

**Application for the EFMD
Excellence in Practice Award 2011**

The *IM*pac*t* Program

Partnership in Design, Development & Delivery

of the *IM*pac*t* Program

by Lufthansa School of Business

**with the International Masters Program in Practicing Management,
encompassing Lancaster & McGill Universities**

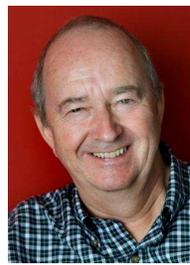
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1. Statement of Word Count

The count for total words is: 3986

2. Executive Summary

The Challenge: How can learning be carried from personal development in a management program into the organization for its own development, especially in difficult economic times? This is a long-standing problem, where the innovative solution discussed could have a huge impact on developmental programs everywhere.

The Program Partnership: (1) The International Masters in Practicing Management (impm.org), an unusual program that for 15 years has been dedicated to developing managers in the context of their own jobs and companies, by having them focus on reflecting on their own experiences and sharing the resulting insights with each other. (2) CoachingOurselves.com, another unusual program, in which teams of managers develop themselves at work. (3) Lufthansa School of Business, the corporate University of the LH Group, driven by the "Increase Innovative Impact Initiative" (4) The *IMPact* Program, a program created at the interface of these three.

The Commitment: The IMPM has resulted in what is probably unprecedented in management training—several companies have been sending teams of their managers for almost all of these 15 years. That partnership has been most evident with Lufthansa, which has not only been sending teams these years (having missed only the one after 9/11), with the learning being passed back and forth continuously between program and company, for the sake of its other programs, but has also led to an innovative product development process, a natural commitment and a smooth joint execution of *IMPact*, in a close collaboration of business and academics, carrying management development straight into organization development.

The *Impact* Program: Each manager in the program establishes a team of high-potentials back home through whom he or she carries the learning of the program into the organization, with the help of CoachingOurselves.com. In effect, instead of a changed person returning to an unchanged organization, he or she returns to a team of colleagues eager to share the learning, and more importantly, help the manager carry it into action. That is the "pact." For a company with a tight training budget, this means that for every manager sent on the program, 5-10 more are developed, not to mention engaged in driving change. As its execution in Lufthansa is discussed in the text, this has the potential to revolutionize developmental programs of all kinds.

3. Introduction of the Partners

3.1. Lufthansa School of Business

Lufthansa School of Business (LHSB) was founded in 1998 as the first Corporate University in Germany and is the cross divisional Learning & Development (L&D) department of the Lufthansa (LH) Group. Since then many successful programmes have been both designed and offered with refined concepts over the years. Its mission statement guides all projects and activities:



Our assignment is the strategy-led and needs-oriented **further training** of the executives and employees in the Lufthansa Group. **Across the boundaries of the individual companies** we offer sustainable programs and platforms for **dialogue and information**. The continuous development of our programs is thereby as self-evident for us as the use of innovative methods.

With these programs and platforms, we link the individual development of our executives and employees with the development of the Group. We systematically support the change processes in the Group, contribute to a **joint corporate culture** at Lufthansa, and enable the **expansion of personal networks**.

3.2. Lancaster University Management School

Lancaster University Management School (Lancaster) has been one of the UK's leading business schools for many years. It is accredited by EQUIS as well as AACSB and AMBA. Although based in a rural part of England, Lancaster's way of operating is close to business and organisations through attention to program designs and relationship management.

3.3. McGill University Desautels Faculty of Management

Founded in 1906, the Desautels Faculty of Management at McGill University (McGill) has been hailed as a top international business school by the Financial Times, BusinessWeek, Le Figaro and America Economia. Graduates have the highest international mobility among Canadian schools, according to the 2011 Financial Times Global MBA Rankings. The Faculty has over 22,000 alumni, 11 academic programs and 10 research centers and institutes.

3.4. CoachingOurselves International Inc.

CoachingOurselves is reflective management learning anchored in the workplace. Small groups of managers get together every couple of weeks for 90-minute sessions to discuss and share their experiences with guidance from major topics of management, in order to gain insight into themselves, their work, and organisations. With CoachingOurselves, organisations anchor management learning and development initiatives in the workplace to deliver high impact and drive lasting change.

