





Franz Heukamp,  
IESE's New Dean

**“GOOD  
MANAGEMENT IS  
AN ENGINE FOR  
COMBATTING  
POVERTY”**

On September 1, Professor Franz Heukamp  
took over the direction of IESE.

The professor has granted his first  
interview to the *Alumni Magazine*, in which  
he talks frankly about the challenges  
the school is to face.



After 14 years on IESE's faculty, Professor **Franz Heukamp** is stepping up to be the school's dean. He's looking forward to contributing to the institution's increasing internationalization, academic quality and research production. At the same time he's facing the challenges of the 21st century without losing sight of IESE's priority: to serve the needs of managers and society.

**S**tarting in his native Cologne (Germany), Professor **Franz Heukamp**'s education has taken him around the world. Engineering was his initial field of study, and he holds a diploma from the Technical University of Munich. In France, he studied at the École de Ponts et Chaussées and, in the U.S., he earned a Ph.D. in engineering at the Massachusetts Institute of Technology. He is also an alumnus of the IESE AMP Munich graduating class of 2006.

Fond of cycling and mountaineering, he has focused his teaching on decision analysis, an area that interested him because it combines: "very analytical aspects with others that are more human and personal; psychology and personality play a crucial role." Aged 42 years, and holder of the Antonio Valero Chair, **Heukamp** has now been named dean of IESE. This is the next step in his management career, which includes stints as IESE's secretary general (2009-2012) and associate dean for MBA programs (2012-2016). From that position, he led the launch of the Executive MBA in Sao Paulo and the New York section of the Global Executive EMBA. New challenges now await him, and he hopes to overcome them with the support of the alumni, the faculty and the rest of the IESE team.

#### **What goals does IESE have in the coming years?**

The main goal is to serve society: to offer excellent training for managers and entrepreneurs so that they can improve organizations and society. I think our future lies in our capacity to be relevant in this crucial task. It's a critical area, because organizations and the broader society face multiple problems. And we need to be there to contribute and help managers and executives develop appropriate responses.

#### **Which challenge of your new position most attracts you?**

The most attractive challenge involves the service we provide to program participants, companies and, consequently, society as a whole, through a unique combination of academic work and professional excellence at a totally international level.

#### **After your appointment, you stated that IESE has become a world leader in management education. How would you describe today's IESE?**

The IESE community has worked hard for the more than 50 years of the school's history, and we're reaping the rewards today. Professors have brought their teaching, their research and their direct contact with companies, which has enabled us to understand and help managers and executives.

The current education level is also due to the work of the management teams, which have been able to professionalize the organization, the admissions process and the program marketing. The staff's work is also essential because a student arriving at IESE encounters an impeccable organization.

#### **What are your priorities as dean?**

For years I've been part of the team of the previous dean, **Jordi Canals**, and I see a lot of continuity in our goals. My priorities will center on the impact that we want to have, by focusing on strong internationalization, high-quality education and enormously rigorous research.



➤ **"MY PRIORITIES ARE STRONG INTERNATIONALIZATION, HIGH-QUALITY EDUCATION AND ENORMOUSLY RIGOROUS RESEARCH"**



1. Professor Heukamp teaching a class at IESE.  
2. IESE's new dean at a recent meeting of MBA alumni.  
3. Professor Heukamp at the MBA 2016 graduation ceremony.  
4. MBA 50th anniversary celebration with alumni in Singapore.

### What challenges does internationalization pose?

In recent years, IESE has undergone a substantial internationalization process, which has resulted in great diversity among our program participants. At the same time, our own teams and the faculty have also become increasingly international. In addition, we are now working with companies from a greater variety of countries. Finally, IESE has had a growing physical presence abroad, with campuses in New York, Sao Paulo and Munich, and with our collaborations with associated schools in other parts of the world. Looking to the future, we should continue reinforcing our presence in North America, Latin America and Central Europe. Also, Asia's role in the 21st century is going to be very important, so we should think about our presence in Asia, beyond the initiatives we already have.

### What lessons would you say we've learned in Asia?

IESE has been in Asia since the 1980s, specifically in China, through the CEIBS business school. The Asian economies have been able to develop significantly in recent decades. As a business school, we learn a lot in such an optimistic, dynamic and fast-growing environment. We can also make contributions based on our experience and knowledge.

### How do alliances with other schools benefit IESE?

If we think of the committee that we've shared with Harvard Business School since 1963, it's a support of incalculable value. It was when we launched the MBA in 1964 and it still is today when we reflect together on how to face the challenges of management. We also have alliances with 15 associated business schools on four continents that we have helped to develop and with whom we carry out joint projects, such as the Pan-African AMP and the Global CEO Program. Without this kind of alliance, it would be very difficult for us to have a positive impact on these countries.

### There is a view that sometimes research is too far removed from what businesses care about. How can researchers publish in scholarly journals and still remain useful to managers?

