the harmony. As the famous professor Edgar Schein says: "Art helps leaders to see more, to hear more and to feel more. Art is shocking, provoking and inspiring."

At IEDC we have been integrating arts in leadership development in various ways, by music to exercise listening, music compositions for discovering systems, structures, and patterns, visual art and film for reflexion and discovering personal leadership styles and literature for developing beautiful speaking and writing and to discover the power of the metaphor. IEDC by itself is as an art gallery, for all this can be only done if the school itself is consequently built and equipped.\* We call it "a creative environment for creative leader-

ship".\*\*

Probably even more important than the above described contribution of IEDC to develop leaders for a better world is, what happens in the frame of CEEMAN, established 20 years ago by a small group of colleagues from CEE universities as the Central and Eastern Europe Management Development Association. This association developed in the last twenty years in a global association with 215 members from 53 countries.

The CEEMAN value platform, which celebrates diversity and culture and fosters creativity and innovation and awards results achieved and impact made, highly resonates with the United Nations Global Compact Principles for Responsible Management Education (UN PRME) that were launched in 2007. CEEMAN members were among the first schools in the world that adopted these principles and joined the PRME movement. As a member of the PRME Steering Committee that I chair in 2013 as CEEMAN President, we recently organized at our place the 2013 PRME Summit- 5th PRME Annual Assembly, related to New Ways of Developing Leaders for the Future We Want. An integral part of the events was also a series of workshops organized by the PRME Anti-poverty Working Group, which has been actively supported by CEEMAN. The PRME Anti-poverty Working Group conducted several

global surveys on the integration of poverty-related issues into business education and leadership development that were presented in the three PRME Global Forums held in New York (2018, 2010) and Rio de Janeiro (2012). The PRME/CEEMAN Global Report on Fighting Poverty through Management Education: Challenges, Opportunities and Solutions, together with the Collection of Best Practices and Inspirational Solutions, an online platform for mutual sharing on how to integrate poverty-related issues into management education, was qualified in the Rio+20 events in Brazil by George Kell, Executive Director of UN Global Compact as a "phenomenal work". The PRME Anti-poverty Working Groups is working on two books on WHY and HOW to integrate poverty-related issues into management education that will be published by Greenleaf Publishing in 2014 and 2015, respectively.

We realize that the challenges are tremendous and the contribution of IEDC and CEEMAN is per definition limited. We hope to make a big step forward by our last initiative: the cooperation of CEEMAN with the African Association of management schools and the LA Association in order to bundle our ideas and actions as we say in dynamic societies (emerging economies) in order to create a better world through inspirational and responsible leadership.

\*See Ian Sutherland and Arnold Walravens, The Connection between Arts and Leadership Practise, in: A Creative Environment for Creative Leadership, published by IEDC – Bled School of Management, Kranj, 2013, pp. 32-35.

\*\* IEDC published a book with this title in 2013, sharing how the philosophy of the school can be seen in the architecture the art collection and how art is interpreted in leadership development.