



Responsible Business and the new Stakeholder Economy: a Model to Maximise Value **The Maturity Institute MBA**

A five day leadership development programme for MBA students, executives and managers run by the Maturity Institute and the University of Edinburgh Business School providing a complete professional package, including:

Theory: Organisational Maturity & Total Stakeholder Value

Method: OMINDEX Organisational Health diagnostic measurement and rating to 'medical' standards

Practice: Completion of your own Organisational Maturity Rating analysis and maturity strategy design for improving value

Professional: Gain recognition and join a growing network through Maturity Institute Affiliate membership

Our present versions of economic theory, capitalism, social democracy and environmentalism have all been found wanting.

The business community is having to adapt its business models to a world that has woken up to the human and environmental toll of unfettered capitalism. Plastic floating around our oceans begs many questions about profits, products, packaging and waste. The existence of human rights abuses and modern day slavery within countries across the world, is symptomatic of a deep, systemic problem.

Conventional leadership and management practices have to be adapted to address the challenges of a more complex

mix of organizational objectives, new criteria for success and evidence of social legitimacy.

The demise of the Friedman Doctrine, that corporations exist solely to produce profits, and the paradigm of shareholder primacy, means that a better alternative has to be found.

Consequently, as we remain in the wake of the Global Financial Crisis of 2008, shareholders are finding it increasingly difficult to support the argument that their interests should hold primacy over all other stakeholders. These include workers, suppliers, customers, and local communities. This is forcing a reappraisal of core issues of organizational purpose and value. In short, what sort of

capitalist system do we need for a sustainable future?

Within a small group of exemplar companies are the core elements of a corporate model that points to a way forward; one that accepts the widest responsibilities to society while formulating winning business strategies.

This MBA course is specifically designed to teach the building blocks necessary for any responsible business to be fit for purpose, to both survive and thrive, in the 21st Century.

The course also connects all elements of an existing MBA programme, both core and electives, into a coherent and holistic management system. Using a unique Whole System

Management framework, the course will show that the very best organisations will be the most responsible, and will be able to demonstrate success through a measurable form of societal benefit, called Total Stakeholder Value.

TSV integrates financial, human, and environmental performance. The leaders and managers of the future will need to be whole system, professional practitioners. They will need to be able to deal with a world increasingly aware of the imperative to integrate business needs with societal expectations. To build businesses within economies that must truly benefit all stakeholders.



UNIVERSITY OF EDINBURGH
Business School



Maturity Institute

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This course is run in conjunction with the Maturity Institute (MI) and can be completed as an MBA option, elective, or as part of other masters' programmes. It can also be completed as a standalone module to complement and enhance existing MBA qualifications and other management development programmes. It is constructed from MI's core text - 'The Mature Corporation - A Model of Responsible Capitalism' and the work of MI in practice across corporate, investment, and regulatory environments. Teaching will normally involve 2x2-day classroom sessions with a minimum of one day of self-directed learning online.

This course offers participants:

1. An over-arching purpose and definition of value for focusing all leadership and management effort
2. A whole system management (WSM) approach that integrates all management disciplines
3. A continuous, virtuous cycle of improvements in Total Stakeholder Value and long-term, shareholder returns
4. A simple methodology for improving an organisation's value; both intrinsic and market capitalisation.
5. Future proofed, personal leadership and management development opportunities
6. Attainment of a deeper understanding of systems at a global and organizational level
7. A diagnostic for organizational health based on integrating organizational and human system analysis
8. The ability to measure and report on the value of organizational intangibles such as governance, culture and human capital
9. Incorporation of all CSR and ESG considerations into business strategy, to ensure an organization can operate in a truly responsible manner and realise all potential value opportunities

The course also provides a route to immediate Affiliate membership of the Maturity Institute (AMI designation) with further opportunities to progress to full, professional accreditation.

