

THE BUSINESS MODEL EXCELLENCE INSTITUTE

# COMPANY EXCELLENCE PROGRAMS

Excellence competencies to dramatically  
enhance your performance



MODULAR ONLINE & CLASSROOM COURSES

Empower yourself with Excellence

**PROGRAMS 2022**

# CLOSING THE GAP

Many companies face growing challenges handling the pressures from increasing competition, digitalisation, new technologies, changing customer demands and shorter lead-times. This often leads to a range of transformation initiatives being deployed down through the organisational layers, putting additional pressure on the “receivers” that are already busy performing their day-to-day activities. Also, it seldom leaves room for learning and implementing optimised ways of working. Therefore, core employees are often under-trained to think and act strategically in relation to the complex tasks they face, which leads to high levels of cognitive and emotional stress. Consequently, many transformation projects fail to deliver the targeted impact, with potential risks of burnout for the key people involved.

Transformational projects are wicked and closing the **task complexity-competency gaps** requires an upgrade in leadership competencies. The core 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 & reasoning, 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 & Performance
2. Exponential Learning
3. Customer Orientation
4. Collaboration & Trust
5. Systems Thinking
6. Simplification & Optimisation
7. Critical Thinking
8. Cognitive Flexibility & Reasoning
9. Breakthrough Innovation
10. Complex Problem Solving

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 Performance & VUCA Leadership
- 3 Exponential Learning
- 4 Customer Orientation
- 5 Process Essentials
- 6 Collaboration & Trust
- 7 Systems Thinking
- 8 Interfaces & Execution
- 9 Simplification
- 10 Critical Thinking
- 11 Biases & Framing
- 12 Cognitive Flexibility & Alignment
- 13 Breakthrough Innovation
- 14 Complex Problem Solving
- 15 The Excellence Mindset

## TAILORED TO YOUR NEEDS

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

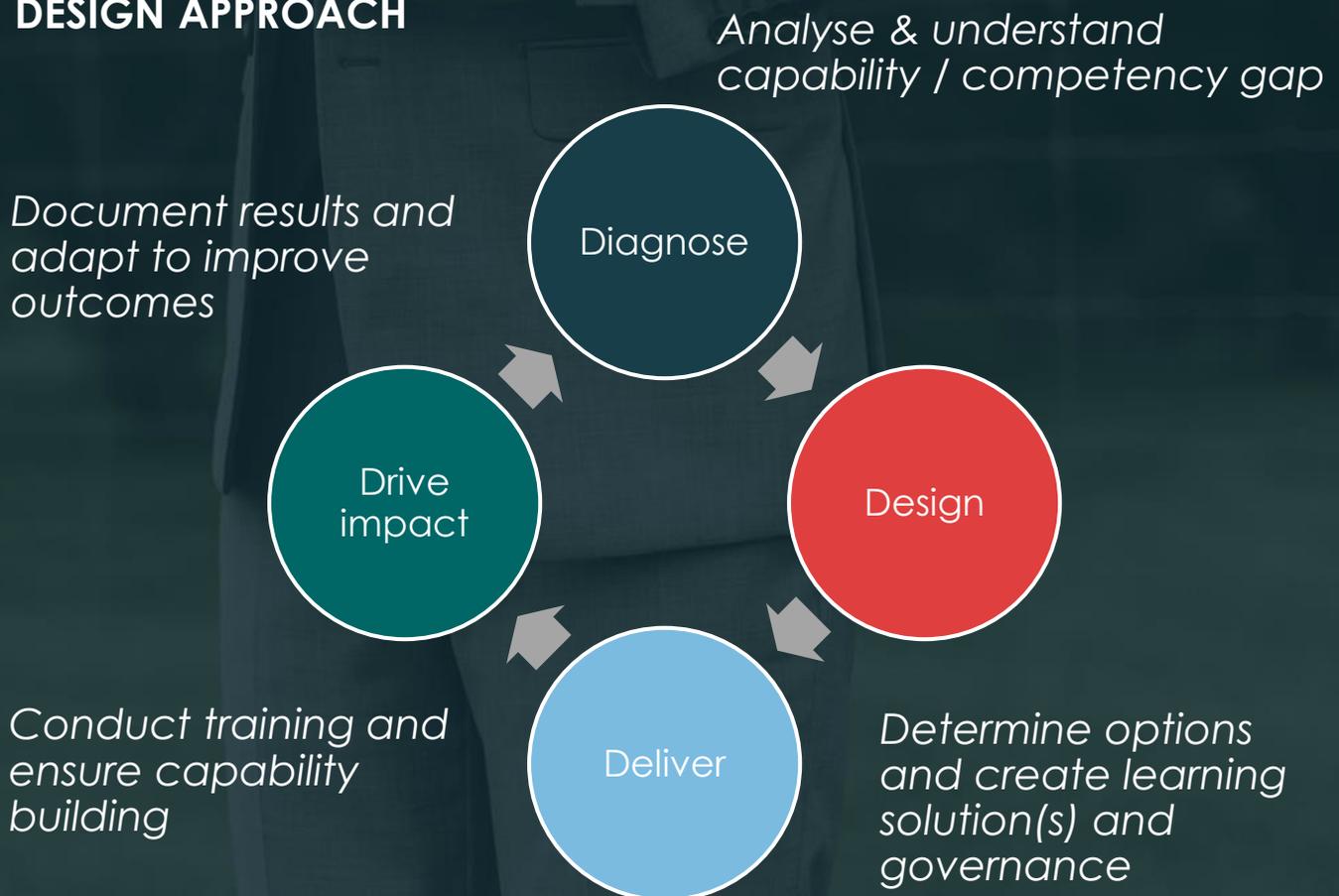
We can design a learning & development program tailored exactly to the needs of your specific team, function, talent or company program or project.

