

**Application for the EFMD
Excellence in Practice Award 2011**

The *IMPact* Program

Partnership in Design, Development & Delivery

of the *IMPact* Program

by Lufthansa School of Business

**with the International Masters Program in Practicing Management,
encompassing Lancaster & McGill Universities**

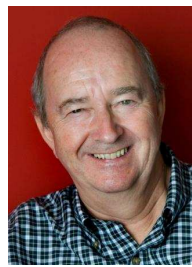
and CoachingOurselves.com



Kristien Weidenmann
Executive Education Manager
Lufthansa School of Business



Henry Mintzberg
Co-founder
IMP M at McGill University



Rick Crawley
Program/Cycle Director
IMP M at Lancaster University



Phil LeNir
Executive Director
CoachingOurselves

Executive Summary

The Challenge: How can learning be carried from personal development in a management program into the organization for its own development, especially in difficult economic times? This is a long-standing problem, where the innovative solution discussed could have a huge impact on developmental programs everywhere.

The Program Partnership: (1) The International Masters in Practicing Management (impm.org), an unusual program that for 15 years has been dedicated to developing managers in the context of their own jobs and companies, by having them focus on reflecting on their own experiences and sharing the resulting insights with each other. (2) CoachingOurselves.com, another unusual program, in which teams of managers develop themselves at work. (3) Lufthansa School of Business, the corporate University of the LH Group, driven by the "Increase Innovative Impact Initiative" (4) The *IMpact* Program, a program created at the interface of these three.

The Commitment: The IMPM has resulted in what is probably unprecedented in management training—several companies have been sending teams of their managers for almost all of these 15 years. That partnership has been most evident with Lufthansa, which has not only been sending teams these years (having missed only the one after 9/11), with the learning being passed back and forth continuously between program and company, for the sake of its other programs, but has also led to an innovative product development process, a natural commitment and a smooth joint execution of *IMpact*, in a close collaboration of business and academics, carrying management development straight into organization development.

The *Impact* Program: Each manager in the program establishes a team of high-potentials back home through whom he or she carries the learning of the program into the organization, with the help of CoachingOurselves.com. In effect, instead of a changed person returning to an unchanged organization, he or she returns to a team of colleagues eager to share the learning, and more importantly, help the manager carry it into action. That is the "pact." For a company with a tight training budget, this means that for every manager sent on the program, 5-10 more are developed, not to mention engaged in driving change. As its execution in Lufthansa is discussed in the text, this has the potential to revolutionize developmental programs of all kinds.