



FONDAZIONEISTUD

**3rd Report on the  
commitment of ISTUD  
Foundation to the  
Global  
Compact Principles**

**PRME** Principles for Responsible  
Management Education

Baveno, Italy - June 2014





**ISTUD Foundation is an independent business school that operates in Europe in the field of executive education, advanced lifelong learning and management research. As independent advanced centre of management research and training, it acts as a 'bridge' between theory and practice, between academy and the world of professions.**

**Its mission is to consolidate and spread a management culture based on corporate social responsibility, multiculturalism, professional upright and value production.**

## Our history

Founded in 1970 by Assolombarda (the largest territorial association of the entire Italian entrepreneurial system) and a group of leading Italian and multinational companies (including Pirelli, Olivetti and IBM), ISTUD Foundation has always accompanied the evolution of Italian management, making an important contribution to the spread of a modern 'management culture' in our country. The first Faculty of the Business School was composed of professors from the Harvard Business School, flanked by Italian professionals in management consultancy. Today, ISTUD is the only high-profile independent Italian Business School. In its 44 years of activity, more than 60,000 executives and middle management and more than 2,600 graduates have attended its training programmes and Master courses and many professionals now operating in training and research attended ISTUD from the seventies to today.

In 2014 ISTUD Foundation has celebrated its 44 years of activity as business school and managerial research center and the recognition from 2011 by the Italian Ministry of Education, University and Research of ISTUD Foundation as certified private research center is an important award of the work done in all these years for the excellence of management education and research. The improvement and strengthen of the international profile of the school demonstrates a strong commitment to always work at levels of excellence in management education not only in Italy and Europe but also in a global scenario.

## Letter from the Dean

*More than ten years ago, Fondazione Istud launched the Management & Sustainability field of study and since the very beginning a strongly embedded approach has been followed by all of us.*

*Our mission, to help companies and individuals to grow and exploit their potential creating value for all the surrounding system, was the starting point of our approach, that lasts up to now, to let managers combine business objectives with social objectives in all the activities we design and deliver.*

*Today, in this tough and lasting crisis, it could be easy to abandon such approach, and give in to temptation of easy shortcuts, looking at short terms results giving up long term perspectives and basic values we have been believing since our foundation, forty years ago.*

*But we resist. We continue to make our values live throughout our programs and daily behaviour.*

*Our Executive Education Programs are aimed to develop managerial competences, but mainly are addressed to develop a new approach in doing business, developing a systemic leader able to make decisions and get results good enough for the company and compliant with the entire society expectations.*

*Our Masters, addressed to create a bridge between young people and the labour world, bring students along the delicate path to a job, possibly the best job they aspire to, giving them all the professional and human support to let their dreams come true and, at the same time, with the responsibility to make them aware of the real world.*

*Our Research Projects are done in the most independent way we are able to, and to get a real and deep knowledge of the analysed subject, not just for giving definitive answers, but to feed critical thinking and to defend the right to interpretation, proper of the human being, too often denied in the bureaucratic organizations.*

*Our Institutional Projects are conducted with the highest transparency and fairness, and all the public resources we get from government institutions are used with the highest respect for the interest of the community that granted it to us. I thank all the Fondazione Istud partners for sharing these ideas and way to do our job, even in these tough times, and for supporting the unique and distinctive role we play in the management education market place.*

*But, most of all, I want to thank all my colleagues that share the same values I share, and that we consider the only worthwhile values to share today.*



Marella Caramazza  
Director General  
ISTUD Foundation



1

We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

*Social Responsibility has become in the last years a crucial issue for companies and their managers and pressed them to rethink their role and their relations with society and other stakeholders.*

*Thanks to the know-how acquired and consolidated in recent years on this topic, Fondazione ISTUD has developed an innovative approach in flanking companies with consultancy and support for development and the spread of a culture of social responsibility within their organizations and towards their stakeholders.*

*The experience in the field show how the existing CSR practices at times represent the answer to external problems of adaptation, or to problems of internal integration, while it is rare to find coherent and harmonic development in both dimensions. The challenge for companies today who wish to spread a culture of social responsibility within their organisations is to ensure that the CSR practices harmoniously influence both relations outside the company and therefore the definition of the strategy and the communication choices, and the mechanisms and processes of internal integration, and in particular the organisational culture and the degree of consent that the CSR receive from members of the organisation.*

*ISTUD Foundation bases its activity on a mission and a set of values that are*

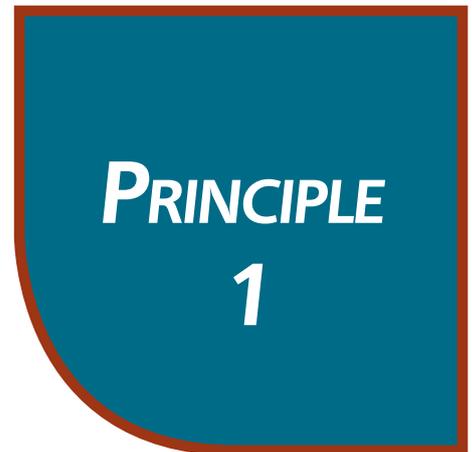
*compliant with the modified role in the society that has to be played by universities and business schools.*

### **Our mission**

To support the development of businesses and individuals wishing to participate in a new, sustainable economic model based on the creation of value for all the stakeholders involved. ISTUD Foundation is Italy's first independent Business School and has since 1970 actively developed higher-training and research projects. ISTUD Foundation offers a prospectus of research programmes and management training courses that are immediately applicable to market realities and to the challenges currently faced by organisations.

### **Our values**

- **Sustainability:** a systemic, ethical and viable approach.
- **Method:** scientific correctness, research and experimentation as the single path to constant growth.
- **Integrity:** attentive client interaction. We believe in open dialogue and effective listening as means to enrich shared knowledge and information.
- **Teamwork:** working together with enthusiasm and passion. Resolution and consistency are the cornerstones of our commitment.
- **Results:** achievement of results and full accountability towards clients and society alike.
- **Potential:** individual attributes and personal talent are core assets for any company. We respect individuals and their potential.



ISTUD is organized in 3 business units (BU):

- **BU Enterprises:** it has the responsibility of the in-house and inter-company management courses;
- **BU Health Care and Wellbeing:** it works with and for the Health companies planning research and surveys and organizing courses for the managers of the Health Care field.
- **BU Business School:** it has the responsibility of Masters and training programmes for young graduates, of the social, economical and management researches and innovative training.

Knowledge and managerial practice are seen as a tool, a “social technology”, crucial to address and manage the growing complexity and dynamism of today’s economic and social systems.

In this context, intellectual researches and innovative training actions, conducted by the four Practices, are the beating heart of ISTUD and are based on the pillars that inspired the history of since 1970. In fact, since its foundation, in all its activities ISTUD has used humanistic instruments, like analogies, storytelling and ethnographic approach, having a specific attention to create the conditions for a sustainable value for business and society. At the base of the various initiatives that ISTUD develops there is a constant research and innovation, in the development of a knowledge-oriented and updated approach to the most important questions that arise to the attention of businesses, organizations, managers and entrepreneurs with the aims to enlarge the managerial training approaches towards the so called “**Humanities for Management**” and the use of creativity and experience based approaches to leadership and managerial contents. This approach is very important also in the research and field based activities as various experiences demonstrated that with the narrative analysis it is possible to reach a **qualitative dimension** which none questionnaire will collect.

Accordingly to EFMD’s inputs to the EU2020 strategies ISTUD Foundation considers the management discipline as *the key “social technology” to implement strategic changes and to drive innovation in all sectors of society* and it is highly committed to develop good management practices as key strategic lever to address the challenges of the 2020 strategy. The complexity and dynamics of our social and economic system need to be addressed with

a social technology that reflects this inherent complexity and provides means to handle it in an organized and systematic way.

For this reason the business school is highly focused on few crucial priorities

- 1. Creating Value by basing growth on knowledge**
- 2. Empowering people in more inclusive e-societies**
- 3. Creating a competitive, connected and greener economy**

ISTUD Foundation has developed in recent years a series of experiences, researches, training activities, aimed at exploring the impact of globalisation on management practices. The aim is to encourage cultural and professional growth of the managers involved in the realisation of competitive global strategies, through the creation, increase and strengthening of the competences needed to operate in the modern international context.

In this panorama the topic of the relation between **energy and sustainability** is particularly important at present, and the interest has turned to the way some factors can contribute to eco-sustainable development while safeguarding the environment. The use, for example, of energy-saving measures in companies (in particular in the management costs of Business Equipment) can lead to a considerable reduction in consumption in the industrial sectors and therefore to the adoption of Corporate Social Responsibility policies: in fact, this is a decision relating to business and corporate strategy, which can no longer be postponed.

For some years ISTUD has been working on this topic, offering benchmarking tools for companies interested in becoming a centre of synthesis, rationalisation and constant spread of best practice in relation to the topic of energy saving. This privileged observatory has gained increasing visibility over time, allowing us to organise conventions and publish articles that highlight the criticality of this approach for the purposes of the realisation of efficacious social strategies.

For a more detailed list of the researches, training programmes and events carried on by ISTUD Foundation in the last two years please see further on this report.



## Future strategic addresses

On the basis of all the activities of ISTUD Foundation there is a constant research and innovation on issues about organizational change, socio-economic development and professionalization of the ruling class.

The strategic addresses that ISTUD will pursue in the next years focuses in particular on:

- work life cycle (youth and labour market, life long learning, ageing)
- business integrity and management
- entrepreneurship and social entrepreneurship
- green management, local development and sustainable tourism
- e-leadership & e-skills
- train the trainers, transfer and share of good practices and capacity building activities

All of them will be faced with approaches based on humanities for management and innovative learning methodologies and settings.

In particular ISTUD Foundation will develop activities that will:

- on one side strengthen ethic and business integrity in order to highlight and analyse the relations between management and legality and how business, social parties, public administration and civil society can work against corruption in all its forms, including connection with organized crime, extortion, wear and collusion
- on the other hand it will target its activity not only on actual companies managers, but it will strengthen its efforts towards youth and post graduates and even younger students (university and secondary level ones) as it is convinced that education and learning processes to develop economic, business and entrepreneurial competencies need to become part of the curricula for all youth as they are next generation of leaders and citizens. Excellence in management education can be a crucial lever to reach EU 2020's objectives (Sustainable Economic Growth, Social Cohesion, Entrepreneurship and Innovation)

The collaboration with the PRME network will support ISTUD Foundation in following and effectively reaching these goals and in particular for what concerns the possible works on business integrity, ISTUD is willing to share the experiences developed on this issue and it is open to a wider collaboration with the Anti Corruption Working Group of PRME and it gives its availability to collaborate on the development of an international observatory on business & management integrity and to create in Italy an Anti-corruption Action Center (ACAC).



# 2

## Values

We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

*This objective is strongly pursued paying a specific attention to new and future generations of leaders with consolidated master programmes and developing innovative national and international learning settings and contents for global managers.*

*The involvement of ISTUD Foundation in different corporate global training programmes outlined the importance of working on diversity management, business innovation and business integrity issues with a wide international approach.*

*The high level of the international agreements signed in the last years and the excellent work carried out in the international research activities are important pillars on which to base the incorporation of global social responsibility into the curricula for all ISTUD Foundation's targets groups.*

For what concerns youth and post graduates curricula ISTUD reinforced its efforts on its consolidated master programmes but paying attention to:

- open them to an international scenario (with agreements with EU organizations specialized in international internships and reaching excellent results in international rating as Eduniversal ones)
- exploiting new curricula and related programmes.

## Master in Human Resources and Organisation

The **Master in Human Resources and Organisation** aims at preparing young Italian and foreign professionals, capable of strategically governing all the levers for a sustainable and social responsible management of human resources. The programme, which has reached its nineteenth edition it's a 1st level University Master organised in co-operation with the Università Cattolica del Sacro Cuore in Milan and it is open to students and graduates from all faculties. The Master is accredited ASFOR (the Italian Association For Management Education Development), it gives 60 university ECTS and in 2013 it has been awarded among the "Top 200 Best Masters in Human Resources Management Global Ranking" (49° in Western Europe) by the Eduniversal international ranking.



## Master in Marketing Management

The **Master in Marketing Management** (at the seventeenth edition) offers an education path aiming at strengthening the connections between business sustainability, innovation and competitive advantage creation. The objective of the Master is to train young Italian and foreign professionals, having competencies that can be immediately and successfully used in a firm. In this frame, a particular attention is given to the comprehension of business aims, considered in the light of the need to create a sustainable value for the society as a whole. The Master is accredited ASFOR (the Italian Association For Management Education Development).





# PRINCIPLE 2

Development) and in 2013 it has been awarded in the “Best Masters in Marketing Management in the Eduniversal Global Ranking”.

## Master in Green Management

The Master in Green Management, that has reached its third edition, aims to enhance Green Management culture in Italy as a drive for innovation and competition, to go further the crisis. We want to create a new class of Green Manager as nowadays Green economy is becoming a must to pursue a sustainable development in order to respect both society and global environment. It represents a required core competence for companies to be successful and competitive.

Most companies doesn't know how to take advantage of opportunities offered by this changing scenario and ISTUD's goal is to respond to their need. In 2013 the ISTUD Foundation Master in Green Management has been awarded among the “Best Masters in Sustainable Development and Environmental Mngt Global Ranking” in the Eduniversal international ranking.



## Scientists in the company

The aim of the programme is to train graduates in scientific disciplines who want to develop their careers in pharmaceutical and biomedical companies. Scientists in the company is the specialisation course on ‘Business culture and organisation for companies operating in the life sciences sector’ and is destined for students and graduates with first or second level degrees in scientific disciplines with a medical-biological and pharmaceutical specialisation, including graduates in medicine, engineering, biomedical physics and sciences and agricultural technologies.

The programme supplies the competencies necessary to develop individual professional skills mainly in the following areas: monitoring of clinical studies, regulatory affairs, marketing and communication, scientific information on pharmaceutical products.

# PRINCIPLE 2



## Executive Education

Being able to deliver executive education programmes focused on CSR is one of the most important strategic addresses pursued by ISTUD Foundation. ISTUD offers inter-company and tailored education programmes to help organisations to understand stakeholders' changing expectations and the implications for business success. Workshops and seminars concerning economic sustainability are important parts of the managerial training offer of ISTUD Foundation. Its inter-company catalogue are focused on managers and executives of all kind of companies, from the small ones to big multinationals.



To be mentioned are in particular the following courses:

### **The economic, social and environmental sustainability as a source of competitive advantage**

The objective of the project is to promote among the participants a culture of sustainability and enhancement of the contribution that each can make to the dissemination of a culture of sustainability within their own reality. The program, which has seen the participation of companies of different sizes and sectors, has promoted the participants an understanding of the link between sustainability and competitive advantage, the importance of the analysis of stakeholders and stakeholder management, process management, communication "green". During the program, participants analyzed the impact that sustainability has on various business areas through cases and practical examples, and they have known the main instruments of Corporate Social.

## Fondirigenti Projects

ISTUD Foundation has been planning for several years training programmes with the financial support of the national inter-professional funds. These programmes are mainly targeted at SMEs with a particular focus on the topics of innovation and sustainability and have involved a large numbers of enterprises in the last years (projects have seen the involvement of 19 companies, including 7 large companies).

## Welfare Plus

Management training given to managers, employees, workers in the non-profit organization working in the health and social sectors. The educational pathways activated by ISTUD focused on various areas of general management (economics and finance, organization, human resources, marketing and communications), talks about the soft skills / soft skills, specific interventions and typical of the sector involved.

## AIM - Age Management in Milan

The overall objective of the project is to support the various organizational actors involved in the process - the line management, the HR manager, senior workers - in the implementation of age management processes in order to: improve knowledge / awareness of management in about the consequences of the aging of the population creates for organizations to work; identify the critical issues emerging in organizations of work related to the increase in the average age of the workforce, the growing generation mix, prolonging working careers because of legal obligations; implement interventions aimed at building more inclusive workplace for workers of all ages, therefore, aimed at removing barriers to active and productive participation of older workers in the organizational life in the context win-win benefit for both the worker (the benefit measured in terms of welfare to work) and the organization (benefit measured in terms of productivity and cost reduction ).





# PRINCIPLE 2

But social responsibility has been a crucial issue also in the training offers to in-company and in-house training as Italian and multinational companies have seen ISTUD as a relevant and trustable training actor. Some examples:

### **Developing a Sustainability Culture in Sea (August 2012- November 2013)**

The goal of the project was to describe the culture of Sustainability of the SEA Senior management and to identify what practices, perceptions, issues and visions accept the concept of sustainability in the company. From this research and analysis was conducted a workshop that involved all Sea managers in order to raise awareness and promote sustainability in daily management decisions and to develop a culture really able of creating value for all SEA stakeholders (territory, municipalities, people, institutions, ...).

### **Management and Responsibility Training Program Italcementi (April 2013)**

For many companies social responsibility and sustainability are still an effort to prevent or avoid the problems and to build a positive public reputation. But it is now widespread among businesses and schools of thought more advanced the notion that the economic, social and environmental aspects of a business are a major competitive advantage whose management must be integrated part of the way we do business.

The objectives of the program was:

- to equip participants with the necessary tools to the analysis of the different actors of the economic process and their different perspectives on what is the value
- to understand how to evaluate the effects of their operational choices for the various actors and their development over time
- to have an overview of how to create or destroy economic value, social.

### **Ageing@work**

Ageing @ Work is an initiative proposed in 2013 by ISTUD Foundation in collaboration with WWELL Università Cattolica di Milano, founded to support companies in the effective management of the quantitative composition of the labor force and human resources in the company, with the aim of achieving positive outcomes for the firm and its persons.

To understand the demographic changes going on, where the age is increasingly seen as a variable in the process of differentiation of human resource management, you must learn to manage the challenge of aging of the population and turn it into an opportunity for businesses.

The objectives of the programme are:

- improving the knowledge of entrepreneurs and managers on the outcome of an aging population for organizations working
- increase awareness of the influences exerted by the age factor on the quality of work of their workers
- accompany the identification of critical issues related to the process of aging of its workforce
- accompany identify possible processes from start to age management in the company

# PRINCIPLE 2



## Future strategic addresses

ISTUD is highly committed to continue to incorporate into its academic activities and curricula the values of global social responsibility. Among the future projects that ISTUD plans to achieve there are different private and public funded projects that will focus on welfare and innovation; e-leaders and leadership 3.0; collaborative works and economy; ethic and business; green economy, and a particular attention will be given to monitor competencies and skills changes linked to these issues.

For what concerns the post graduate master programmes ISTUD is involved in the development of these new training paths:

### Master in Retail Management

Training program created to enable a link between young people come from the University and businesses booming in Italy and in the world of Commercial Distribution, Chain

Specialist, e-commerce and the Industrial Brand, One Brand stores that open and must manage the distribution in general.

The Program has a duration of 9 months, full-time: the classroom phase, project work, company visits and study tours, spread over 12 weeks and involves the constant intertwining of sessions “inside” and “outside” classroom.

With regard to the field of Commercial Distribution, Brands with One Brand Shop, e-commerce and the commercial sector and trade marketing of industrial companies, are occurring growth trend and are consolidating new professional opportunities.

There are visits to the stores, experience abroad, testimonials, projects commissioned by companies and lectures by industry professionals.

### Master in Entertainment Management

Training program for young graduates, which aims to place those firms in the sector professionals with adequate knowledge and skills.

The program will be designed based on the guidelines provided by the companies of the Learning Network.

It may be for a period of 9 weeks of classroom guidance which will alternate 3 weeks of project work and 6 months of internship in a company for a total duration of the course of 9 months.

The professional figures available at the end of the training program will be able to operate in the areas:

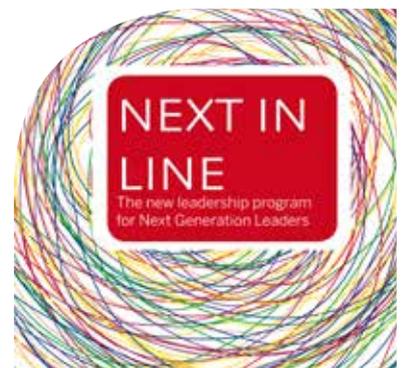
- Marketing and sales (analysis and definition of market plans, selection of media, use of social media, events, partnerships, ...)
- Content management, product development and production (both in traditional and digital)
- Control (planning and cost control, project management, organizational integration, etc.)

### NEXT in Line The new leadership program for Next Generation Leaders

ISTUD Business School, LinkS and The Wharton School introduce a new leadership program for next generation leaders: NEXT in Line. The program is designed in close collaboration with a selection of Italian, Scandinavian, & global corporates.

The program focuses on the successful manager who has consistently proven through 2-3 management positions that he or she has the potential to attain the top executive level within 5-10 years and approach to global challenges.

The program challenges the 'next in line' manager on 'Authentic Leadership' and works with a company specific project of strategic importance at a global scale.



# PRINCIPLE 2



## The Modules:

### **Module 1 Authenticity: The Original Angle of Leadership**

(Denmark, Esrum Abbey, LinkS) - 25-27 September 2013

Why Authenticity?

- Visions of the Authentic Leader
- Meaning of Authenticity
- CASES: Authenticity in action

### **Module 2 Listen Louder - New Strategic Mindsets**

(USA, Wharton Business School) - 10-15 November 2013

- Global Business
- Strategic Framework
- Scenario planning
- Orchestrating the Future
- Global Leadership
- Forward Perspectives

### **Module 3 Leading Up - Succeeding Strategy Projects**

(Italy, ISTUD, Baveno) 1-3 April 2014.

- Designing successful strategies
- Managing and governing project role-out plan
- Communicating 'USPs' upwards
- Leading the processes

### **Module 4 Links Reunion - creating value on a Global stage**

(Bellagio - Italy or Beijing - China).

- Globalization in a regionalized world
- Opportunities beyond the economic cricks
- Business networks and alliances as tools to succeed on a global scale



# 3

## Method

We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

ISTUD Foundation intends to be a new voice in the field of training and development for management, focusing its activities on the uniqueness and the potential of the individuals and of the organisations. Constant research and innovation are the basis for the research and training programmes proposed, with the development of cutting edge know-how directed towards problems and questions that most effectively concern responsible businesses, organisations and managers today.

Choosing ISTUD means 'coming into contact' with a forward-looking reality in the panorama of Italian management education, backed by forty four years' experience in the managerial training and business research sectors. The proven ability to contribute to the evolution of managerial thinking, the international network, the qualified presence in companies and institutions, the high standard of the prospectus and the teaching methods, together with the quality of the lecturers, the reputation and prestige of the name, are some of the principal elements that make ISTUD an excellent choice, unique in the panorama of managerial research and training.

Taking part in an ISTUD seminar or training

course is an extremely engaging experience, in which the participant is the protagonist of the learning process, in a stimulating setting, with the constant presence of the ISTUD professionals throughout the course.

In the classroom the focus is on the analysis of concrete situations, the search for efficacious solutions, acceptance of responsibility, interpersonal communication, negotiation and group work. The Faculty lecturers, according to the various moments of the programme and the topics dealt with, a vast and flexible range of teaching tools are utilized, including lectures, exercises, discussion of case studies.

Our approach is based on comparison. Comparison that arises from the dialogue with participants from various sectors and professional families and from the constant debate and discussion with the Faculty lecturers, all experts in their area of competence, with effective understanding of corporate problems deriving from important experiences in management, consultancy or research.

All participants are supplied with ample theoretical documentation on the topics dealt with, a complete and up-to-date bibliography, plus exclusive ISTUD materials prepared and personalised according to the client's specific needs.

# PRINCIPLE 3



ISTUD is continuously working on the development of new learning setting that can be more effective and improve the quality of the learning outcomes of its training paths. In particular are interesting to be highlighted:

## Analogies, lessons for managers

ISTUD Foundation has developed an original and innovative didactic methodology for managers and entrepreneurs: the learning by analogy. Analogy is a way of reasoning for similarities, for apparently improbable comparisons generating new perspectives. It correlates different elements trying correspondences and diversities and contributes to offer unusual points of view in the approach to a problem. The word analogy, from the Greek ana-logos, means “proportioned to” or “in relation with” and has been widely used by the writers of literary works and parables. For entrepreneurs and managers thinking through analogies means reflecting on concepts and events that do not concern directly their activity, but lend themselves to be interpreted by the criteria that are specific of the organisational behave. Aim of this exercise is to stimulate a creative reflection that suggests a new and often different way of evaluating situations and facts which are ordinary and object of consolidated judgements. Every encounter consists of the participation of a witness coming from professional experiences which are often far from enterprise management, and following a dialogue among the participants, the moderator and the witness in search of possible analogies between the narrated experience and organisational dynamics. Among our future projects concerning innovative didactic methodologies, we intend to include in our offer an analogy on ethics and CSR issues.



Lifelong Learning Programme

During the last two years, analogies have been delivered in several contexts and this methodology has been transferred with the **European project LEAN Learning from Analogies (LLP-Ldv TOI- 12-CY-1671208)** to various business schools, consulting companies and training actors in Cyprus, Poland, Romania in order to support the development of innovative educational processes for problem solving and decision making.

<http://www.projectlean.eu/site-article-24-30-en.php>



Lifelong Learning Programme

ISTUD Foundation is the leading partner of the European project “**T-Story - Storytelling applied to education**” (530860-LLP-1-2013-1-IT-KA3-KA3MP ) is oriented to develop the use of digital storytelling as an educational tool for vocational education and training that involves 7 EU countries: Italy, Greece, Netherlands, Poland, Portugal, Romania and Spain.

The aim of the project is to promote the use of digital storytelling in vocational education and training at all levels of education (from pre-school to adult education), through the development of a digital training course for teachers, educators and trainers.

<http://www.tstory.eu/>

# PRINCIPLE 3



## Storytelling in narrative medicine

The Health and well being BU of ISTUD Foundation has strongly developed a new methodological approach that it is used provides for the integration of quantitative questionnaires and writing of his own experience of illness through the application of narrative medicine

### Pubblication

#### 2012: Narrative Medicine for a sustainable healthcare system.

Maria Giulia Marini and Lidia Arreghini, Ed. Lupetti

Narrative Medicine is a tool to create a dialogue between institutions and clinics, physicians and patients, citizens and society, re-designing welfare organization through a real integration between healthcare and social requests.



### Events

#### 2014 International round table on Narrative Health

During the event has been analyzed and discussed the methodology of the Burden Of Illness and the results obtained from its application in the case study "Back to Life - live, manage and treat myelofibrosis". The round table was organized Friday, June 13 2014 in Milan was attended by experts in health economics from different European countries, clinicians and representatives of patients.

### Projects

National and international promotion and dissemination of storytelling applied to healthcare system

- **2011-2012: VEDUTA**, study on the social role of pain therapy and the pain therapists' needs.
- **2012-2013: ELDERLY**, listening stories from aged people, to understand the way of living their elderly, toward a new healthcare and social organization
- **2013-2014: CRESCERE Creare con Racconti di ESperienze di Cura l'Empowerment alla Ricerca dell'Eccellenza**
- **2013-2014: Back to life: la narrazione dei pazienti con mielofibrosi**
- **2014: Persone con sclerosi multipla in rete: quali orizzonti**
- **2014: Hiv Patient's journey**





# PRINCIPLE 3

## Future strategic addresses

ISTUD is highly committed to develop innovative educational framework that can leverage various intellectual and cognitive dimensions, beyond the technical aspects of the managerial profession (widely consolidated) and that have the aim of widening and enriching the professional culture and personal development of executive and senior management.

Examples of this attitude are the two courses below:

### Mindfulness

In a world dominated by the frenetic and hyper stimulation, it is very easy to lose lucidity and fall victim to habits and dysfunctional reactions. For this reason, during the last year, ISTUD Foundation proposed to managers a series of courses inspired by the approach of mindfulness. Cultivating an attitude mindful means to develop awareness of what happens to us in the present moment, increasing our ability to manage and respond to functional contexts and stressful conditions; it means to learn to direct and focus your attention on an object (a task, a person, a situation ...), without being distracted by internal or external stimuli, and without being overwhelmed by the emotional relationship with the 'object itself'.

This courses are aimed at manager that work within complex organizational systems, with both coordination and operational roles that they need to make more informed choices and effective on the behavioral and organizational: improving the capacities of perception (self, other, context), listening, relationships, decision-making, leadership...

The objectives of the approach are:

- Gain confidence in their own lives and integrate mindfulness practices oriented mindfulness
- Develop the ability to manage stress and metabolism in all its forms
- Increase the ability of recognition and response to the needs and moods own and others'
- Train the ability to focus and maintain attention
- Increase its clarity and effectiveness in decision-making and interpersonal

### Art Of Courage

The modern scenario requires managers to act out of their comfort zones, and make quickly important decisions. To act with courage and lucidity in unfamiliar situations is a skill that can be developed through training and the construction of right personal and organizational conditions.

ISTUD Foundation offers his approach to the art of Courage to help managers to operate successfully in this fast scenario.

The art of courage is to provide the basic tools for acting with courage in front of the unexpected, but also develop confidence in themselves and understand their own mental models emerging.



The **Art of Courage** approach have as objectives:

- Develop capacity to implement the five types of courage: Try, Trust, Tell, Give, Take Responsibility
- Improve its effectiveness in complex decision processes
- Increase ability to manage emotions
- To better express full potential in personal and business
- Increase capacity to act out of comfort zones
- Develop self-confidence, and ability - Define concrete action plans with a view to personal and organizational development.



# 4

## Research

We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.

*Twelve years ago ISTUD launched its first research program on CSR, to explore and understand the strategies adopted by European companies to improve the quality of relation between themselves and society. Through the research project a three-steps maturity model ("tactical approach", "strategic rationalisation" and "cultural consolidation") was found out and described. At the time of the research program the most of analysed companies were positioned on the "tactical approach" step.*

*After five years another research project was promoted by ISTUD, aimed at verifying the existence of a learning process inside organizations and a possible evolution among a panel of around 80 companies. The results of this second research project enlightened an evolution toward a more rationalized and strategic approach. Sustainable operation process, roles and responsibilities focused on sustainability, some consistent control systems and metrics, certifications and ratings, were only some of the signals of this transformation process. But at that moment it was clear that sustainability had not yet become able to affect and inspire the whole companies culture and business model. Now, after eight years since that analysis*

*has been done, and after we have collected several practical experiences in supporting companies to establish competence and value systems consistent with sustainability, our hypothesis is that the present challenge for scholars and practitioners is to break the old paradigm and rethink the way work and value are generated and distributed towards the entire social and economic system surrounding the company.*

From this point of view systemic thinking becomes the preferable perspective to analyse and design new strategic patterns and giving a new strategic role to the stakeholders.

The increasing economic and social complexity requests to consider that stakeholders are becoming more and more numerous, informed, demanding, differentiated, interdependent. In this enlarged context the company should see itself as the central actor of a network of economic, social and political subjects that grow and define their objectives and behaviours on the premise that projects and results can be effectively obtained only through the contribution of all

In the last years the GRI introduced the concept of materiality, to enable companies to decide which sustainability initiatives to invest in, and to single out the most relevant stakeholders to deal with.

ISTUD Foundation is highly investing in the analysis and use of the materiality matrix in order to support companies in ranking those critical issues that are important for the stakeholders and, at the same time, relevant for their strategy and business. The materiality matrix has become one of the more adopted instrument to report



# PRINCIPLE 4

the sustainability investments and provides company with qualitative evaluations of social and environmental value.

But ISTUD is focusing its research activities also on other crucial issues for business and global sustainability and it has created multidisciplinary research teams on the following research topics:

- **Working life cycle, welfare and generational studies**
- **Management and business integrity**
- **Diversity Management**
- **Green Management**

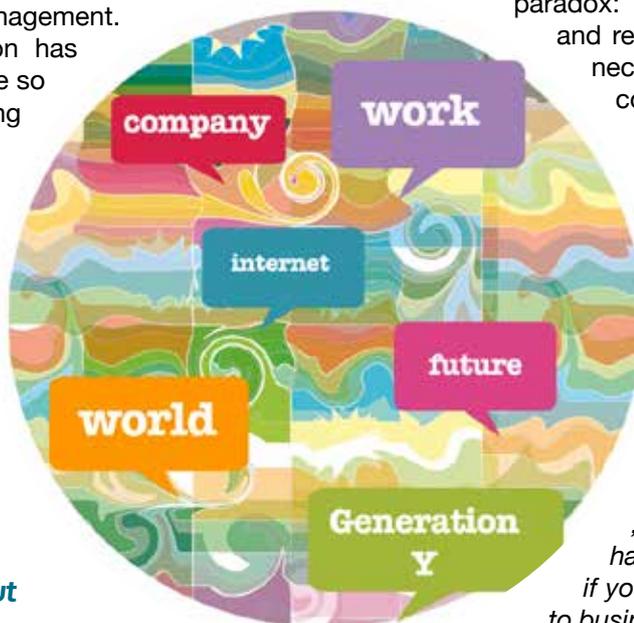
## Working life cycle, welfare and generational studies

As ISTUD, we are paying a particular attention to the working life cycle and the generational studies, regarded not only as a key factor of our training offer, but also as a pivotal point for those managers and entrepreneurs who deal with human resources management. In this frame, a particular attention has been given to the investigation of the so called “Y generation”, distinguishing itself from the others for aptitudes, desires, capabilities. With the strong support of private companies and public institutions, different research projects have been carried out with linked articles, publications and events (please see the dedicated web site and the 2014 research in Annex 2 2).

labour market, young people, once they have started their working experience seem sometimes to be reluctant if they’re offered an international career path. They show fears about their uncertain future and need strong support. They would prefer to work near where they live, in connection with their personal and professional network. The project aimed at investigating the reasons of this contradictions, and highlighting the most effective leverages to enhance and support the young’s attitude towards international mobility.

### 2013-14: Y-ers ready for work around the world

The research on Youth and Work: “Y-ers ready for work around the world”, for the year 2013-14, has carried out an international study in 18 countries around the world, with the aim to understand the global youth labor markets in terms of culture, society, laws, barriers to entry. Generation Y is in fact facing a rapidly changing phase, which presents issues of great difficulties. Unemployment continues to rise (especially in Western countries), industries constantly changing. The companies seem to face a paradox: the difficulty of attracting and retaining those young talents necessary for international competition and growth.



### Survival guide for young job seekers. The key words from A to Z (Book)

*“You’ve just graduated, and after a brilliant course of study, you’re ushering in the labor market and do not know quite what you expect, and with whom you will have to confront. You wonder if your profile may be of interest to businesses and what kind of way and what evidence do you wait for?*

*This book can help you do some ‘clarity of a world (of work) and a language (the companies) that currently you are not yet completely familiar’*

<http://www.giovaniallavoro.it/en/>

### 2012: Young people and e the world. Youth in business without borders

The project has focused on the so called “mobility paradox”. In the social network era, while showing a multicultural approach, declaring openness and willing to travel all over the world facing for the first time the

# PRINCIPLE 4



The book is structured in the form of a glossary, and collects, giving a brief description, the keywords most emblematic and short -depth focus on some issues related to the relationship between young people and their careers .

Therefore, it can be accessed in any order, thanks to the presence of cross-references to related or connected items and insights that allow a relatively broad vision of the concepts expressed by the various definitions.

The target audience for this book are, of course, young people struggling with finding a job and their families, which play an increasingly important role orientation choices about the career of the children. The user can, however, be useful also for those within the institutions, universities or companies, that have a role for guidance, recruitment or selection.

## **Age-related Leadership - workshop for Managers who lead elder employees- Grundtvig Learning Partnership (2011-2013)**

“Age-related Leadership” develops an intercultural workshop and training concept for managers to improve their knowledge and competencies of leading aging employees and for HR managers to apply these workshops and trainings as “train-the-trainer” in their company.

The international partnership with partners from Germany, Swiss, Finland, Italy wanted to create awareness among trainers and managers for aging employees and aging people in general as well to promote knowledge and competencies about individual aging processes and about how to integrate this knowledge into a successful leadership of aging employees. The workshop

“age-related leadership” focuses on suitable teaching methods which the trainers has developed together taking into account cultural characteristics and also considering the needs of older learners. The workshop development was based on an intercultural analysis of age-related leadership and cultural characteristics in the involved countries. A first pilot workshop on “age-related leadership” has been organized in 2013 Germany with

managers and trainers from all involved countries and this project has been the base for the development of the Ageing @ Work initiative proposed by ISTUD Foundation, in collaboration with the research center WWELL Catholic University of Milan to support companies in the effective management of the quantitative composition of the labor force and human resources in the company, with the aim of achieving positive outcomes for the firm and its employees (see principle 2)

## **2012: Observatory on elderly home care**

Who are the main users of the home care? Are the elderly, people with disabling conditions. In 2012, the European Year of Active Ageing, a dutiful reflection has been carried out with respect to this phenomenon and its classification.

Answers and solutions can come from the integration of different fields of knowledge: humanities and social sciences, medical sciences and biotechnology, science and technology. The issues may be resolved with logistics solutions (ex home delivery of products and principals or tele-clinical monitoring of the patient) integration of active social policies (ex, family care expert, socialization and orientation centers for the elderly) with the new frontiers technologies that allow for example a greater livability of the home, such as home automation (ambient assisted living) and a promotion of healthy lifestyles with a focus on nutrition and foods that may prevent the cognitive and physical problems. These examples of interaction only to emphasize the fact that we are faced with the management of complexity, where each item can have a strong influence on the others.

In these years ISTUD has continued in the development of the National Observatory of Home Care that wishes to contribute to the development of information and services primarily for the development of the implementation of best practices on the path of older fragility. The main issues that the Centre has decided to explore are the importance and valid of home care for elderly and disabled people and the strengthening on active aging.

## Management and business integrity

(that links management & ethic and management & legality)

Based on a series of surveys carried out by ISTUD Foundation in the course of its editions of the Executive Development Programme this research is aimed at offering a point of view on the relationship between managerial choices and ethical dilemmas. In particular, special attention was paid to the following issues:

- manager's focus during the decision-making process
- enterprise concept
- profit or no-profit vocation
- manager's profile.

Starting from this experience ISTUD is more and more involved in projects and initiatives that focuses on the relation between Management and Legality and it is developing an Observatory on Management and Business Integrity through new projects and initiatives:

### Valorisation of Milan executives' competencies for the management of enterprises confiscated to the Mafia

The project was promoted by Aldai and Assolombarda and sees his first trial in Milan.

The goal set is to put at the disposal of the National Assets Seized and Confiscated a pool of highly qualified and professional choices that can be used in the assessment and management of seized and confiscated enterprise, in order to make productive citizenship "assets" consist of those firms.

The beneficiaries are unemployed managers but also employees who have sent their resumes to Aldai and Assolombarda, who then provided, together with a team of experts to select the 64 participants.

The project, funded by Fondirigenti, is made up of three business schools: SDA Bocconi, ISTUD Foundation and LUISS Business School. These three educational institutions provide teachers with proven experience who have a dual role to perform during classroom lectures and support participants during the field work, an activity that involves the study of businesses confiscated and that will lead to the drafting of reports related to businesses

## Diversity Management

The first research project on Diversity Management was carried out by ISTUD in 1999: it aimed at providing tools, methodologies and criteria for the valorisation of diversities in the management of human resources. Since then, ISTUD has always attached a particular importance to the investigation of diversity challenges which still represent an area of pivotal interest.

### Well-being and state of health services in Italy: a gender perspective (2013-2015)

The project intended to develop a specific knowledge of the welfare organizations working adopting a gender perspective, combining addresses from multiple

disciplines - organizational sciences, epidemiology, medicine, social and gender - in order to identify systemic approaches and concrete operational arrangements of diagnosis, management and promotion of health. In this direction, the research required to meet these needs in-depth knowledge available, while maintaining a constant synergy between the theoretical thrust, in a multidisciplinary way, and its practical application within organizations.

### Women Entrepreneurship Enhancement - WIN (2013-2015)



The analysis of the latest data on female entrepreneurship highlights the growing presence of self-employed workers, and consequently highlights their growing importance in the economic system as creating new employment opportunities.

However, there is little information and only partial as to the specificity of female entrepreneurship or the most appropriate way to sustain and develop it, and has not yet been adequately studied the impact of geographical and socio-economic variables on the birth and development of 'female entrepreneurship.

The objective of the WIN project is the development of women's skills to the professional level, the understanding of the characteristics of women entrepreneurs and their relationship with the geographical and socio-economic development and to promote the establishment and management of new businesses.

<http://www.win-project.eu/it/>

## Green Management - Energy and sustainability

The topic of the relation between energy and sustainability is particularly important at present, and the international scenario is marked daily by a constant increase of the importance of how some factors can contribute to eco-sustainable development while safeguarding the environment. The use, for example, of energy-saving measures in companies (in particular in the management costs of Business Equipment) can lead to a considerable reduction in consumption in the industrial sectors and therefore to the adoption of Corporate Social Responsibility policies: in fact, this is a decision relating to business and corporate strategy, which can no longer be postponed.

For some years ISTUD has been working with its Green Observatory on this topic, offering benchmarking tools for companies interested in becoming a centre of synthesis, rationalisation and constant spread of best practice in relation to the topic of energy saving. This privileged observatory has gained increasing visibility over time, allowing us to organise conventions and publish articles

# PRINCIPLE 4



that highlight the criticality of this approach for the purposes of the realisation of efficacious social strategies (see Annex 3.3 for a detailed description of research and training done in 2013 on this issue)

Over the past few years, in fact ISTUD, in collaboration with leading institutions such as the European Commission and the Ministries of Environment and Economic Development, has organized a series of meetings focused on green economy and sustainability, involving some of the major players in the world green: entrepreneurs, managers, researchers, scholars, journalists and opinion leaders.

More than 150 partner companies involved and 1,500 participants since 2009: all decision makers and individuals active in the Green Economy that constitute a true network of excellence and a think tank that permanent revolves around the Observatory ISTUD and themes green.

## Last Green Publication

**Green 3.0. Italy, greener less spread (Green 3.0. Italia, più verde meno Spread)**

Maurizio Guandalini, Victor Uckmar, Mondadori Università, Dicembre 2012

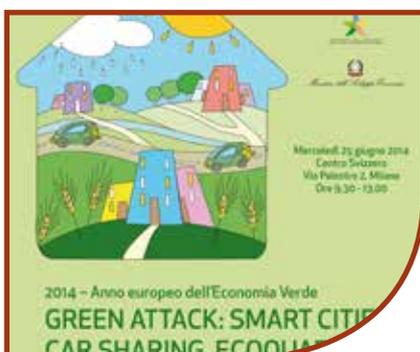
For the full list of ISTUD articles and publications since 2012 relevant with the PRME values see the Annex 1



## Last Green Events:

2014

**Green Attack: smart cities, car sharing, ecoquartieri e agro-bio energia**



2013

**L'Umanesimo Verde. Go Green 3.0. E' la scienza dei contadini?**



2012

**Green 3.0. Italia, più verde meno spread**



## Future Strategic Addresses

For what concerns innovation and sustainability ISTUD is committed to investigate how business model innovation can be inspired by and can drive sustainability within companies without negatively impacting the bottom line, in fact improving it together with the working environment and the contribution to the society and the world.

The aim is to describe the way systemic thinking and stakeholder engagement are growing inside organizations and are affecting the strategic process and to identify a way to make this lesson learnt transferable on a larger scale and to PMI.

More particularly we intend to:

1. Verify the hypothesis that, beyond the compliance, companies have learnt lessons in the last years, since the sustainability arose all around the economic landscape as a strategic issue, and that today culture and strategic decision making are conditioned and inspired by a “sustainable business” thinking more than ten years ago
2. Define a model to evaluate the social materiality of a multinational company in terms of labour and human rights, aimed at supporting companies to identify their positive/negative material impacts as well as the management prioritization through their value chain in a strategic and proactive way
3. Investigate at what conditions systemic thinking and stakeholder engagement can be profitable activities
4. To investigate if and in which measure qualitative growth can be inserted in the economical equation.

ISTUD has submitted the project proposal SUSEN - Creating an enabling environment for sustainable enterprises under the Marie Skłodowska-Curie Innovative Training Networks (ITN) (Call Identifier: H2020-MSCA-ITN-2014) – in collaboration with ABIS and with the non academic partnership of The Global Compact Network Italy (GCNI).

For what concerns “management and legality” ISTUD Foundation has developed a strong experience in collaboration, or on behalf, of private companies, industrial associations, social parties and it is willing to share this experience on this crucial issue for global business and make it available in order to develop (if possible also in collaboration with the PRME Working Group on Anti-Corruption and with the support of initiatives like the Siemens Integrity, an Anti-corruption Action Center (ACAC) in Italy.

The aim is to develop and spread competence and knowledge in order to prevent illegal behavior, integrating the more usual repressive approach with a prevention perspective, based on the dissemination of new values and awareness and not only on mere compliance.

The aging and welfare issue will be faced with new initiatives and publications such as:



### **Developing senior human capital and promoting active aging through teaching and coaching (TrainCoDe)**

(2013 LDV Transfer of Innovation; 2013-1-PL1-LEO05-37747)

The project focuses on a particular target workers, managers over 45, that despite the high levels of education and the wide range of skills, are at risk of exclusion from the labor market in because of their age. While there have been, in fact, a number of initiatives promoted by international organizations, in particular, age proves to be still an attribute the origin of potentially discriminatory behavior on the part of employers. Older workers represent a crucial resource for the competitiveness of enterprises and the production system as a whole, because of their experience and their intellectual capital: their marginalization from the labor organizations and other contexts in which potentially could make a contribution to growth represents a serious loss.

ISTUD is actually involved in various projects on welfare (ex. SMART HEALTH - Sanità e Medicina d'Avanguardia per Riquilibrare il Territorio) and during 2014 ISTUD will publish the book **“Manuale di age management. Teoria e pratica per la gestione dell'età nelle organizzazioni di lavoro”** - Franco Angeli.

For what concerns the diversity management issues ISTUD will strengthen its participation to the ASFOR Diversity Working Group. This initiative is carried out by a work group consisting of schools belonging to the ASFOR network (Italian Association for Management Education Development) and the aim of the project is promoting a reflection on the role that education can play in supporting and spreading a diversity management culture. In this frame, a particular attention is always given to the examination of best practices (as Intesa Sanpaolo and ENI), which embody virtuous examples of integration and valorisation of diversities.



# 5

## Partnership

We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

*ISTUD Foundation is a private not for profit foundation whose members are, since its born in 1970, leading Italian and international companies and primary industrial associations as Assolombarda (which is the largest territorial association of the entire entrepreneurial system in the country) so the strong interaction and link with managers, executives, top managers is part of the school soul. ISTUD mission is to support the development of businesses and individuals wishing to participate in a new, sustainable economic model based on the creation of value for all stakeholders in this process. The development of partnership and alliances with companies is crucial to better understand and face today's global business scenario challenges. For these reasons in the last years ISTUD has strongly reinforced its collaboration with international universities and higher educations in EU and at global level and it is now considered by Italian companies as a reliable global partner able to mainstream CSR and sustainability within organizations at international corporate level.*

The companies members of the Foundation are highly involved in the life of the business school and in the development of its managerial mainstreams. Specific workshop meetings are developed with and for the companies members of the Foundation.

### **Workshop on company high potentials and international employer branding**

Milano, 16-17 May 2012

The meeting provided the analogy titled "Learning the game of rugby, team and talent to reach the goal," by Franco Bernini, Head Coach of Aironi Rugby and the presentation of two case studies (Generali Group and Propeller) on the topic.

### **Workshop on work life balance and organisational wellbeing**

Milano, 20-21 February 2012

The meeting provided an analogy with the title "The company changes: what impact on the work of enterprise", edited by Prof. Alberto Martinelli, and dinner between the participants and the presentation of two case studies (Intesa Sanpaolo and Telecom) on the topic.

### **International strategy**

The international strategy of ISTUD aims to modernise, update and enlarge the managerial training approaches and training offers towards the so called "Humanities for Management" and the use of creativity and sustainable experience based approaches to leadership and managerial contents.

As described above in the last yeas ISTUD has significantly expanded its international activity:

- increasing the number of international partners
- participating in international networks EFMD (European Foundation for Management



# PRINCIPLE 5

Development) e ABIS (Academy for Business in Society), PRME (Principles for Responsible Management Education) dell'UN Global Compact; THA (Thriple Helix Association)

- Developing innovative international training projects.

## International partnerships

The 2nd July 2012 ISTUD has signed a memorandum of understanding (MoU) with the Institute of Social Economy and Culture of Peking University (Beida), one of the most prestigious universities in the world academic system and the second largest in China. It also collaborates with other leading Chinese universities such as the Tsinghua University Business School in Beijing, for the development of joint training activities for students and Chinese and Asian managers (see specific box). In addition to these Chinese universities and as part of the Annual Research Observatory on Young and Labour market ISTUD collaborates with the Faculty of Management and Sciences of the University of Delhi and the Bhubal School of Social Sciences in India and the Fundação Dom Cabral in Brazil.

To supply high-level international training, ISTUD has consolidated also its collaboration with the Wharton School of the University of Pennsylvania for the training of executives and it has expanded the international collaboration through its extensive network of contacts with all the major European business schools, and ISTUD can today rely on a broad international faculty of the highest level.

Regarding the internationalization of post graduates training programmes, in addition to the design of new training programmes to the target to international students in the coming years in 2012, (as cleared also on Principle 2 description) ISTUD has succeeded in including 4 training courses for post graduates students (Master HR-MKTG-Green Management and Scientists in the Company) in the international ranking EDUNIVERSAL in 2013 and the Master in Human Resources and Organization has been recognized among the “Top 200 Best Masters in Human Resources Management Global ranking (49th in Western Europe) and the Green Management Programme in the” Top 100 Best Masters in Sustainable Development and Environmental Mngt Global Ranking “.

To reach these international goals ISTUD has selected (and will choose in the future) its national and international partners based on their previous experiences and on their coherence and relevance with the contents that will be developed in the specific projects.

At the moment ISTUD can count on partners on all the 29 EU countries and in various third countries in Asia, USA and Latin America.



## ISTUD Partnership and relations with China

After the first visit to China in 2012 that led to the signature of the a memorandum of understanding (MoU) with the Institute of Social Economy and Culture of Peking University (Beida) the collaboration with Peking University, the traditional university that has produced and hosted many of modern thinkers of China, among others Mao Zedong and Lu XUB, has been relevant for the international research project “Y-ers ready for work around the world”.

# PRINCIPLE 5



In 2013 ISTUD Foundation has made a second trip to China, to provide Chinese managers and entrepreneurs the training program The Art of Courage.

During the trip ISTUD Delegation met Italians living in China and entrepreneurs who have conquered a part of the huge Chinese market, the Italian Cultural Institute in Beijing who is the driving force of initiatives and activities of cultural cooperation between Italy and China and with the Italian Chamber of Commerce in China which is the meeting point for all businesses and organizations taking their first steps into the world of China.

## **Italian Excellence project with Tsinghua Business School**

During these visits ISTUD has created a strong partnership with the Tsinghua University in Beijing that brought to the development of a specific training programme on Italian Excellence.

The project has involved two groups of Chinese managers and entrepreneurs (15 and 20 participants), who in June 2013 and June 2014 went to Italy to explore and develop a better understanding of Italian Fashion Industry. ISTUD arranged cultural and company visits and lectures on different management topics as Brand Management and Made in Italy. These Chinese managers had the opportunity to follow some lessons of ISTUD teachers and to meet the CEO of very important Italian firm and visited entrepreneurial excellences in Italy.

During the project, the Chinese managers were able to visit Maison Moschino, Lamborghini, Elica Group, Eataly. Moreover, in September 2013, some faculty member have been invited as guest lecturer at Tsinghua University for a week of teaching on leadership and management



## **EU projects and partnerships**

ISTUD Foundation has developed and carried on during the last 2 years different EU funded projects focused on some crucial issues for the business market development and playing a core role in the mission of the Foundation itself (some of them are described in the previous values). These projects have also been developed with the aim to work and collaborate with a selected number of international partners interested in sharing effective and innovative approaches to face nowadays crucial challenges in managerial education and training.

Thanks to these initiatives ISTUD has developed and strengthened partnerships with business schools, universities, research centers, consulting firms in all EU countries and it can count on a wide international faculty.

## **Future strategic addresses**

In the first 6 months of 2014 ISTUD has participated to the submission of 12 project proposals under Erasmus+ and Horizon 2020 calls, and in the next years it will strengthen its efforts as it considers these Programmes as an extraordinary help to develop and share good practices in higher education and to reinforce its training offer thanks to the possibility to confront with EU universities and VET providers.

Moreover in some of these projects ISTUD involved as full partners also some client companies and this reinforces the relation with the enterprises that do not see ISTUD just like a training provider, but as a real ally.



# 6

## Dialogue

*We will facilitate and support dialogue and debate among educators, business, government, consumers, media, civil society organisations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.*

***ISTUD activities are based on the maximum development of the opportunities for exchanges and relations with the outside world, whether it be the world of business, of the institutions or of research. Our Business School organises its activities through constant dialogue and discussion with a series of national and international partners including our partner companies and associations, the professional and territorial organisations (regions, provinces, municipalities), the business associations (chambers of commerce) and cultural associations (foundations and similar bodies), the universities, the business schools and the research centres in Italy and abroad, without forgetting the individual public figures in the cultural and managerial sectors.***

From 2012, ISTUD is officially accredited by Italian Ministry for education, university and research as private research institute and from 2011 ISTUD is authorized by the Ministry to host researchers/students that come from third countries

[http://www.istud.it/istud\\_chi\\_siamo/accreditamenti.aspx](http://www.istud.it/istud_chi_siamo/accreditamenti.aspx)

Incoming students and staff will have the possibility to attend to language courses and to live in the Campus of the school with the young graduates students sharing opportunities and collaborating with them to the peer community "FREE YOUR TALENT"

<http://freeyourtalent.eu/>

and the ALUMNI network

<http://www.alumnistud.org/>

The collaboration with local participants and staff resources will contribute to develop the incoming students' language competences in Italian, but, in the same way this interaction will support the improvement of the participants and staff resources in English.

ISTUD thinks that mobility is an important opportunity to enrich the personal experiences and to enhance competencies and knowledge of both the neo-graduates students and the staff. To take this opportunity is fundamental to be fluent with English, the most common used language abroad. ISTUD, every year, organizes 40 hours of English lessons, in groups, for each student of the ISTUD's Masters. It also gives the opportunity to the staff to improve English through individual courses, e-learning courses, telephone calls with English teachers, attending to many meeting spoken in English. Since a couple of years ISTUD, due to a strategic business policy aimed to China, also gives the opportunity to the staff to approach the oriental world through courses about the business oriental culture.

To support further support this exchange process ISTUD has signed an agreement with King Stage London (UK) concerning the mobility of students who attend ISTUD's Masters and Programmes. This agreement is aimed to help the students to find traineeships opportunity in companies abroad through these actions: CV review, screening of opportunities, Career Advice, service of guidance to the application, follow-up during the internship period.

As primary business school, ISTUD has always been involved in the promotion of dialogue and confrontation among trainers, civil society, public institutions and media.



# PRINCIPLE 6

To be mentioned, the activities currently developed are:

### **ISTUD potential**

As methodological support to the didactic Activity and the purpose of knowledge sharing ISTUD is paying a growing attention to the implementation of online tools for the upload of articles, teaching materials. "Istud potential" is a blog addressed to researchers and entrepreneurs with a particular interest in management topics, edited by faculty members.

<http://www.istudpotential.it/>

### **LinkedIn Communities**

Alumni ISTUD and ISTUD for Executive are LinkedIn groups with the purpose of sharing articles and events and to create engagement between participants.

### **Facebook pages**

- **Fondazione ISTUD:** Fan page, It shows and spreads ISTUD activities in general.
- **Area sanità ISTUD:** Fan page of ISTUD Healthcare Area
- **Free Your Talent:** Fan page of the students community

### **Twitter official account**

- **ISTUD\_IT:** it engages companies and managers who deal and share projects with ISTUD.
- **ISTUD\_Sanita:** account of ISTUD Healthcare
- **ISTUDExecutive:** account for Executives
- **FreeYourTalent:** account for the students community

### **Google + and YouTube Channel**

- **Fondazione ISTUD:** they show and spread ISTUD activities in general.

### **ISTUD Surveys**

Based on the "Observatory" web tool, ISTUD surveys on the principal socio-economic questions include a panel of more than 2000 managers from Italian and multinational companies who were trained at ISTUD, belonging to various corporate functions and manufacturing sectors. The concept behind the surveys is to enter, as active agents, the socio-economic debate and the exchange of ideas within the country; becoming the interpreters of the opinions of an authoritative part of the present and future executive class.

[http://www.istud.it/attivita\\_ricerca/Osservatorio.aspx](http://www.istud.it/attivita_ricerca/Osservatorio.aspx)



# PRINCIPLE 6



ISTUD Foundation has organized in the last two years numerous events and lots of them were focused on sustainability, on the analysis of youth needs and expectations, new research and training approach. To be mentioned are in particular:

## 2014

- **HR, What's next? La funzione HR, quale futuro?** (Milan, February 2014)
- **IV meeting del progetto europeo TStory - Storytelling Applicato all'Educazione** (Baveno, March 2014)
- **Formarsi per Trasformarsi. Il punto di vista dei manager sui bisogni formativi in uno scenario di cambiamento** (Milan, March 2014)
- **Being Mindful. Coltivare presenza mentale in situazioni di stress** (Milan, April 2014)
- **Generation Y: ready for work around the world? Aspettative, sogni, delusioni dei giovani in un mercato del lavoro globale** (Milan, April 2014)
- **L'arte del coraggio. Libera la forza delle tue idee** (Milan, May 2014)



## 2013

- **Riflessioni sul tema della leadership nel mondo delle imprese** (Milan, February 2013)
- **L'Umanesimo Verde. Go Green 3.0. E' la scienza dei contadini?** (Milan, May 2013)
- **I tre imperativi per le aziende italiane e il loro rilancio: Innovazione, Internazionalizzazione, Internet. Quale contributo dal mondo della management education?** (Milan, May 2013)
- **Il Quarto Capitalismo: modelli di sviluppo aziendale e strategie** (Baveno, May 2013)
- **Storie di vita negli anni d'argento** (Milano, June 2013)



- **Italian intensive management programme** (June 2013)
- **Nuove competenze nella Direzione del Personale** (Milan, June 2013)
- **Come vengono utilizzati i social network in azienda?** (Milan, September 2013)
- **L'arte del coraggio** (Milano, November 2013)
- **Le cure primarie in Italia: verso quali orizzonti di cura ed assistenza** (Rome, May 2013)
- **La finanza islamica, le imprese e gli investimenti** (Milan, December 2013)



## 2012

- **Primavera nel Med-Golfo** (Milano, May 2012)
- **Medicina narrativa per una sanità sostenibile** (Roma, May 2012)
- **Nuove competenze nella Direzione del Personale** (Milano, June 2012)
- **Valorizzazione delle competenze dei dirigenti industriali di Milano per la gestione delle imprese sequestrate e confiscate alla mafia** (Stresa, July 2012)
- **Giovani e lavoro: Internazionalizzare per crescere?** (Milano, October 2012)
- **Il management della complessità in sanità** (Milano, October 2012)
- **Green 3.0 Italia più verde meno spread** (Milano, December 2012)



# PRINCIPLE 6



## Future Strategic Addresses

The national and international strategy of ISTUD Foundation aims to enlarge the managerial training approaches and training offers towards the so called “Humanities for Management” and the use of creativity and sustainable experience based approaches to leadership and managerial contents.

As already presented ISTUD has expanded the international collaboration through its extensive network of contacts with all the major European business schools, and ISTUD can today rely on a broad international faculty of the highest level that will be involved in innovative capacity building activities and train the trainers sessions and in the transfer and share of good practices in higher education in order to reinforce its training offer thanks to the possibility to confront with EU universities and VET providers.

To reach these national and international goals ISTUD has selected and will choose its national and international partners based on their previous experiences and on their coherence and relevance with the contents that will be developed each time in the specific projects.

At the moment ISTUD can count on partners on all the 29 EU countries and in various third countries in Asia, USA and Latin America. As described above, the most relevant geographic areas for the internationalisation strategy of ISTUD Foundation are the EU countries for what concerns the training programmes for post graduates students and for the research and innovation projects to be developed under the EU Erasmus+, Horizon2020 and Cosme Programmes.

For what concerns the research activity of the Observatory on youth and labour market ISTUD will strengthen and enlarge its relations and collaborations with EU Universities and also with non EU countries like China, India, Latin America and USA but, possibly, it will also enlarge these relations in Nord Africa and Canada.

ISTUD wants to develop joint and double degrees programmes for post graduates students and for managers and executives with some EU leading universities, with a specific attention to some countries like UK, France, Germany and Poland as these are the most interesting countries for Italian students and for

Italian international companies.

The most important objectives of the next mobility activities of ISTUD will be to:

- give to its post graduates students the possibility to spent a short or medium long time in a partner organisations to attend to joint international programmes and/or to spend international internships in companies located in a EU or non EU country that can add value to the learning outcomes of the training programme attended in Italy and that can increase and enlarge the specific professional competencies developed by the participant/student. In the selection of these partnerships a particular attention will be given to this specific point and the partners will be selected on the base of the relevance and added value for the professional competencies to be developed by a specific training programme and for a specific target group
- give to the participants of its short cycle training programme the possibility to integrate their learning with study visits abroad to understand and deep relevant experiences and best practices in foreign countries
- provide to its staff and faculty members the opportunity to know and confront with other education centers, universities, training organisations in order to learn from their best practices and to increase their multidisciplinary and multicultural competences and learning. As happened in the past experiences under the Grundtvig programme the staff involved will then become the “new pillars” in the school that will sustain the importance of international activities and of international confrontations. They will enlarge the school views and approaches and will spread their experiences and the importance for the school of the development international activities among their colleagues and their students.

## Support from PRME

1. Exploit opportunities to collaborate on business and legality and anti corruption practices
2. Provide more opportunities for business school faculty and students to meet (vis a vis and with webinar) and share best practices on responsible management education.
3. Provide periodic updates via email newsletter on what's happening with the other practitioners
4. Share global trends on PRME and the impact
5. Create networks to jointly present project proposal under EU and other possible international donors funding



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