

EURAM Presidential Activities

December 2-3, 2020: How Are and Could We Better Address Corporate Needs

SUMMARY OF SURVEY RESPONSES
Xavier Castañer, VP External Relations
December 1, 2020

Presidential Activities I

Asociación Científica de Economía y Dirección de la Empresa, **Luis Angel Guerras*** and **Carmen Cabello**

British Academy of Management, **Katy Mason**

European Business History Association, **Adoración Alvaro Moys**

European Council for Small Business and Entrepreneurship, **Eddy Laveren**

European Institute for Advanced Studies in Management, **Gerardine Doyle**

International Association for Management Development in Dynamic Societies, **Danica Purg**

Irish Academy of Management, **Felicity Kelliher**

Nordiska Företagsekonomiska Föreningen, **Runólfur Smari**

Slovenian Academy of Management, **Matej Černe**

Società Italiana di Management, **Lara Penco**

Verband der Hochschullehrer für Betriebswirtschaft e.V., **Jutta Geldermann** and **Tina Osteneck**

Presidential Activities II

Academia de Ciencias Administrativas, **Mónica Lorena Sánchez Limón**

Academy of International Business, **Jeremy Clegg**

Administrative Sciences Association of Canada, **Patricia MacLaren**

Africa Academy of Management, **David B. Zoogah**

Asia Academy of Management, **Jane Lu**

Associação Nacional de Pós-Graduação e Pesquisa em Administração, **Antônio Carlos Gastaud Maçada**

Behavioral Science and Policy Association, **Sim Sitkin ***

International Corporate Governance Society, **Bill Judge* and Alessandro Zattoni**

International Federation of East Asian Management Associations, **Yang Zhang**

International Federation of Scholarly Associations of Management, **Yang Zhang**

Japanese Academy of Business Administration, **Norio Kambayashi**

*** Also participated in the survey but can not attend**

Responses to 2020 Survey

THANK YOU!

Q1: Most Important *Managerial Challenges* for Corporations

- **1. Dealing with the effects of covid19 & beyond (+ structurally):**
 - Reconfiguring **supply chains** (*resilience*)
 - Retaining/motivating and organizing for a more effective, partly new and remote **workforce** (mobile?, committed?, tech savy?, expect change? – Sennett 2000) – *diversity & inclusion* (rural world included)
 - **Innovation:** taking advantages of disruption & **new technological opportunities** (AI/big data, digitalization) – *reorganization, change, transformation, redesign*
 - Dealing with socioeconomic **disparities and cultural differences** (*human dimension, geo risk*)
- **2. Data analytics** *literacy & cybersecurity*
- **3. Rapid strategy implementation/change management**
- **4. Sustainability** of the **environment** (*climate change*) & human species – *now*, not just in the future
- **5. Legitimacy crisis (lack of trust) in corporations & other societal institutions**

Q2: Key Competences for Future Business Leaders

- **1. Personality + Competences (soft skills) + Knowledge (know what):**
 - *Emotional intelligence – empathy (open to dialogue) – ‘global’ mindset (cultural context sensitivity); Ethical orientation*
 - *Forward looking (long term); Open to fast changing tech/innovation (curiosity) and adaptability; Resilience; Valuing knowledge*
 - *Basic administrative knowledge (acumen) + data analysis literacy + multidisciplinary*
- **2. Behavior:**
 - *(‘Distributed’) leadership: vision + lead through dialogue & consultation (participation, inclusion) rather than through command, empowerment*
 - *Forward looking (scenarios), integrative, critical & analytical thinking - data analysis/social science research skills*
 - *Networking*
 - *Learning & changing: continuously develop understanding of fast changing tech/innovation (scanning) and Fast strategy definition and implementation (agile)*
 - *Ethical*

Q3: Solutions for Challenges

- **1. Government:**
 - Invest more in *education & research* – ex: Covid related; matching grants
 - Set up exchange platforms (advisory groups, teams) between academics & experts in different government departments (*interdisciplinarity*)
- **2. Universities:**
 - *Public* universities need to get *more funding* and *reduce unnecessary bureaucracy*
- **3. Management schools:**
 - Be ahead of demands from private & *public* organizations (legitimacy & public funding)
 - Facilitate *knowledge sharing workshops* among corporations (including SMEs) and managers' *peer networks* (masterclasses, shared platforms, CEO fora) – in competition/cooperation with industry associations and territorial bodies?
 - New academic groups/teams/initiatives to deal with specific corporate challenges
- **4. Faculty:** see also management schools above
- **5. Associations:** manifestos; certifications & accreditations for programs & individual practitioners; journals' special issues

Q4: Individual Faculty, School and Association Practices to Address Challenges

- **1. Individual faculty:**
 - *Joint problem-oriented research:* contracts between researchers & corporations to research about and solve specific problems
 - *Dissemination of managerially relevant knowledge:* publications (including textbooks) showing how successful companies manage relevant corporate challenges
 - Using alumni network for guests speakers, student internships & research projects *
- **2. Schools/universities*:**
 - Encourage cooperation between researchers & corporations to research about and solve specific problems
 - Undergraduate & graduate interdisciplinary programs with sustainability learning goals
 - Post graduate programs (executive/continuous education) showcasing the research finding which address corporate challenges
- **3. Scholarly associations:** try to encourage cooperation among (1) researchers in different universities working on same topic (research teams, scale economies), (2) different universities (cultural area) and (3) with the public sector

Q5: Ways to Facilitate *True Dialogue* between Academics & Corporate Actors at Individual & School Levels

- **1. Conferences/fora around corporate challenges** – where corporate actors express the challenges they face and academics try to address them (based on extant research), they could nourish...
- **2. Joint research** –where managers participate in the formulation of the research questions, company sponsored but with academic freedom (data access/confidentiality)
- **3. DBAs for manager practitioners** – better articulation of cooperation between practice(relevance)-oriented academics and more publication-oriented academics
- **4. Publications which effectively disseminate academic knowledge relevant for practice** (like AMP or EURAM's Sparks initiative)
- **5. Technological parks, incubators and accelerators in university campuses** – with the participation of academics (data gathering for understanding of entrepreneurial decisions & processes)