Windesheim Honours College-Value Creators: Educating at personal and interpersonal levels

Summer Course about Interdisciplinarity and the future of Universities. San Sebastian, Spain, 7-8 September 2018
Who are we?

Liesbeth Rijsdijk (PhD)
Director External Relations and Senior Researcher Social Innovation
e.rijsdijk@windesheim.nl
Global Health/ Social and Behavioural Change/ Wicked Challenges, governance and leadership competences

María García Álvarez (MA)
Lecturer and Coordinator of Value Creators
mf.garcia-alvarez@windesheim.nl
Globalisation/ Global Challenges/ Urban dynamics/ Character qualities
Windesheim University of Applied Sciences: U 2.0

- Zwolle and Almere
- Dutch University of Applied Sciences (higher education and research)
- Over 20,000 students and 2,000 faculty and staff members
- 50 bachelor programmes in Business, Media & Law; Journalism and Communication; Health and Social Work; Engineering and ICT; Education; Sport and Therapy.
- Over 180 post graduate programmes, associate degrees, master programmes and professional courses.

https://www.youtube.com/watch?v=vPU_whUCIbo
Windesheim Honours College: U 3.0 ➔ U 4.0?

• International Bachelor Global Project and Change Management
• Global Challenges ➔ SDGs
• Social change
• Intensive program (1 subject per day)
• International Experiential learning; real projects from day 1
• International faculty and staff
• 80 students per year (small-scale)
Our educational vision

- One size does not fit all (flexible curriculum)
- Intensive and meaningful learning ➔ community learning
- Bounded freedom
- 21st century skills with focus in character qualities (leadership, ethics, curiosity, adaptability, resilience and social awareness)
- Strong career counseling (self=self / self=others/ self= environment)
- [https://www.youtube.com/watch?v=4D1Zk7t8eas](https://www.youtube.com/watch?v=4D1Zk7t8eas)
Preparation students for uncertainty and complexity

Snowden, 2005

Analyse, plan & predict

Agile, experiment, let go and just do it; then analyse and learn
Windesheim Honours College: BBA in Global Project and Change Management

OUR VISION AND FRAMEWORK

THE CURRICULUM

Knowing who you are

Knowing what your passion is

Knowing how to get there

PLANET

PROSPERITY

PEOPLE

NGOs

GOVTs

YOU

GOVERNMENTS

BUSINESS

Human Rights

Global Health

Resilience cities

Climate adaptation

Social Entrepreneurship and Circular Economy

PM&C

Global Challenges

Research

Business Skills

Our Vision and Framework

The Curriculum

Windesheim makes knowledge work
<table>
<thead>
<tr>
<th>Autumn</th>
<th>Spring</th>
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<tbody>
<tr>
<td>Introduction to Project Management 5 credits</td>
<td>Project Management for Success 5 credits</td>
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<td>Introduction to Research 5 credits</td>
<td>Qualitative Research 5 credits</td>
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<td>Professional Writing 3 credits</td>
<td>Rhetoric for Persuasive Communication 3 credits</td>
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<td>Business Ethics 3 credits</td>
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<td>Managerial Accounting 3 credits</td>
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<td>Critical and Creative Thinking 3 credits</td>
<td>Financial Analysis 3 credits</td>
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<td>Project Management for Change 5 credits</td>
<td>Project Teams &amp; Leadership 5 credits</td>
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<td>Quantitative Research 5 credits</td>
<td>Trends and Scenario Analysis 5 credits</td>
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<td>Good Governance 3 credits</td>
<td>Marketing 3 credits</td>
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<td>Global Challenges 3 credits</td>
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<td>Sustainable Business 5 credits</td>
<td>Managing Diversity 5 credits</td>
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<td>Economics 3 credits</td>
<td>Non-Profit Management 3 credits</td>
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<td>Environmental Economics 3 credits</td>
<td>Visual problem Appraisal 3 credits</td>
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The Playground

Leadership practice/coaching within international real projects

Development of 5 Minds for the Future in the framework of wicked challenges

Individual choice and interest of students

Thesis and Reflection

Managing Projects in a Globalized World
Value Creator
30 credits

OR

Bachelor level Internship and Capstone
30 credits

Value Creator
30 credits

OR

Electives
30 credits

Managing Projects in a Globalized World
OR

Electives
30 credits

3

4

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Exhibit 1: Students require 16 skills for the 21st century

21st-Century Skills

Foundational Literacies
How students apply core skills to everyday tasks
1. Literacy
2. Numeracy
3. Scientific literacy
4. ICT literacy
5. Financial literacy
6. Cultural and civic literacy

Competencies
How students approach complex challenges
8. Creativity
9. Communication
10. Collaboration

Character Qualities
How students approach their changing environment
12. Initiative
13. Persistence/ grit
14. Adaptability
15. Leadership
16. Social and cultural awareness

Lifelong Learning

Note: ICT stands for information and communications technology.
The Shift from Information Age to Network Society
New process and better outcomes in the next stage of economic development

INFORMATION AGE
(Centralised stagnation)
Exhaustion - no productivity, no growth, zero sum game, wealth transfers

NETWORK SOCIETY
(Distributed prosperity)
Abundance - rapid jump in productivity and growth, exponential crowd contribution, wealth creation

IMAGINATION AGE
(New form of society and economy)
Focus on people, economic growth as a mean, not a goal, collaboration human-AI

THE NETWORK AS A TOOL

Transition
“Humans create machines to automate human activities....Machines amplify or accelerate existing human processes....Machines have a purpose, a set function and therefore an inherent nature” (McLuhan, 1966)
Why is this a problem?
Goal & Indicators

Resources:

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The way we see the global challenges

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Value Creators concept: university as the place to create societal value

- Knowledge is a tool, not the goal
- Engaging with and understanding Professional networks: cross-organizational issues
- Working with complexity and wicked challenges: Focus on SDGs, rethinking SDGs
- Multi-disciplinary approaches
- Strong character qualities focus: Development of 5 Minds for the Future
- Co-creation of social value: Theory U, Impact management and 4E-Model
No more lessons!

