

THE BUSINESS MODEL EXCELLENCE INSTITUTE

# Mini Master of Business Excellence

15 key competencies to transform your  
impact, leadership & business acumen

COMBINED ONLINE & CLASSROOM COURSE



Empower yourself with Excellence

**PROGRAM 2023-2024**

# Leading & Deciding in Complexity & Uncertainty

The world we live in is becoming more and more VUCA - Volatile, Uncertain, Complex and Ambiguous, and the demands on businesses and employees are relentless. So, leaders and knowledge workers need to constantly develop and learn, to avoid skill-gaps expanding.

From research on the Future of Work\*, we know that knowledge workers need a broad set of skills or competencies (skills, mindset, behaviours). Although essential to succeed at work, few people master this set of cognitive power (or Excellence) competencies.

BME Institute uses a proven process combining the latest in research on behavioural impact-learning with practical tools to help you master these competencies of the future.

Our programs are fast-paced, blended and highly effective, with industry leading impact, and we offer both OPEN and flexible IN-COMPANY competency training programs.

*\* The Future of Jobs Report, World Economic Forum, 2020-23*

## BECOMING AN EXCELLENCE PRACTITIONER

Excellence competencies create the foundation for you to work on the next level – and beyond – in terms of multiplying your capacity to learn and adapt, increasing your understanding of and ability to lead others and empowering you with the tools and motivation take on more complex assignments and projects.

In addition to improving your personal effectiveness, your ability to engage with others and your confidence in always learning your way, our promise to you is that you will increase your performance significantly in our training programs (participant feedback averages +50% increase in value creation). Read more about it in this brochure.

# ABOUT THIS COURSE

Participate in this **intensive and high-impact program** and **learn 15 Excellence “power” competencies** fostering the ability to successfully handle high complexity and increase your personal versatility, performance and confidence.

We have carefully selected these 15 competencies following extensive research on the Future of Work, which highlights that knowledge workers need a broad set of cognitive “power” competencies to succeed.

First you will get a practical introduction to these 15 Excellence competencies and their business applications in our Digital Learning Academy. Then you will practice your new skills, and lastly, we will jointly apply them on your work activities in our workshops. We call this **Learn, Practice and Apply**.



## THE COMPETENCIES TRAINED

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 & Optimisation
10. Critical Thinking
11. Biases & Reasoning
12. Cognitive Flexibility & Alignment
13. Breakthrough Innovation
14. Complex Problem Solving
15. The Excellence Mindset



5 workshop days and 16 digital learning modules over 10-12 weeks



~6-8 hours of self-paced online learning per workshop



Held on location in DTU Science Park in Lyngby and runs regularly with kick-off 2-4 times per year.



DKK 31.240 plus VAT. Includes food and drinks, Diploma, Excellence Guide + Workbook & the book 'Business Model Excellence'

**Learn to master the cognitive Excellence “power” competencies required to succeed in the Future of Work**





# THIS PROGRAM IS FOR YOU IF:



You want to increase your **critical thinking** and **creativity** and upgrade and **future proof** your skillset



You're interested in how to **dramatically improve your performance** and value creation



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

## WHO SHOULD TAKE THIS COURSE?

The key knowledge worker is typically overworked, time-pressed and under trained, working with a complexity level of tasks that is often beyond his/her competency level, which increasingly leads to emotional and cognitive stress, and project failure.

This program provides you with a set of transferable skills, mindset and behaviours that are relevant for virtually any professional in the future. Our participants are individual contributors, leaders, product owners, project managers, talents and senior specialists, interested in increasing their performance and working on the next level.

Participants represent the TOP 100 International companies in Denmark.

A key element of the course will be your current activities and projects where you instantly apply your new toolbox and skillset in your own role & organisation.

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“I wanted to take this course to get a broad and extensive toolbox... and WAUW you have delivered”

**“I actually think this is a true gamechanger!”**

“Working actively with allocating my time, I'm now already up to 70% of my time being value adding.”

**“This Excellence program has given us a common language & tools to address operational and wicked problems”**

“Now I realise how we can increase our performance by working to optimise the entire system, not sales or operations individually”

”

# WHY participate?

## Return on Training for YOU...

### Effectiveness & self-leadership

- Enhance your value creation & productivity
- Improve your personal effectiveness and time management
- Learn how to deal with complexity, ambiguity & transformation
- Improve your reasoning and decision-making skills
- Get the methods and tool-box to solve highly complex problems
- Learn how to take control of your business system and performance
- Recognize and handle biases (own & those of other people) and cognitive faults
- Determine your full potential and how to continuously perform at the highest possible levels
- Learn how to “set yourself up to win”
- Become the driver of execution and do more of the right things

### Innovation & Business Acumen

- Become a critical and agile thinker
- Develop your creativity skills and tool-box
- Learn methods for Breakthrough innovation
- Improve your learning ability and how to acquire new knowledge & competencies
- Improve the company Business Model (and map and understand the business model of your customers and other successful companies)
- Get the methods to combat complexity with simplification
- Learn how to map the company value chain & get an overview of complex systems
- Familiarize yourself with Industry 4.0 & The Future of Work
- Learn how to drive performance in VUCA environments

### Interpersonal and engagement

- Determine ways to build trust
- Improve collaboration in your team and across functional boundaries
- Learn how to better understand, influence and persuade others
- Get tools to align and engage your team and other co-workers
- Gain the confidence and tools to handle and lead difficult meetings & personalities (and balance opposing views)
- Improve your EQ (Emotional Intelligence)
- Enhance your customer understanding & orientation, also with internal stakeholders
- Build accountability and adaptability in yourself and others
- Become more calm, confident and in control and enjoy your work much more

*Empower yourself  
with Excellence*



# RETURN ON TRAINING...

## – for your company

Training is an investment, and the Return on Training (RoT) for your company should be positive. Our impact and RoT is industry leading, and you will see immediate improvements and benefits already from the first Workshop.

Below are some examples of WHEN companies typically consider investing in training, and where you will see the benefits.

### Company “WHEN”

- 1) Better execution of strategic/transformative projects needed, but lacking capacity & capability to deliver strategic intent...
- 2) Changing business/operating 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...

### Performance & Alignment

- 15 transferable competencies
- Common mindset & “map of the world”
- Common toolbox
- Common language
- Shared beliefs & behaviours (aligned to Company values)

### Empowerment

- Empowerment (feel calm, confident & in control, open to new tasks)
- Increased Cross-Functional Collaboration (alignment, culture, behaviours & values)
- Employee satisfaction (motivation)
- Team engagement & commitment
- Employee retention

### Execution Power

- Accelerated strategy deployment
- Increased Customer Orientation
- Decreased Time-to-Market
- Multiplied effectiveness & efficiency
- Innovation & Breakthrough Thinking
- Fosters Continuous Improvement Culture



# What you will learn – Key Topics

This blended learning course integrates 16 dynamic and interactive e-learning modules, filled with videos, infographics, quizzes, and interactive e-learning activities, with 5 high-paced and intensive workshop days.

Besides the workshops there are also opportunities for collaborative learning through the integrated buddy structure, where you team up with a partner to enhance your learning path.

The following modules contribute to the integrated program called Mini Master of Business of Excellence:

## VALUE CREATION / PERFORMANCE & VUCA LEADERSHIP / EXPONENTIAL LEARNING

How to create more value, allocate your time, learning needs & HACKS + self-leadership in a VUCA environment.

## CUSTOMER ORIENTATION / PROCESS ESSENTIALS / COLLABORATION & TRUST

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

## SYSTEMS THINKING / INTERFACES & EXECUTION / SIMPLIFICATION & OPTIMISATION

Map and understand your business system, inter-dependencies, interfaces and pain points, and learn how to simplify and optimise your work activities.

## CRITICAL THINKING / BIASES & REASONING / CREATIVITY & ALIGNMENT

Improve your critical thinking, when & how to stop & think, creativity models, biases & frames (how to de-bias and re-frame) and handling adversarial thinking & behaviours.

## BREAKTHROUGH INNOVATION / COMPLEX PROBLEM- SOLVING / THE EXCELLENCE MINDSET

Design performance and breakthroughs, how to avoid the traps of complex problems, and the mindset & behaviours to lift your performance dramatically & consistently.

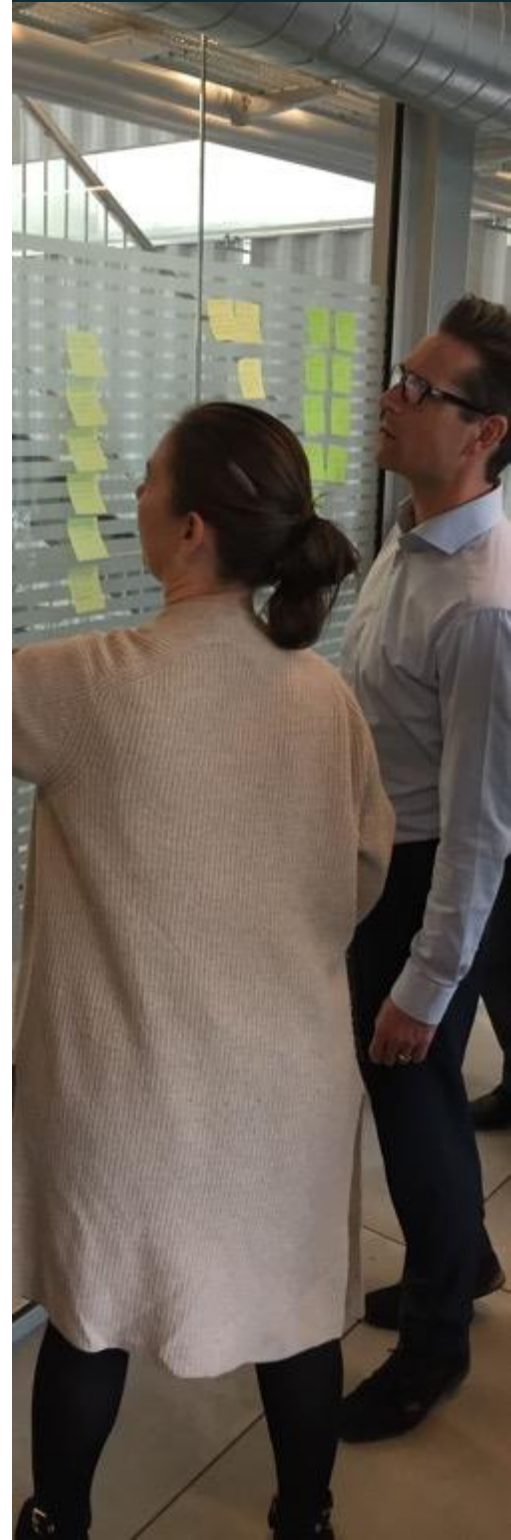
THE BUSINESS MODEL  
EXCELLENCE INSTITUTE

Satisfaction: 9.4 (10)

Net Promoter Score: 80

Find out more on:

[www.businessmodelexcellence.com/training/](http://www.businessmodelexcellence.com/training/)



# Who will you learn from...

Our instructors/facilitators are all highly skilled and experienced from Senior Leadership positions – you could for example meet:



*Søren Laugaard*

- Partner & CEO of BME Institute
- Founder & Investor in 5 companies
- Author of Business Model Excellence
- Former Maersk Line Executive Board
- Head of Excellence roll-out in a.o. Maersk/Vestas
- Entrepreneur, leader and Master Facilitator
- EMBA (IMD), HD R & F



*Jens Christian Foged*

- Partner & CCO of BME Institute
- Digital start-up & Corporate Innovation expert
- Board member & former Maersk Logistics MD
- Built successful businesses in DK, Asia & Africa
- Entrepreneur, leader and Master Facilitator
- MBA (IMD)

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Find out more on:

[www.businessmodelexcellence.com](http://www.businessmodelexcellence.com)





# 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



- Unique training modules for key (“Excellence”) competencies required for the Future of Work

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

## 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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