

## Marching generals from bullets to bullet points

**NON-PROFIT SECTOR**

**Leadership training is not just about profit, writes Andrew Baxter**

Nearly 40 years ago on his return from Vietnam, Mike Shaler was sent by the US army on a two-year scholarship at the University of Pennsylvania's Wharton School. It opened his eyes to what business schools could offer the military. "I learnt things that just didn't come through from the army's internal education programme," he says.

Retired from the army in 1992, Mr Shaler now has his own leadership consulting practice, and has played a key role in developing a new set of short courses for army general officers at the University of North Carolina's Kenan-Flagler Business School.

Beginning 18 months ago, four different programmes for one, two, three and four-star generals aim to increase their confidence with the business side of the army. It is no easy task bringing a group of four-star generals together from around the world, but their feedback

suggests it is worth it.

"Being army people, they all follow instructions, so when they are asked to answer a questionnaire, they all do it," says Mr Shaler. "The professors get very high marks, and the facility is world-class."

This is just one of many examples of public sector or non-profit organisations of all sorts recognising the benefits of executive education. At the Kellogg School of Management in Illinois, the one big federal customer used to be the Federal Aviation Administration, says Steve Burnett, dean for executive programmes.

In recent years, though, the Federal Bureau of Investigation and the United States Intelligence Community, a federation of organisations with a national intelligence role, have become two of the larger custom programme clients.

"As these very large federal agencies begin to change, just like corporations they are looking to executive education as one way to help them do that," he says.

Columbia Business School has recently "exported" its very successful social enterprise programme, developed for MBAs, into executive education. Ray Horton, who

has led the school's social enterprise programme since its inception, flies to Riyadh soon to do an executive programme for grantees of the King Khaled Foundation.

In the UK, Lancaster University Management School is delivering a customised programme for the Worldwide Palliative Care Alliance, on reflective leadership for clini-

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cians and directors in the hospice sector.

"They are the calm face for their hospice – for the patients, for the families," says Sally Watson, the school's director of executive education. "But the social and political context is constantly changing, leaving little or no space for senior directors and clinicians to develop their leadership in response to changing circumstances."

Not all the public sector clients want custom programmes, however. Kellogg has a range of open courses

aimed at not-for-profit organisations, says Mr Burnett, while its flagship Advanced Management Programme might number a chief financial officer from a big state university among its cohort, or captains and rear admirals from the US Navy.

Another option is a consortium programme that brings public and private sector organisations with similar needs or agendas together. Susan Cates, associate dean for executive development at Kenan-Flagler, cites a logistics course the school has run for military personnel and defence contractors.

One advantage of executive education courses for the non-profit sector is that they are a much more economical option than a full-time programme. Prof Horton also notes the concern among some non-profits that employees who are supported or encouraged to do an MBA or executive MBA might see greener pastures elsewhere after graduating.

On top of this, the current financial environment for non-profits and the government sector is very difficult, he says. "So the type of tools they can get from an executive education programme are particularly valuable.

They are not used to managing under conditions of extreme fiscal stress."

Mr Burnett at Kellogg says the process of understanding what the client needs and tailoring the programme accordingly is no different from that for a private-sector, for-profit organisation, "but you tend, perhaps, to teach different things. You don't necessarily want to teach a whole lot of marketing for an intelligence agency but you could teach them about their brand and how to protect it."

Flexibility is important for any custom programme client, and was a crucial issue for Mr Shaler when developing the army course in partnership with Kenan-Flagler – he did not want a course straight out of the school's brochure. While the broad aim is to look at the army as an enterprise, the army class does not look at profit margins as the be-all and end-all, he says.

"I sit down with faculty before and after a teaching session and say: 'Next time you run this, why not go a little more on this and a little less on that?' Faculty enjoy working with a room full of Army generals."

## Seasonal condiments add spice to classes

**FOOD AND LODGING**

**Andrew Baxter looks at how schools keep their students well fed**

It must be the ultimate challenge for a business school chef – keeping the French happy. So when Raul Lacara, executive chef at Stanford Graduate School of Business' Schwab Residential Centre, received a standing ovation from a group of senior French executives at the end of a week-long executive education course, it was a sure sign that his meals had hit the spot.

"All the participants love the food, but we figured that the French were extra discerning," says Gale Bitter, associate dean of executive education at the California school.

Mid-level and senior executives who attend executive education courses are used to the good things in life. Top-class restaurants and five-star hotels are the norm, so business schools have their work cut out keeping them happy.

Stanford takes very seriously

the food and accommodation it offers – so much so that, as in last year's ranking, it comes top among open programme providers in this category.

The University of North Carolina's Kenan-Flagler Business School also retained its top place for food and accommodation among custom course providers.

Stanford aims to have as many locally-grown or organic ingredients as possible, says Ms Bitter. The seafood comes from sustainable sources, while Mr Lacara keeps a garden for herbs and some vegetables. All the chefs work with the Culinary Institute of America for ongoing training and menu development.

When it comes to the accommodation, a five-star hotel is the benchmark, and the overall ambience has been given a lot of thought. Bernadette deRafael, director for accommodation and food at the Schwab facility, enthuses over the "palm trees, beautiful courtyards, Mexican architecture, and bright warm colours".

There is a 24-hour concierge service and, among many other little touches, chicken noodle soup is delivered to the room for participants feeling under the weather.

It is not a gourmet holiday,

of course, but food and accommodation are an important part of the package, says Ms Bitter. Susan Cates, UNC Kenan-Flagler's associate dean for executive development, notes that the quality of the programme being delivered is paramount, but participants' basic needs have to be met so they can focus on the higher-level issues.

"We are dealing with mid-to very senior level executives who have stressful jobs, travel a

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lot, and are taking time away to invest, and their company is investing, in their development," she says. "So you need a comfortable facility with nice rooms designed with the executive in mind, in a context where you are not competing with a sorority function, a wedding or a convention."

UNC Kenan-Flagler's Paul J Rizzo Conference Centre is used solely for executive development and is designed as a retreat for stressed-out

executives. Meals are taken in the DuBose House, built in 1933 and listed on the National Register of Historic Places, and there is a 120-room hotel nearby, McLean Hall.

Even if a simple meal is required, such as soup and a salad at lunchtime, the chefs aim to be innovative, says Ms Cates. Soup could be carried vegetable or creamed asparagus and cauliflower, spiced.

Custom programmes are delivered wherever the client wants them to be, and in the past 18 months UNC Kenan-Flagler has held them in India, China, Singapore, France, Germany and South Africa, along with other venues in the US. "We very much focus on how to create that same Carolina experience when we are outside the Rizzo Centre," says Ms Cates.

One issue for schools when catering for overseas participants is how much local food to give them. Most aim for a mixed approach, offering both local dishes and others that the participants would find more familiar, and tailoring the mix for each group.

Grenoble School of Management in France uses local restaurants for its executive education

participants. Inevitably there is great pride in the region's gastronomy, but the school recognises that it would be wrong to take a group of Indian or Chinese visitors only to French restaurants during their stay.

"In most programmes there is a fine balance between trying new foods and giving the participants some exposure to French culture, but also ensuring they get fed and don't stop eating for a week," says Gael Fouillard, executive education manager.

Often, groups from India or China are keen to try French cuisine. Mr Fouillard recalls one Chinese group that took a liking to cheese fondue from the Savoie region, discovered in Annecy on the way back from trips to Geneva.

In Grenoble, meanwhile, there are some 15 Indian restaurants the school can use and several good Cantonese-style Chinese restaurants, offering fare very different from that served in Shanghai or Beijing but at least a little closer to what participants from China's two main cities may be used to at home.