



# Borderless Education

What they don't teach in business school,  
but perhaps should....

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# Have you graduated from business school?



No

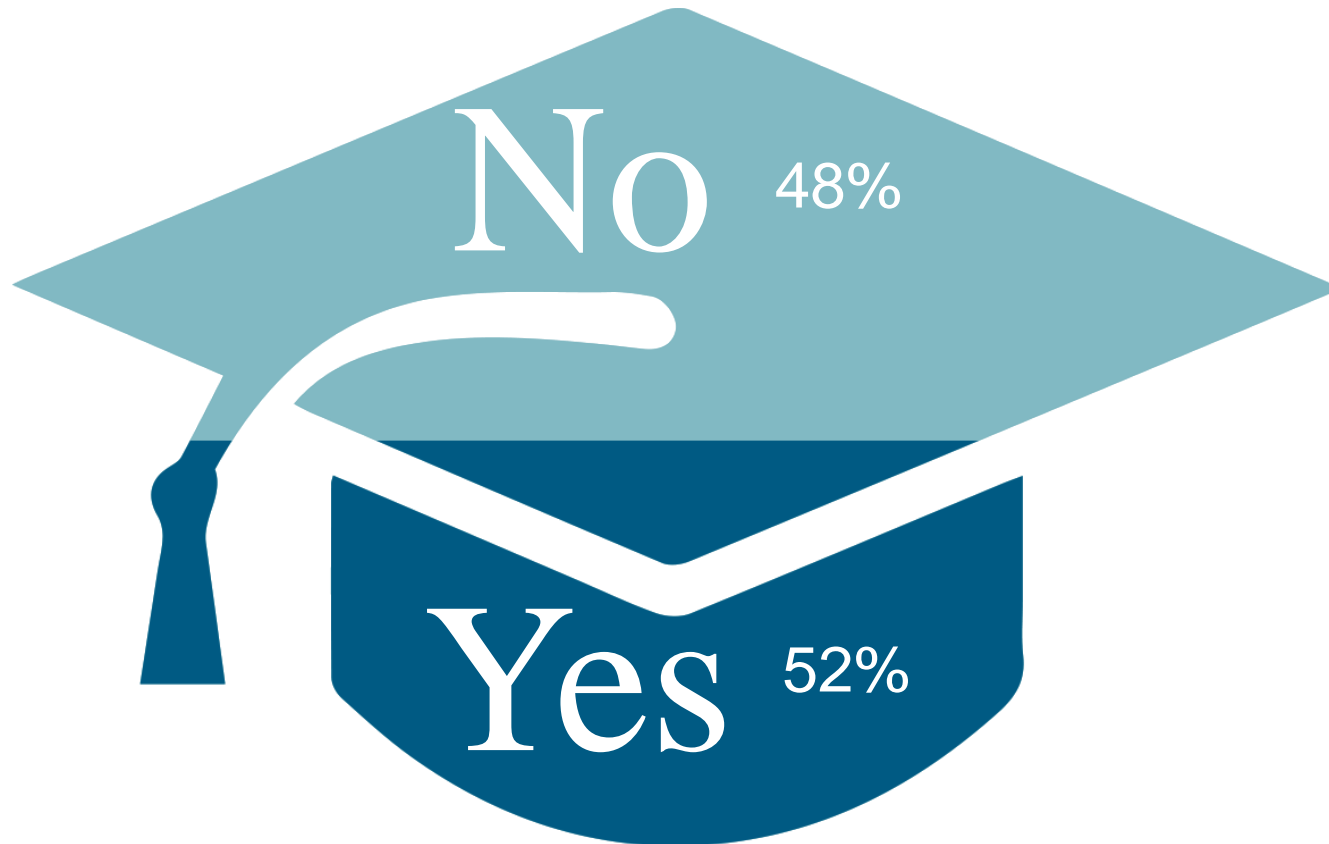
43%

Yes

57%

**Just over 1/2 of survey respondents graduated from business school**

# Does your company sponsor business school education for its employees?



**1 out of 2 companies invest in business school education for its employees**

What is your best estimate of the percentage of your company's middle and senior management who have business school degrees?



10%  
0% 60% 98%  
**Less than 10%**  
40% **35%** 15%

*\*The larger the font the more times it was mentioned*

Do you believe that – in general – business school graduates are fully equipped to meet real-world corporate expectations?



**Less than half of respondents feel business school grads are equipped to meet real-world expectations**

What skills do you expect business school graduates to have acquired that will be of value to your company?



Management communication

Well rounded thinking

Cross-functional thinking

Financial understanding Problem solving

Fast understanding

Strong knowledge of all functions

Critical thinking

Financial and business acumen

Resilience

Leadership Transversal thinking

Ability to develop innovation-driven cultures Drive Solid experience

Strategy development

Reliability

Understanding of the bigger picture

Good decision-making Long-term thinking Marketing

Diversity Strategic thinking

Negotiation and bargaining

How to create shareholder value Business planning

Teamwork Organisational Management

Emotional intelligence

*\*The larger the font the more times it was mentioned*

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What skills do you expect business school graduates to have acquired that will be of value to your company?



“They should be able to take a pragmatic **solution-oriented approach** based on an understanding of **theoretical models** and **behavioral** fundamentals.”



“We typically use business school to provide a **postgraduate education** to emerging Senior Leaders who have a more technical background: alternatively **we collaborate with business schools to build focus topics** with our Leadership Community in tailor-made programs.”



Which additional skills or areas of expertise do you feel should be taught by business schools to better prepare graduates for the corporate world?



“Realism..... Younger graduates are generally well educated and **self confident about their market value.** We find it quite **difficult to fit them salary wise** into our industrial structure.”

Which additional skills or areas of expertise do you feel should be taught by business schools to better prepare graduates for the corporate world?



**“None!** Do not waste your time in business school .. go out there and absorb... For example, have a family. **It is a lot more challenging to master a household, two kids and a job than any MBA.”**



**Too few** ‘early’ general management opportunities to develop and test upcoming executives; regional **GM roles** are **eliminated** through restructuring (or are GM roles in name only)



**Insufficient exposure** to leading multiple functions;

**Expatriate roles in decline**

**Too few** multi-cultural, multi-country, multi-dimensional experiences



By the time a general manager reaches this position for the first time **responsibility is large**, scale and complexity is high and **executives un-tested**



Concrete strategies are **not enough**; you need **people skills** to implement them

Which additional skills or areas of expertise do you feel should be taught by business schools to better prepare graduates for the corporate world?



Talent development      Sales and marketing  
Corporate development      Collaboration      Commercial excellence  
Soft skills: listening, receiving and giving feedback  
Corporate politics      The complexity of a global workforce  
Recognizing patterns in chaos      Value based management  
Reputation Management      Interpersonal skills

# Leadership training

MBTI      Drive business to evolve per global trends  
How to motivate across the generational divide  
Cross functional skills      Product management      Financial skills  
Corporate ethics      Foreign language skills      Career planning  
Intellectual property      Reasoning by order of magnitude  
Lean Manufacturing

*\*The larger the font the more times it was mentioned*



1. Favor developing general managers
2. Seek in-house partnerships to draw attention and close the gap
3. Balance development of hard skills and soft skills – intellect and emotion





*“We are persuaded by reason  
but moved by emotion.”*





# Thank you

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