Step 1 is to diagnose your company situation, needs, motivations & barriers to change and understand the capability and competency gaps that must be filled. Then we design learning solutions for bridging the identified capability / competency gaps and do an alignment with the values and behaviours that the company aims for, to enforce the programs' impact on the company's culture and strategy.

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



# 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/virtual) 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. Peer exchange and sparring are an integral part of the programs and build on top of the digital- and in-person learning. Throughout the program we ask questions that force participants to reflect on own thinking and beliefs – which continues post-training to enhance the learning journey.

The training is real life and company relevant, with inclusion of assignments, experiments and application on the participants actual work, making the learning instantly applicable.

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 quality of the learning experience.

## TIMELINE ILLUSTRATION



### DIGITAL MODULES

Online  
kick-off

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

Week 2



WORKSHOP 1

Week 4



WORKSHOP 2

Week 6



WORKSHOP 3

*“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, WHEN:



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



You're interested in **dramatically improving your company performance** and transformational competencies



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

## WHO SHOULD PARTICIPATE?

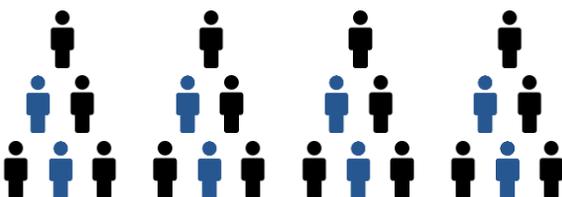
Business professionals (leaders, senior specialists, high potentials and talents) **from Manager to VP level**, in teams or across functions, interested in lifting their performance to the next level. The programs provide the participants with a set of **cognitive power skills, mindset and behaviours** that relevant for virtually any functional area.

What we train are 10 fundamental **competencies, which are transferable across your entire organisation** and therefore apply to all knowledge workers, whether you are a strategy-, product-, process- or project owner, team or functional manager, talent or a seasoned mid-level leader.

Throughout the program, the participants **first learn the theory and models, then practice and experiment** on exercises and real-life cases, and **then apply their new toolbox and skillset on their actual work responsibilities**. We call this Learn, Practice and Apply.

The full program offers a **comprehensive common tool-box and language and a shared mindset, behaviour and sense of responsibility and opportunity**, which accelerates change and creates motivation, while speeding up execution of strategic projects and significantly improving individual, team and organisational performance.

On average the **participants expect to increase their value creation by 95%** 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).



