



EFMD

# EFMD & HUMANE Summer School

Transforming Higher Education Professional Services

Hosted by



15-20 September 2019  
Berlin, Germany

## 2019 Summer School Programme

### Sunday, 15 September 2019

14:30 – 15:00	<b>Registration</b> <i>Coffee available</i>
15:00 – 15:45	<b>Welcome and pre-programme briefing on the Summer School:</b>  <b>Welcome to the Summer School and introduction to the Freie Universität Berlin</b>  <b>Summer School programme briefing</b> <ol style="list-style-type: none"> <li>1. Summer School programme aims and objectives</li> <li>2. Small group membership, leadership and conduct over the course of the week</li> <li>3. Team tasks and deliverables to be submitted at the end of the Summer School</li> </ol>
15:45 – 17:45	<b>Workshop session: Working in a multi-national team; fast tracking intercultural competence</b>
<b>17:45 – 18:30</b>	<b>Welcome reception</b>
<b>20:00</b>	<b>Summer School Welcome Dinner</b>

### Monday, 16 September 2019

<b>Theme</b>	<b>Contemporary practice in the transformation of professional support services in higher education institutions and systems: Lessons from the trenches</b>
09:00 – 10:45	<i>Lessons from the trenches, part one:</i> <b>What will higher education look like in 2040?</b>  <i>Lessons from the trenches, part two:</i> <b>Getting to grips with the contemporary context of professional support in HE: The necessity for change and overcoming obstacles to achieving it</b>
<b>10:45 – 11:15</b>	<b>Coffee break</b>
11:15 – 12:15	<i>Lessons from the trenches, part three:</i> <b>Alternatives to transformational change? The competitive costs and benefits of transformational and incremental change</b>
12:15 – 12:45	<b>Plenary panel session: Lessons learned and lessons to learn over the course of the programme</b>
<b>12:45 – 14:15</b>	<b>Lunch</b>
14:15 – 15:45	<b>Case study presentation</b>
<b>15:45 – 16:00</b>	<b>Coffee break</b>
16:00 – 18:00	<b>Summer School team task, session 1: assigning team roles and role rotation, agreeing team behaviours and team procedures &amp; methods; clarifying team objectives and the week's work programme; designing a framework for self-assessing team performance</b>

<b>18:00 – 19:00</b>	<b>Short walking tour of the main FUB campus to early evening drinks reception <i>Free evening for participants</i></b>
<b>Tuesday, 17 September 2019</b>	
<b>Theme</b>	<b>Defining, designing and delivering an institutional transformation process: Leadership, governance, management and method</b>  <b>Learning from where others have gone before us...<i>the eHealth transformation agenda in Norway</i></b>
09:00 – 10:00	<b>Workshop part one: <i>Processes for defining a transformational strategic model: visioning a future state, clarifying requirements and benefits, and setting objectives</i></b>
<b>10:00 – 10:15</b>	<b>Coffee break</b>
10:15 – 11:15	<b>Workshop part two: <i>Designing the new operating model: making difficult choices, meeting challenges and dealing with organizational dilemmas</i></b>
<b>11:15 – 11:30</b>	<b>Coffee break</b>
11:30 – 12:30	<b>Workshop part three: <i>The tactics of executing a strategic organizational transformation: power, politics and action...and watch-outs for the uninitiated</i></b>
<b>12:30 – 14:00</b>	<b>Lunch</b>
14:00 – 15:30	<b>Case study presentation</b>
15:30 – 17:30	<b>Summer School team task, session 2: Applying the day's learning sessions to the case studies, identifying gaps in understanding, commence giving shape of team outputs <i>Coffee available</i></b>
<b>18:15</b>	<b>Bus transfer from the hotel to a sightseeing tour and to the restaurant</b>
<b>20:30</b>	<b>Berlin Summer School Dinner</b>
<b>23:00</b>	<b>Bus transfer to the hotel</b>
<b>Wednesday, 18 September 2019</b>	
<b>Theme</b>	<b>Leadership, communications and cultural change</b>
09:00 – 10:30	<b>Improv theatre workshop part one: Reputations on the line: finding your true voice and strategic communications in leading transformation</b>
<b>10:30 – 10:50</b>	<b>Coffee break</b>
10:50 – 12:00	<b>Improv theatre workshop part two</b>
<b>12:00 – 13:00</b>	<b>Lunch</b>
13:00 – 14:30	<b>Culture as an enabler of institutional success: Seven levers for achieving cultural change</b>
<b>14:30 – 15:00</b>	<b>Coffee break</b>
15:00 – 16:30	<b>Operationalising a cultural change programme: Embedding change in the fabric of the university</b>
16:30 – 18:30	<b>Summer School team task, session 3: applying the day's learning sessions to the case studies, identifying gaps in understanding, first draft of team outputs to be agreed by team</b>
<b>19:00</b>	<b>Team(s) working dinner at the hotel</b>
<b>Thursday, 19 September 2019</b>	

<b>Theme</b>	<b>Digitalisation and transformation</b>
09:00 – 11:00	Digitalisation as a driver of organisational transformation
11:00 – 11:30	<b>Coffee break</b>
<b>Theme</b>	<b>Creating coalitions for change</b>
11:30 – 13:00	The politics of the business case: The social, economic and financial process of making the case for change
13:00 – 14:00	<b>Lunch</b>
14:00 – 18:30	Summer School team task, session 4: team's outputs to be finalised; board memo to be submitted by no later than 18:00; presentations to be lodged by 09:00 on Friday <b>Coffee available</b>
19:30	<b>Bus transfer and sightseeing from the hotel to the restaurant</b>
20:30	<b>Dinner</b>
23:00	<b>Bus transfer back to hotel</b>
<b>Friday, 20 September 2019</b>	
09:00 – 10:30	Parallel Sessions: Teams present their work and receive feedback <ul style="list-style-type: none"> <li>• HUMANE and EFMD representatives</li> </ul>
10:30 – 11:00	<b>Coffee break</b>
11:00 – 12:00	Parallel Sessions: Teams present their work and receive feedback <ul style="list-style-type: none"> <li>• HUMANE and EFMD representatives</li> </ul>
12:00 – 13:00	Plenary Session Feedback to all teams from the panel
13:00 – 13:30	Closing Plenary Session and certificate presentations
13:30 – 14:30	<b>Closing lunch</b>