3.5. International Masters Program in Practicing Management

The entity that binds the first 3 partners together is the International Masters Program in Practicing Management (IMPM), which was founded in 1996 by a group of people from Lancaster and McGill and three other universities around the world. They saw inadequacies in conventional MBA programs and wanted to create something that would focus more on the practice of managing. The two ambitious goals of the program were to convert business education into management education, combined with management development, and to connect both with organisation development. For further information see the book "Managers not MBA's: a part look at the soft practice of managing and management development." (June 2004, Henry Mintzberg)

4. The Challenge

“It has been said that you should never send a changed person back to an unchanged organisation. In management development programs, we always do.” (Mintzberg, 2010)

4.1. How to maximize organisational Impact through management development

The challenge described in this case study is the latest step forward in a 15 year quest undertaken by the IMPM involving LHSB, Lancaster and McGill and consortial partners.

The first seeds of the challenge were sown in the summer of 2009, when the world of executive education was reeling from the effects of the global financial and economic crisis. The IMPM was about to start its 15th annual cycle, with a much reduced class size, prompting the IMPM faculty to return to the question: How can we facilitate impact in the client companies in order to create even better value?

It was decided to use this very word, ‘Impact’, to describe a flexible portfolio of activities that could be customised by participants and companies, providing greater value to them.

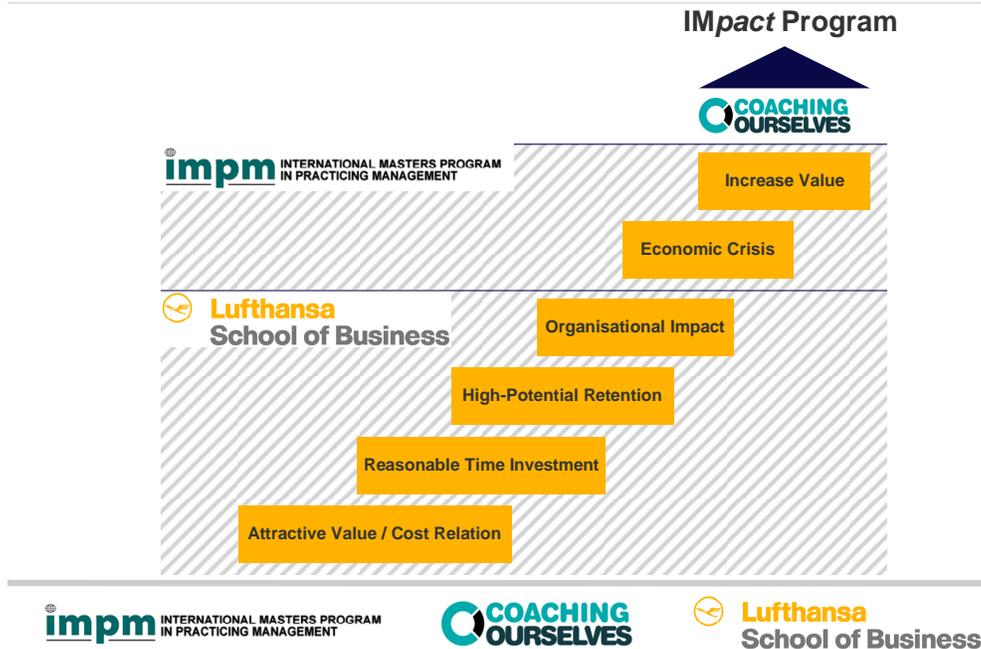
For LHSB, it was no longer possible to continue with “business as usual”. Each Management Development program was being evaluated in terms of benefits and costs for the organisation and alignment to LH Group’s corporate strategy. How could LHSB still justify sending participants on the IMPM next cycle?

Additionally, LH Group was facing a related challenge regarding the retention of high-potential talents at non-executive levels due to the economic crisis limiting promotional opportunities. LHSB recognized the need for developmental incentives, giving people insights into management issues and thinking, more strategic connectivity with managers through a shared development process, enhancing their networks, and increasing their leadership capabilities. The retention of high-potential talents was on our minds.

Furthermore, LHSB switched to crises mode in 2009, conducting only developmental programs to meet the following criteria:

- high direct impact on the daily business
- reasonable time-investment
- attractive value/cost relation
- high retention character for high-potential managers and employees

The Challenges



The faculty invited longstanding partners to the second IMPM module in October 2009 to join the impact workshop with their participants in Montreal to brainstorm on the collective challenges.

Thus was born the idea of **IMpact Teams**.

We discussed whether and how IMpact Teams could be established at work to support each IMPM participant in their attempts to drive change within their companies (through processes such as the venture, for example). But if these IMpact Teams were to be created at work, why not enable their colleagues to benefit from the program too, by proxy, through the manager who participated in the IMPM?

One breakthrough during the discussion was the idea that part of the IMpact Team's learning could be facilitated by new management learning and development materials developed by CoachingOurselves. Their concept had grown naturally upon the ideas of the IMPM through the initiative of a former participant Phil LeNir and involving Henry Mintzberg.

CoachingOurselves provides a bridge from management development to change, broadening its impact to a wider audience, while minimizing additional costs. In CoachingOurselves, participants use the topics to frame their discussions and reflections with a team in their workplace, resulting in new initiatives and change.

Because CoachingOurselves does not require a facilitator, trainer, or professional coach, participants run the CoachingOurselves sessions themselves, ensuring low costs and logistical simplicity.

A menu of development opportunities and processes was created around this proposition in the meeting and over the following few months.

Finally, the concept '*IMpact*' came to typographically reflect two meanings:

- 1) A link with the acronym IMPM
- 2) A pact between the participant and their organisation on the one hand, and the *IMpact* team back at work on the other.

4.2. From *IMpact* Teams to the *IMpact* Program at Lufthansa

Whilst other consortial companies decided to offer these *IMpact* activities on a voluntary basis to the individual IMPM participants, LHSB carried this one step further, deciding to coordinate more structured *IMpact* Teams and align them with the existing impact initiative and challenges of the LH to create an official proposal for a newly developed **LHSB '*IMpact* Program'**.

The shaping of the *IMpact* Program proposal, whilst being for LH Group, was itself a collaborative process between the partners, building on the Montreal meeting.

The *IMpact* Program had to achieve all of the following four internal criteria:

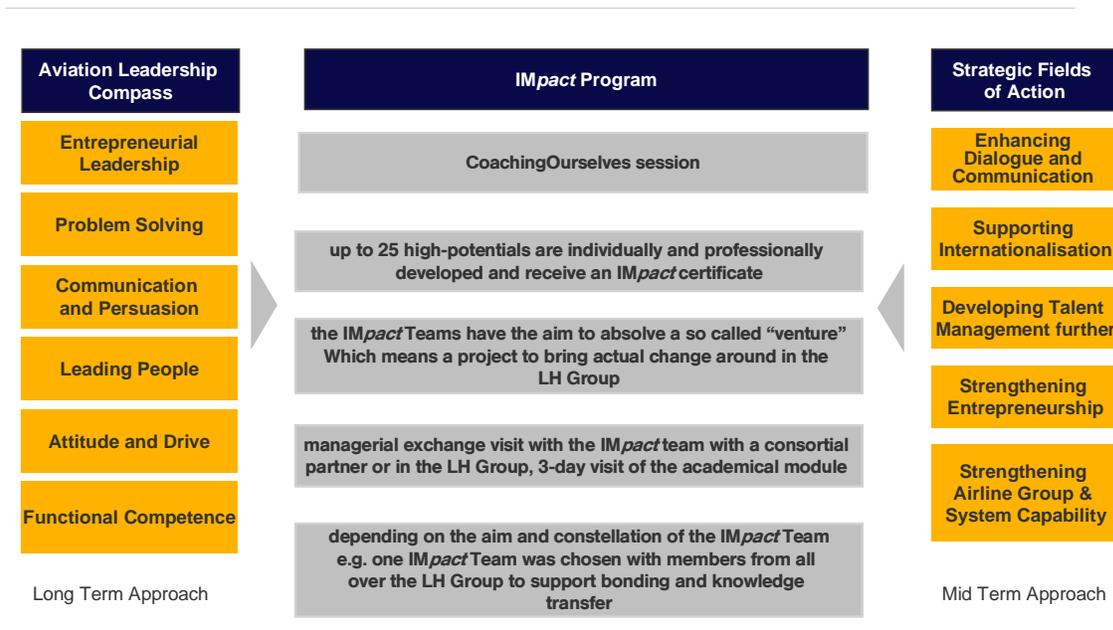
1. Perfect fit to the strategic fields of action
2. High match to the requirements of the Aviation Leadership Compass
3. Clear organisational impact beyond personal development
4. The above mentioned criteria in crisis times

