



International Advisory Board

# Leaders Look to the Future





Members of IESE's International Advisory Board met on the Barcelona campus on April 17 to deliberate recent shifts in the business world, and more specifically, the future of management education. The board includes 29 members from diverse countries, all prominent business and civic leaders.



- 1 Rafael del Pino and Nicholas Schreiber
- 2 Dean Jordi Canals and Janne Haaland Matlary
- 3 Andrea Christenson and Mar Raventós
- 4 Ermenegildo Zegna
- 5 Mariano Puig and Toyoo Gyohten
- 6 Prof. Juan Roure, Oscar Fanjul and Michel Camdessus
- 7 Siegfried Russwurm, Hans-Jacob Bonnier and Gerhard Heiberg

IESE's International Advisory Board meets annually to discuss the school's development over the past year, as well as upcoming challenges and goals.

The most recent edition of the meeting, held on April 17, marked the addition of a new member: Siegfried Russwurm, head of Corporate Human Resources and Labor Director for Europe, Africa and CIS at **Siemens**. He is also a member of the managing board at **Siemens**.

### The role of individuals in the crisis

This year, IAB members analyzed possible causes of the crisis and ways of orienting the school in order to assist companies and contribute toward avoiding similar economic scenarios in the future.

A lack of leadership and good governance, according to members of the IAB, has been one of the essential causes of the crisis. Rather than a failure in the overall system, members said that the current situation was caused by the personal failures of individuals - mainly business leaders and

regulators – those who are responsible for implementing the system and making sure that it functions effectively.

In this panorama, the role of the manager is taking on greater importance, they said. The development of highly-prepared executives, therefore, has become vital for leading organizations out of the crisis.

IAB members agreed upon the need for academic institutions to provide rigorous management education and foment a strong social conscience. As such, schools should focus not only on tools and technical skills. They should also develop leaders who have effective decision making abilities.

Business schools like IESE should aspire to develop business leaders with a strong sense of ethics and integrity, who are able to lead courageously yet prudently. In this regard, members called for a renewed focus on good corporate governance and the global political economy.

### Growing role of the public sector

Given the growing role of government in providing financial backing in some

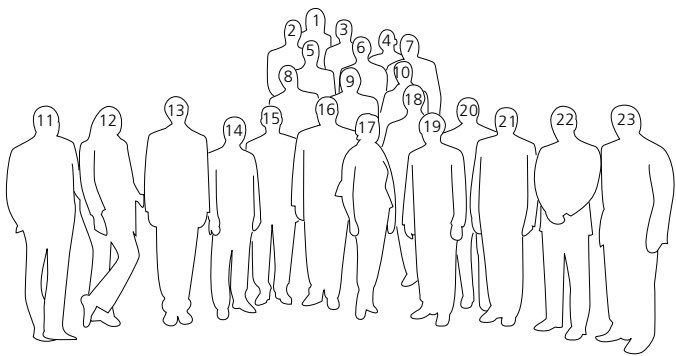
sectors, members of the IAB also noted that there is a need for new models for the public sector, to ensure that this task is carried out adequately. Moreover, as the public sector's role grows, the need for high-level managerial capabilities in the public sector will increase.

IESE is currently home to the Private-Public Sector Research Center, which focuses on fostering cooperation and synergies between these two domains. Models for private and public sector collaboration may vary in different geographic areas, and more research is needed in this area, it was stressed.

Members also called for greater emphasis on effective leadership and governance over the long-term, due to the heightened interest in short-term gains in recent years.

### Members of IESE's IAB are

<b>Andic, Isak</b> Mango Spain	<b>Fanjul, Oscar</b> Omega Capital Spain	<b>Johnson, Franklin P.</b> Asset Management Company USA	<b>Puig, Mariano</b> Fundación Puig Spain	<b>Shibata, Takumi</b> Nomura Japan
<b>Bonnier, Hans-Jacob</b> Bonnier Sweden	<b>Fung, Victor K.</b> Li & Fung Group China	<b>Maerki, Hans Ulrich</b> ABB Switzerland	<b>Raventós, Mar</b> Codorniu Spain	<b>Shreiber, Nicholas</b> Tetra Pak International Switzerland
<b>Breuer, Rolf-E.</b> Deutsche Bank Germany	<b>Gardner, Roy</b> Compass Group UK	<b>Mangold, Klaus</b> DaimlerChrysler Germany	<b>Riboud, Franck</b> Groupe Danone France	<b>Sorrell, Martin</b> WPP Group UK
<b>Camdessus, Michel</b> Banque de France France	<b>Gyohten, Toyoo</b> Institute for International Monetary Affairs Japan	<b>Mohn, Liz</b> Bertelsmann Germany	<b>Revoredo, Helena</b> Prosegur Spain	<b>Storm, Kees J.</b> Aegon The Netherlands
<b>Canals, Jordi</b> IESE Spain	<b>Haaland-Matlary, Janne</b> University of Oslo Norway	<b>Motta, Stanley</b> Motta Internacional Panama	<b>Roure, Juan</b> IESE Spain	<b>Sutherland, Peter</b> Goldman Sachs, BP UK
<b>Carter, John</b> Munich Re UK	<b>Haniel, Franz</b> Metro Germany	<b>Murthy, N. R. Narayana</b> Infosys Technologies India	<b>Russwurm, Siegfried</b> Siemens Germany	<b>Wenning, Werner</b> BAYER AG Germany
<b>Christenson, Andrea</b> Kathe Kruse Puppen Germany	<b>Heiberg, J. Gerhard</b> Norscan Partners Norway	<b>Pino, Rafael del</b> Ferrovial Spain	<b>Schrøder, Johan</b> Schrøder Foundation Denmark	<b>Zegna, Ermenegildo</b> Ermenegildo Zegna Italy



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|-----------------------|---------------------------|------------------------|
| 1. Andrea Christenson | 9. Franklin P. Johnson    | 17. Helena Revredo     |
| 2. Hans Ulrich Maerki | 10. Mar Raventós          | 18. Nicholas Schreiber |
| 3. Stanley Motta      | 11. Michael Camdessus     | 19. Hans-Jacob Bonnier |
| 4. Oscar Fanjul       | 12. Janne Haaland-Matlary | 20. Ermenegildo Zegna  |
| 5. Gerhard Heiberg    | 13. Dean Jordi Canals     | 21. Mariano Puig       |
| 6. Johan Schrøder     | 14. Toyoo Gyohten         | 22. Rafael del Pino    |
| 7. Siegfried Russwurm | 15. John Carter           | 23. Prof. Juan Roure   |
| 8. Kees J. Storm      | 16. Rolf-E. Breuer        |                        |



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- 2 Johan Schrøder
- 3 Stanley Motta, John Carter and Rolf-E. Breuer
- 4 Hans Ulrich Maerki and Isak Andic



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