**A program to develop your core employees – the “backbone” of your company**

# 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

9.4 (10)



Net Promoter Score (NPS)

80



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

226%

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

95%



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

4.8 (5)



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

4.5 (5)



Completion of digital learning modules

100%

*"High intensity, high impact"*  
Head of Training & Execution

Source

Business Model Excellence Institute,  
Fundamentals of Excellence Program survey results

*"It changed my mindset"*  
Head of Sustainability

# 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 / PERFORMANCE & EXPONENTIAL LEARNING

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

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 & COLLABORATION / TRUST

Section 2 consists of 3 e-learning modules and 1 full-day workshop: 2.1 Customer Orientation, 2.2 Process Essentials and 2.3 Collaboration & Trust.

The focus is on customer needs & loyalty, business process mapping & management, and how to enhance your collaboration, change and trust behaviours & skills.

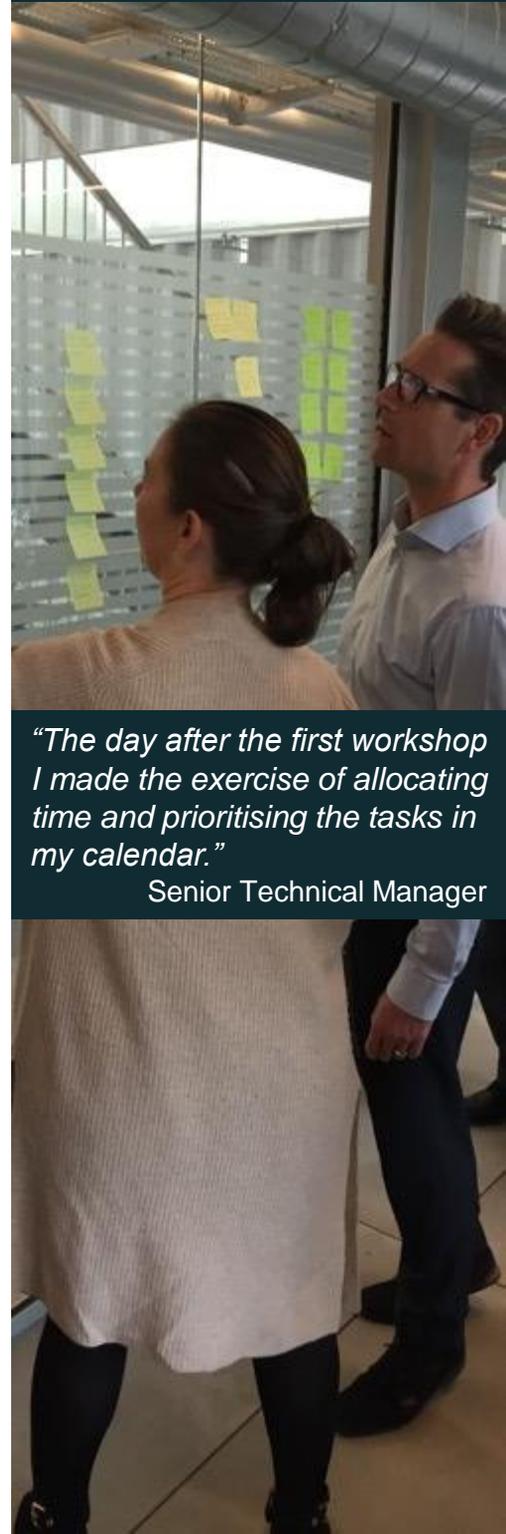
THE BUSINESS MODEL  
EXCELLENCE INSTITUTE

Satisfaction: 9.4 (10)

Net Promoter Score: 80

Find out more on:

[www.businessmodelexcellence.com](http://www.businessmodelexcellence.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 & SIMPLIFICATION / OPTIMISATION

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

The focus is on mapping and understanding your business system, interdependencies and work activities, interfaces and pain points, and how to simplify (reduce complexity) and optimise your work activities.

## WORKSHOP 4

### CRITICAL THINKING / REASONING & 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 Cognitive Flexibility & Alignment.

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

### BREAKTHROUGH INNOVATION & COMPLEX PROBLEM-SOLVING

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
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**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](mailto: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.

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**The Business Model Excellence Institute©**

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