Customized Education Helps Execute Strategy

In these unprecedented times, cost reduction has become a necessary part of every firm’s crisis plan. As a result, some companies have sharply reduced their investment in management development, deeming it a luxury expense that can no longer be incurred.

At IESE Business School, we disagree. In our view, rather than instinctively decreasing their investment in management education, business leaders would do well to unleash their employees’ capacity to tackle real business challenges. An IESE Custom Program is an ideal way to do just that.

In addition to short-focused and general management programs – essential for individual development – IESE offers companies custom education solutions that address their explicit strategic needs. These concrete, tangible needs drive our custom programs, which are not academic exercises. Rather, they are co-created with our clients and structured so that teams or individuals emerge with an action plan, and feel a strong obligation to deliver on it.

ISEE’s custom programs achieve results in three main ways:

- **Commitment**: Participants become totally engaged through the process of openly discussing alternative courses of action and uniting around one.

- **Creativity**: Innovative solutions are found, by allowing individuals to consider new ideas and share across businesses and geographies.

- **Speed**: Results are achieved faster, as large numbers of people build specific capabilities and are motivated by a real sense of urgency.

By challenging assumptions and behaviors, IESE’s Custom Programs enable entire leadership teams to recognize weak points, identify needs, establish common goals and commit to a solution. The outcome is accelerated change that makes an immediate impact on an organization’s future.
Custom Programs Get Results

IESE’s approach is grounded in our ability to provide companies with relevant insights into the problems they are facing. Areas in which we have been particularly successful assisting clients include:

- **Leading Out of the Crisis**: The concrete changes required in times in turmoil, specifically an emphasis on short-term results; focus on “must-win” battles; monitoring of critical performance indicators; attention to conflict-resolution; and the ability to self-manage.

- **Managing Complexity in a Global Organization**: Sources of complexity in global organizations (diversity of cultures, customers, competitors and regulations), their effect (difficulty to extract synergies across products and regions) and strategies to address them.

- **Making Innovation Work**: The most frequent obstacles to fostering innovation, both in terms of cultural barriers as well as the tools and processes necessary for an organization to harness and execute innovation.

- **Lean Thinking**: The application of lean manufacturing concepts throughout the organization as a means of reducing waste and streamlining processes for greater efficiency.

- **Adopting a New Model of Leadership**: A revolutionary model of leadership based on shared missions, mission scorecards, interdependency matrices, and mission-linked objectives that develop employees’ sense of ownership, foster alignment and enhance cooperation.

- **Managing Strategic Turnarounds**: The special skills and tools required to confront corporate renewal, from the analysis of the situation to the formulation of an action plan, the management of its implementation and finally the return to normalcy.