Relevance is the key. An idea that is relevant to managers and executives and that is well prepared and presented should have a place in world-class research. There are many examples of ideas that were first published in a more scientific format and from which important lessons for businesses were later extracted. At IESE we're in a particularly good position to accomplish this goal because we combine business knowledge with scientific rigor.

### What does IESE's alumni community mean to you?

To a large extent, IESE is what it is thanks to its more than 40,000 alumni and the help they provide on a daily basis. But at the same time, IESE lives for its alumni. For us it's important that our alumni keep excelling at what they do, at the forefront of business in all kinds of sectors and all over the world, because the school's positive impact on





society materializes precisely through the work of our alumni at all of these companies. In addition, of course, we are grateful for their indispensable collaboration on specific projects to which they contribute their knowledge, experience and resources. We couldn't do it without them.

**How do you plan to keep that community strong and connected?**

I know that the alumni want to listen to us and we want to listen to them. That's why the first thing is to listen to them closely. And then we need to adapt our activities and offerings to their needs, according to their age, position, location, and so on. In other words, to keep working together on the challenges that arise in their careers and in their lives.

**As director of the MBA, you know the so-called millennials very well. What does IESE offer this new generation of leaders?**

The millennials in general are very committed to the impact they can have through their careers. They commit themselves to very noble causes and these causes and goals are what motivates their life decisions. In this sense, there's a very natural connection to IESE, because we always talk about impact specifically through integrity, professionalism and the spirit of service. I think IESE's MBA is especially attractive to them because of the emphasis it places on these dimensions.

**How do these elements take shape in the program?**

The MBA has a focus on placing people and their needs at the center of management decisions. This concern for others has always attracted people with this outlook. We see proof in the conference "Doing Good, Doing Well," which was born over ten years ago. In addition, in recent years many new projects have emerged, like one in the Raval neighborhood of Barcelona in which we collaborate to help people who are having trouble inserting themselves into the labor market.

**What can managers do to combat the inequalities that we see around the globe?**

An especially good engine for combating inequality and poverty is good management, because through work,



## “THINKING ABOUT THE WELLBEING OF THE WHOLE SOCIETY HAS TO BE AN IMPORTANT OBJECTIVE FOR MANAGERS AND EXECUTIVES”

education and caring for people, we can contribute to improving the well-being of society. Taking IESE's Africa Initiative as an example, I think we're doing important work with managers. After receiving good training, they can help their communities.

### **Unemployment is one of the biggest problems of many developed societies. Does IESE have initiatives to combat it?**

Unemployment is a major problem for the people experiencing it and for society. That's why organizations have to look for ways to incorporate everyone into the labor market: offering better education to whomever needs it and adapting the legal framework to facilitate the insertion of more people into the job market.

At IESE, we've been working on practical suggestions for how education for young people can be improved, and we've proposed ways of creating a more open and flexible working environment.

### **How do you see the future of Europe?**

I think it's promising, because Europe has always been a community of countries that have known how to adapt to changing circumstances. This being said, it's true that a populist pressure has emerged because of a tendency to overlook the real problems of citizens. In this sense, I hope that political leaders can react and address more successfully the problems and thus regain the public's trust.

### **In a recent article, you argued that business schools should be redirected toward the common good. How can this goal be achieved?**

During the financial crisis of 2008 and 2009, business schools were criticized sharply for the business models and attitudes that some of them taught. We have to recognize that this is probably understandable and I think that the common good – that is, thinking about the wellbeing of society as a whole – has to be an important objective for managers and executives. We have to help them articulate what that common good should be and how to incorporate it into their decision-making. I think that people naturally want to do good. Often, the problem is in knowing how to reconcile this desire with the various requirements, pressures and stresses that they're subjected to.

### **Another trend is continuous education. How is IESE preparing itself to contribute in this area?**

Careers have lengthened and we've begun to talk in terms of lifelong learning. The work of Executive Education is crucial in this area, because it continually renews its offerings to adapt them to managers' needs throughout their lives. In addition, the Alumni Learning Program includes sessions with professors for members of the Alumni Association.

### **Digital transformation is already a reality in the field of management education. How do you imagine this education in the coming years?**

Today at IESE we already have so-called hybrid programs, which combine face-to-face sessions with the use of technology in distance sessions in various modes. We began 15 years ago with the GEMBA and today we even have modules on the Coursera platform. Even so, at IESE we think that the best approach is learning based on classroom discussion, with direct interaction among participants. In the near future, I think the technology will be good enough to allow us to choose the most appropriate method and tools for each learning objective.

### **Technology is affecting societies deeply, for example in areas such as employment. How should the arrival of these new trends be handled?**

On the one hand, there are technological advances that make it possible for machines to provide services for people, which improves our lives. As a result, some jobs end up disappearing, but that's something that has always happened. The most important thing is to make sure that the people who carried out these tasks receive training to perform other jobs. We should all understand that learning never ends, and I think this intellectual stimulation is very positive.

On September 21, the new dean participated in an online Q&A session with alumni. The summary of this webinar is available in the October edition of the Alumni newsletter.