Different tools through different workshops:
- Theory U/E-Model;
- SDGs (students select the MOOCs they need);
- Networks complexity;
- Impact management;
- Get out there...conferences, congresses, organisations...

Complex questions!!
- Interprofessional approaches
- Multi stakeholders
- Global challenges, local action

Outside university!!
- Co-creation places
- Open spaces
- Online platforms

https://www.youtube.com/watch?time_continue=336&v=89J4CvrJudQ
Focus on development of personal and interpersonal skills

Five Minds for the Future

Disciplined
mastery of key subjects

Synthesizing
arraying information to make sense to self and others

Respectful
seeking to understand differences

Ethical
striving toward good work and good citizenship

Creating
beyond existing knowledge and syntheses to pose new questions

The future of Value Creators

A network of Value Creators supporting students in becoming change makers....

And setting up a SDG Lab

www.valuecreators-whc.com
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SDG lab

Planet

Community
Climate adaptation

Community

Profit

Community
Social entrepreneurship & circular economy

People

Community
Healthy cities

Organisations

Education

Market projects

Lectorate
Questions so far?
If I had an hour to solve a problem and my life depended on it, I would use the first 55 minutes determining the proper questions to ask.

Albert Einstein
How to lead the process of learning in a VUCA world?

**VUCA**

A term originated by a US Military College to describe the new challenges facing leaders.

- **Increasing rate of change**
- **Volutility**
- **Uncertainty**
- **Complexity**
- **Ambiguity**

- Less clarity about the future
- There may be no “right answer”
- Multiplicity of decision factors
Crucial competences

- Asking (the right) questions
- Uncertainty & Ambiguity → Adaptation capacity, not improvisation
- Resilience
- Letting go and act → critical reflection and self assessment
- Communication → LISTENING AND REALLY TRYING TO UNDERSTAND
- Empathy
- Connecting

Experiment, Fail, Reflect, Learn and Try Again
The E-Model (Made in Zwolle)

Value Creators E-Model: From ego-system to eco-system....

- **Explore**
  - Open mind
  - Disciplined Mind
  - Ethical Mind

- **Engage**
  - Open heart
  - Happening Mind

- **Elaborate**
  - Open will
  - Creating Mind
  - Systematizing Mind

- **Evaluate**

**Let go...**

**Let in...**

**Self with Self**

**Self with the other**

**Self with the system**

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Welcome to The Value Creators Journey E-MODEL

U1: Explore
U2: Engage
U3: Elaborate
U4: Evaluate
The 4 E-model

Step 1: Explore

- Causes, Consequences, BIG DREAM in ideal world, possible solution directions?
- Select one possible solution

Go to step 2

For Example: Sustainable development goal is “end hunger in the world”. One of the causes of “hunger” is poor agricultural methods, consequence is low agricultural production. Possible solution is to improve agricultural education and training for farmers.
The 4 E-model

Step 1: Explore

Step 2: Engage

• Take the solution you chose from step 1
• Discuss which stakeholders are involved in solving this topic/ in finding the solution and in what way? Write as many stakeholders as possible on yellow sticky notes.

For example: Solution = improve agricultural education for young people and training for farmers. Stakeholders: Ministry of Education, teachers, farmer union, young people/students

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The question in step 3 is to get from the DREAM to ACTION. What needs to be done by whom? Which actions should or could be taken by which stakeholder? Write on green sticky notes and put under step 3.

For example: the Ministry of Education needs to financially support agricultural education; farmers need to organise themselves and organise training.
The 4 E-model

Step 1: Explore
Step 2: Engage
Step 3: Elaborate
Step 4: Evaluate

In the final step, you evaluate and discuss the VALUE that will be created for whom when these actions have been executed.

For example: self-respect for farmers; independence and source of living for young people; enough food for all
The 4 E-model for Global Challenges

• Practical tool inviting stakeholders to explore their role as change makers and deal with global challenges with a local impact

• Flexible approach to discover relevant networks with power to set things in action

• Process focused instead of solution focused

• Focused on value creation and small steps

• To be used in pressure cooker sessions and longer periods of time
Workshop: $4^E$ model for Value Creation

First step: **Explore** the challenge from different perspectives. Why is it a problem (causes); what is the result of the problem (consequences) and what are possible solutions? Then decide together on a possible solution to explore further in step 2. (15 minutes)

Second step: **Engage**. Who should be involved (stakeholders) in making the possible solution you choose reality? (15 minutes)

Third step: **Elaborate**. What should be the role and concrete activities of each of the identified stakeholders? (15 minutes)

Fourth step: **Evaluate**. Decide for whom you are going to create which value with the possible solution. (15 minutes)
JUST DO IT!

MAKE YOUR DREAMS COME TRUE!

http://www.notimpossible.com/#whatwedo
Interested to be involved? Join us!

Email: info-valuecreators@windesheim.nl
Phone: +31 88 469 77 67
Liesbeth Rijsdijk or Maria Garcia Alvarez

Articles: