



THE BUSINESS MODEL EXCELLENCE INSTITUTE

COMPANY EXCELLENCE PROGRAMS

Excellence competencies to dramatically
enhance your performance



MODULAR ONLINE & CLASSROOM COURSES

Empower yourself with Excellence

PROGRAMS 2021

CLOSING THE GAP

Many companies face growing challenges handling the pressures from increasing competition, new technologies, changing customer demands and shorter lead-times. This often leads to a range of transformation efforts and initiatives being deployed across and down through the organisational layers, with the “receivers” being overworked and under-trained. Consequently, most transformation projects either lead to dilution of value or mediocre performance and added levels of emotional and cognitive stress.

To close the task complexity-competency gaps, knowledge workers will need much stronger cognitive abilities to handle the tasks they are facing - to prevail – for example power competencies such as critical thinking, problem solving, creative and systems (holistic) thinking, ability to collaborate and handle ambiguity, judgment and decision making, learning to learn and how to manage their time, value creation and focus – or what we collectively label **Excellence competencies**.

10 EXCELLENCE COMPETENCIES

We train in the 10 key competencies of the future as recommended by World Economic Forum* and leading experts:

1. Value Creation
2. Exponential Learning
3. Customer Orientation
4. Simplification & Optimisation
5. Systems Thinking
6. Cross-Functional Collaboration
7. Critical Thinking
8. Creativity
9. Complex Problem Solving
10. Breakthrough Innovation

Our blended-learning offering combines 15 digital modules with high-paced and intense workshops. Using the modules we can customise a program perfectly suited for your company challenges and targeted participants.

** Future of Jobs Report, World Economic Forum*

15 DIGITAL MODULES



- 1 Value Creation
- 2 Exponential Learning
- 3 VUCA Leadership
- 4 Customer Orientation
- 5 Process Fundamentals
- 6 Simplification
- 7 Systems Thinking
- 8 Interfaces & Execution
- 9 Collaboration & Trust
- 10 Agile Thinking
- 11 Biases & Framing
- 12 Parallel Thinking
- 13 Breakthrough Innovation
- 14 Complex Problem Solving
- 15 The Excellence Mindset

TAILORED FOR YOUR NEEDS

Do you need a common language, toolbox and way of thinking & behaving?

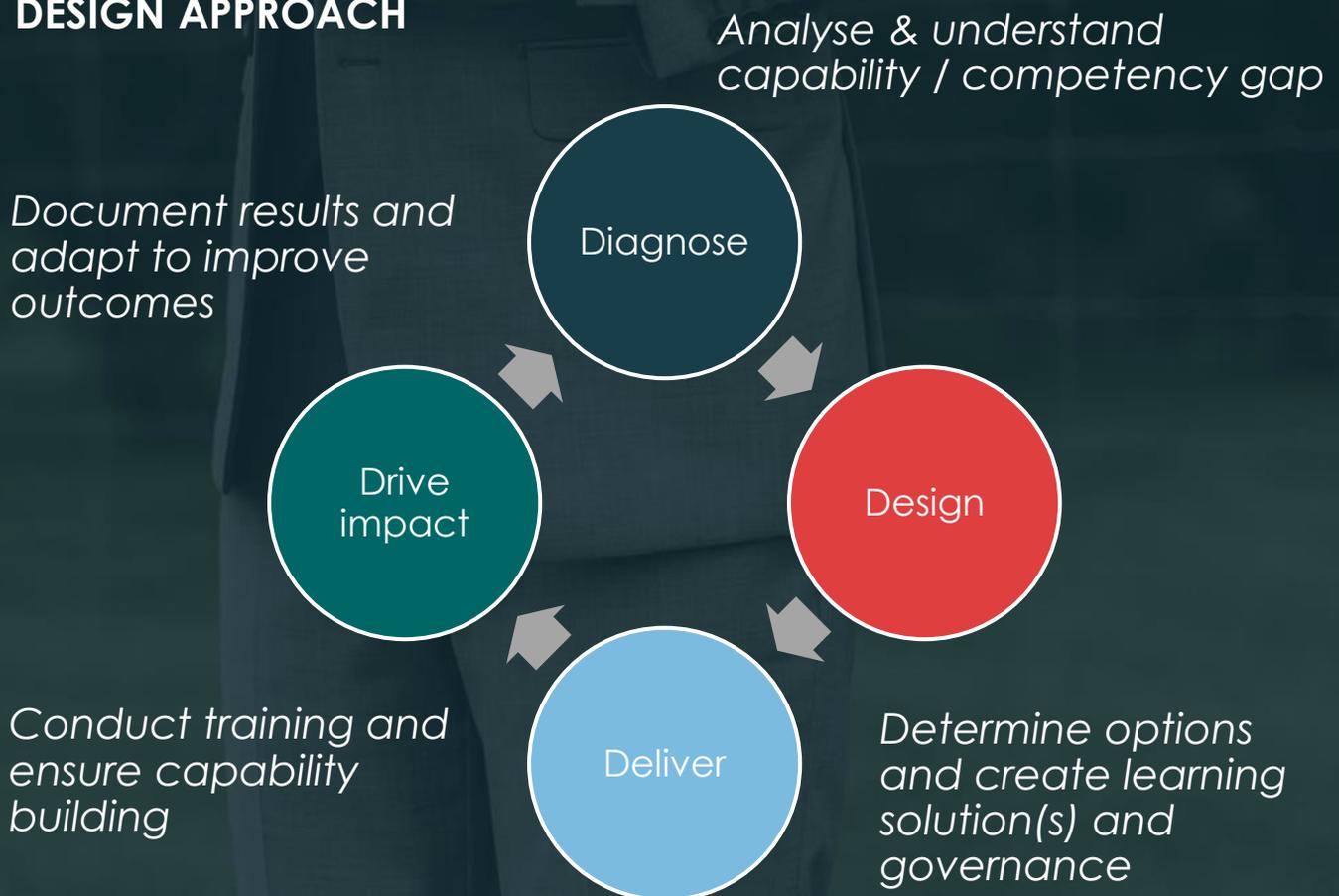
We can design a tailored learning & development program exactly for the needs of your specific team, function, talent program or project.

Step 1 is to diagnose your company situation, needs and gaps and understand the capability and competency gaps that must be filled. Then we design learning solutions for bridging the identified capability / competency gaps.

We facilitate the design of our Excellence programs in close collaboration with your team and management, through a combination of dialogues, interviews, workshops and analysis, as required.

We can help to establish the overall roadmap and program governance and can run the program management office together with your key staff as needed.

DESIGN APPROACH



“Fundamentals of Excellence has given us a common language to address operational and wicked problems.”

OUR TRAINING DESIGN AND PRINCIPLES

Each digital module contains ~2 hours of self-paced online learning and is supported by a 2-4 hour “master class” in our high-paced and intensive workshops.

We typically combine 3 digital modules with 1 (class-room) workshop day, in a blended learning offering and hold a series of workshops with 1-3 week intervals. We recommend spacing between the workshop days to maximise the learning retention and impact. This also allows participants time to reflect and apply new insights and skills between the workshop days.

We use the digital modules as a lever and accelerator (flipped classroom) to increase the learning pace and to lift the workshop discussion to a higher level, as participants come prepared. Throughout the program we ask questions that force participants to reflect on own thinking and beliefs – which is continued post-training to enforce the learning journey.

All learning is constructed in bit sizes of 10-15 minutes learning cycles and is multimodal (video, clips, animation, voice, quizzes, cases, drag-and-drop, etc.) to maximise impact and enhance the learning experience.

TIMELINE ILLUSTRATION



DIGITAL MODULES

Online
kick-off

Week 2



WORKSHOP 1

Week 4



WORKSHOP 2

Week 6



WORKSHOP 3

- | | |
|-----|------------------------|
| 1.1 | Value Creation |
| 1.2 | Exponential Learning |
| 1.3 | VUCA Leadership |
| 2.1 | Customer Orientation |
| 2.2 | Process Fundamentals |
| 2.3 | Simplification |
| 3.1 | Systems Thinking |
| 3.2 | Interfaces & Execution |
| 3.3 | Collaboration & Trust |

“The high pace and intensity of the digital learning and workshops allowed me to quickly understand and practice many new relevant skills.”

Product Manager

WE CAN DESIGN A PROGRAM FOR YOU IF:



You want to train your organisation in the Excellence competencies of the future and **upskill your core employees**



You're interested in how to **dramatically improve your company performance** and transformational competencies



You want to enhance your **business acumen** and general understanding and **become more versatile**

WHO SHOULD PARTICIPATE?