Programme

Day 1: Preparatory pre-reading and viewing

- Textbook: 'The Mature Corporation - A Model of Responsible Capitalism'
- Videos: 4 x 90 minutes - 'Maturity Institute Orientation'
- Videos: 2 x 60+ minutes - 'Novo Nordisk case study'
- Classroom session slides (MI MBA 5day.pptx)

Days 2 & 3: Classroom

- The problems of conventional management practice
- Capitalism's systemic problems & barriers to change
- Redefining organisational purpose
- Replacing profit with value as the primary motive
- Measurement of value as OCRQ (see Fig 1)
- Total Stakeholder Value
- Corporate health diagnostics and the OM30 instrument
- An introduction to OMINDEX
- Whole System Management
- A Mature, Strategic Business Framework
- MI's 10 Pillar whole, human value system

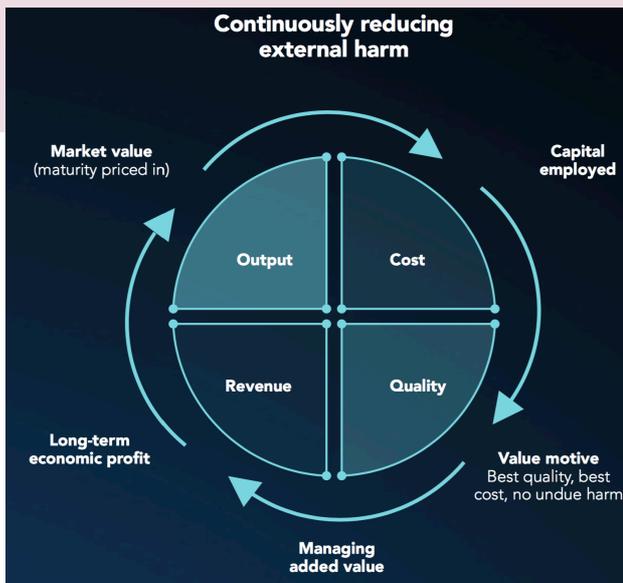
Days 4 & 5: Classroom

- Company valuation using OMINDEX
- Improvement, innovation, learning
- From Performance Management to a Value Management System (VMS)
- Leadership, Trust, Cooperation
- Organizational risk in human systems
- Mature, authentic leadership and management education
- Company reporting in a mature management system
- Organizational Maturity Rating (OMR) using the OM30

Post-course assignment

Completion of one Organisational Maturity Rating demonstrating capability for applying the OM30 diagnostic for analysis and prescription. Full organizational maturity analysis report.

Figure 1: The Total Stakeholder Value System



Speakers



Paul Kearns' wealth of experience comes from a long career in strategic human capital management, with a particular focus on measuring the value of 'intangibles'. It led him and a group of colleagues, in 2012, to establish the Maturity Institute (MI). MI measures and rates companies according to how well they reconcile their business models with wider societal responsibilities. These Organizational Maturity Ratings (OMRs) constitute OMINDEX, a benchmarking scale for investment and business management. Paul recently co-authored MI's first textbook with Stuart Woollard - 'The Mature Corporation: A Model of Responsible Capitalism' - which uses MI's research evidence to demonstrate

how maximising long-term shareholder value is entirely dependent on maximising Total Stakeholder Value (TSV), integrating financial, human, and environmental performance. Paul is Senior Partner at UK-based advisory firm OMS LLP.



Stuart Woollard is Managing Partner of OMS LLP (Organizational Maturity Services) and co-founder and Council member at the Maturity Institute. He is currently leading pioneering work using the Maturity Institute's OMINDEX to show how the very best organisations are able to serve society, build effective human value systems and provide the greatest benefit for all stakeholders. He has published research on the management of people in global contexts and was appointed an Innovation Fellow at King's College London in 2010. Stuart was part of the international leadership team at E*TRADE Financial and UK Managing Director, and previously led advisory businesses, both

independently and at Arthur Andersen. He is a regular conference speaker and teaches on MBA and graduate programmes.

COURSE FEE

The course fee is £1,795. This includes all tuition, course materials and includes MI's core text - The Mature Corporation. Catering and accommodation are not included. Please contact us for information on our preferred suppliers and special rates for accommodation.

There is a 20% discount for University of Edinburgh Alumni and Staff.

COURSE DATES

The course will run from until 2019. This is an intensive course, with teaching based on a 9-5pm working day however there will be group work, assignments and reading outside these hours. There will also be some pre-course reading and tasks to complete before the first session.

HOW TO APPLY

To apply for this course please visit

www.business-school.ed.ac.uk/executive

We strongly encourage you to apply as early as possible before the start of the course to avoid disappointment.

Please note the deadline for applications for this course is 2019.