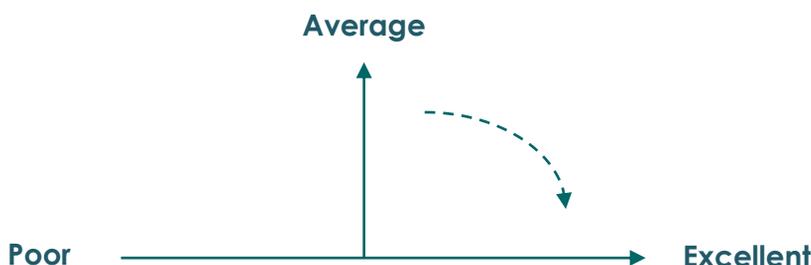
Business professionals (leaders, senior specialists and talents) interested in lifting their performance to the next level. The program provides you with a set of transferable skills, mindset and behaviours that are relevant for virtually functional area.

The 10 competencies apply to you, whether you are a product-, process- or project owner, team or functional manager, talent or a seasoned mid-level leader. The 10 competencies are equally important to all knowledge workers, and universally applicable.

A key element of the course will be your daily tasks or project responsibilities, where the participants, throughout the program, practice on exercises and real-life cases and apply their new toolbox and skillset on their actual work responsibilities.

The full program offers a comprehensive tool-box that significantly improves individual, team and organisational performance.

On average the participants expect to increase their value creation by 56% within the first year of graduation and assess their full-scale value creation potential (by applying all the 10 competencies) to be a factor of 2.2-2.5x (of their current value creation).



'You become excellent because you are doing things normal people do not want to do'

Robert Quinn

RETURN ON LEARNING...

Individual “WHY”

- 1) Master the tools & methods to increase your impact and reach the next level of performance (“YOU V4.0”)...
- 2) Discover your potential and grow your capacity – it is much larger than you think...
- 3) Succeed with challenging tasks & strategic initiatives and learn how to handle complexity, transformation & digitalisation...
- 4) Empower yourself and increase your autonomy - so you are more calm, confident and in control...
- 5) Improve your creative skills and innovation through breakthrough thinking and idea generation techniques...
- 6) See how to improve your trustworthiness, collaboration and influencing skills – and gain support for you ideas and inputs...
- 7) Learn how to “set yourself up to win” and improve your personal brand - and take control of your career...

Company “WHEN”

- 1) Better execution of strategic/ transformative projects needed, but lacking capacity & capability to deliver strategic intent...
- 2) Changing business model due to digitalisation with changes to value proposition, organisation, operational system...
- 3) Breakthrough thinking required to deliver new innovative & creative solutions to customers...
- 4) Need to align the organisation to a common mindset, skills and behaviours...
- 5) Structural and cultural barriers (e.g. functional silo's) slowing your company down - but need to accelerate and improve collaboration...
- 6) Increasing complexity & ambiguity and employees struggling with time pressures, stress, motivation...
- 7) Pressure on margins and project success rates too low with need to increase transparency of performance across the organisation...

SURVEY RESULTS



Satisfaction

9.2 (10)



Net Promoter Score (NPS)

84



Applying all the Multipliers you've learned, how much **potential** do you have for **increased value creation**

90%

A year from now, how much have you increased your value creation compared to today?

56%



Has the course lifted your **motivation to learn & improve**

4.7 (5)



Has the course provided you with **new skills, knowledge or attitudes important to your job**

4.5 (5)

Source

*Business Model Excellence Institute,
Fundamentals of Excellence Program survey results*

WHAT YOU CAN SELECT

This blended learning course integrates 15 dynamic and interactive e-learning modules, filled with videos, infographics, quizzes and interactive e-learning activities, which can be combined with high-paced and intensive workshop days.

The 10 Competencies and 15 Digital Modules can be freely selected, however, below is an illustration of 5 typical workshop days combining 3 digital modules with 1 day of class-room learning.

WORKSHOP 1

VALUE CREATION & EXPONENTIAL LEARNING

Section 1 consists of 4 e-learning modules and 1 full-day workshop: 0.1 Introduction, 1.1 Value Creation, 1.2 Exponential Learning and 1.3 VUCA Leadership.

The focus is on how you create value, allocate your time, learning needs and HACKS, and self-leadership in a VUCA environment.

WORKSHOP 2

CUSTOMER ORIENTATION & SIMPLIFICATION / OPTIMISATION

Section 2 consists of 3 e-learning modules and 1 full-day workshop: 2.1 Customer Orientation, 2.2 Process Fundamentals and 2.3 Simplification.

The focus is on customer needs & loyalty, business process mapping & management, and how to simplify (reduce complexity) and optimize your work activities.

THE BUSINESS MODEL
EXCELLENCE INSTITUTE

Satisfaction: 9.2 (10)

Net Promoter Score: 84

Find out more on:

www.businessmodelexcelsence.com



"The day after the first workshop I made the exercise of allocating time and prioritising the tasks in my calendar."

Senior Technical Manager

WORKSHOP 3

SYSTEMS THINKING & CROSS-FUNCTIONAL COLLABORATION

Section 3 consists of 3 e-learning modules and 1 full-day workshop: 3.1 Systems Thinking, 3.2 Interfaces & Execution and 3.3 Collaboration & Trust.

The focus is on mapping and understanding your business system, interdependencies and work activities, interfaces and pain points, and how to enhance your collaboration, change & trust behaviours & skills.

WORKSHOP 4

CRITICAL THINKING & CREATIVITY

Section 4 consists of 3 e-learning modules and 1 full-day workshop: 4.1 Agile Thinking, 4.2 Biases & Framing and 4.3 Parallel Thinking.

The focus is on critical thinking, when & how to stop and think, creativity models, biases & frames at play, how to de-bias and re-frame, and how to handle adversarial thinking & behaviours.

WORKSHOP 5

COMPLEX PROBLEM-SOLVING & BREAKTHROUGH INNOVATION

Section 5 consists of 3 e-learning modules and 1 full-day workshop: 5.1 Breakthrough Innovation, 5.2 Complex Problem Solving and 5.3 The Excellence Mindset.

The focus is on how to design performance and breakthroughs, how to avoid the traps of complex problems, and the mindset & behaviours required to lift your performance dramatically & consistently.



"I became aware that I cannot expect change, unless I assume responsibility for the change myself."

Global Process Manager

Our next generation Digital Academy

Digital learning universe:
Convenience, flexibility,
quality, affordability

Learn, Practice & Apply
structure for deep - and
company relevant –
workplace learning

Analytics to document
learning and measure
impact



- 10 core competencies
- 16 flexible training modules for every job role and level

- Intense and high impact “learning sprints”
- Flipped classroom with online preparation and immersive in-person classroom workshops

EXECUTIVE TEAM



Søren Laugaard

- Partner & CEO of BME Institute
- Founder & Investor of 5 companies
- Author of Business Model Excellence
- Former Maersk Line Executive Board
- Head of Excellence roll-out in Maersk, Vestas & CPH Airports
- Entrepreneur, leader and passionate about releasing your potential
- EMBA (IMD), HD R & F
- Mail: SLA@businessmodelexcellence.com



Jens Christian Foged

- Partner & CCO of BME Institute
- Digital start-up & Corporate Innovation expert
- Former Maersk Logistics Managing Director
- Built successful businesses in DK, Asia & Africa
- Entrepreneur, leader and passionate about releasing your potential
- MBA (IMD)
- Mail: JCF@businessmodelexcellence.com

Our Excellence Programs

OPEN

Jan, Apr, Aug, Oct

Multiple companies
(max. 20 participants)

Lyngby campus

Fixed content

DKK 28,400 / person

Peer Assisted Learning

COMPANY

Individual kick-off

Company specific
(min. 8 participants)

Lyngby, Company, Virtual

Flexible content

Individual pricing

Peer Assisted Learning

INDIVIDUAL

Individual kick-off

Custom-designed
(min. 2 participants)

Lyngby, Company, Virtual

Individually tailored content

From DKK 62,400 / pers.

1:1 Mentoring

OPEN+

+1:1 Mentoring

DKK 38,400 / person

COMPANY+

+ Mentoring

Individual pricing

OUR MISSION AND PASSION

The Institute's mission is to assist organisations and individuals in delivering superior performance and unleashing their full potential.

OUR VALUES

Integrity, Courage, Commitment, Humbleness.

SERVICES

BMEI provides training and advisory in the Transformational Capabilities and Excellence Competencies required to succeed with current and future business challenges. We help individuals to handle their growing job complexities, while enabling organisations to succeed with transformative change.

The Business Model Excellence Institute©

DTU Science Park, Diplomvej 381, 2800 Kgs. Lyngby

Tel: +45 3023 4050, Mail: info@businessmodelexcellence.com

www.businessmodelexcellence.com