4.3 The Strategic Fields of Action and the Aviation Leadership Compass

With initiation of the strategy development process for corporate executive development, LH overcame a challenge that often seems insurmountable for major corporations: Finding an efficient way to give Corporate Strategy tangible relevance for the Human Resource Development (HRD) and for the creation of HRD tools, programs and projects. Its main objectives are to connect individual management development and corporate organisational development. The explanation of this process, called **Strategic Fields of Action** was part of the LHBS's winning case study of the EFMD-Excellence in Practice Award 2009 (see Appendix 1).

This challenge is also faced by the **Aviation Leadership Compass (ALC)**, which is the competence model for the whole LH Group. It is integrated in all HRD products and processes. The ALC supports the strategic goals of the LH Group as a service-driven organisation. Founded on the conviction that the leadership of people is key to industry leadership, it offers a competence framework based on the principles of loyalty, integrity and credibility.

The *IM*act Program, as part of the LHSB product portfolio, has 2 driven forces



4.4 clear organisational Impact beyond the personal development

The whole philosophy behind the *IM*act Program is to use work, past or present, not to make work. There is a strong tie in the CoachingOurselves sessions and in working on the common venture in using the past work experiences, with academic input, to create a lasting learning experience.

The overall desired impact of each learning and development initiative of LHSB is to enable managers to develop colleagues, and the implementation of organisation-wide changes that improves how 'business as usual' is conducted.

These two aims have been a perfect match since the beginning of our partnership 15 years ago and are still lived up to, especially nowadays in the *IMpact* Program.

4.5 Criteria in Crisis Times

Also at the heart of *IMpact* Program was a financial proposition to client companies, which became described by the phrase “*Pay one, develop six*”. Companies would only be asked to pay for the IMPM participants, while the *IMpact* Teams were free, yet received access to high quality IMPM-like content through the CoachingOurselves topics and benefited from the experiences and reflections of the IMPM participants to an audience of five. Moreover, the *IMpact* Program has an average time investment of one hour per week over a year and a half, considering the high impact on their daily work through the coaching sessions, this is valued a high return on investment.

5. The Commitment

5.1. A basis of Mutual Trust and Collaboration

The spirit of IMPM and its consortial partners has been one of innovation and experimentation, mutual problem-solving and pioneering. It was about committing something important to the L&D community and to business stakeholders beyond that community. IMPM was not just a management program, but a force for change in companies and in business schools alike.

The relationships were fuelled by regular IMPM meetings, individual calls, and annual visits to IMPM modules, all providing a strong foundation that allowed for strong and friendly relations between all parties. But the relationship also went straight to the heart of the LH company: regular in-company tutorial meetings facilitated by members of IMPM faculty, created an informal virtuous triangle between faculty, participants and HR.

Based on Trust a 'Can-do' attitude

Based on 15 years of successful collaboration, the partnership meanwhile has reached a level of trust that enables us to work in a very open and innovative way together. Our partnership functions like a 'Why not?' rather than 'Why?' community. We are used to try out new things and work things through very well. Much is owed to the people that founded IMPM, the rest of us stand on these giants' shoulders.

5.2. Commitment as a smooth and natural Process

As a result, the commitment to the initial idea of *IMPact* Teams and what became LHSB's *IMPact* Program was a smooth and natural process. The meeting in Montreal in November 2009 was in the spirit of a joint problem-solving process. Once we brought in CoachingOurselves, the new *IMPact* Program grew naturally out of what we had been doing for the last 15 years.

The decision to offer *IMPact* Teams at no additional cost to the companies was taken quickly by Lancaster and McGill in order to demonstrate commitment to *IMPact* and to keep the IMPM going through difficult times. Considerable discretion is delegated to the key IMPM role holders at each business school based on trust, reputation and proven track record.

5.3. The IM*pac*t Program as a “Self-Seller”

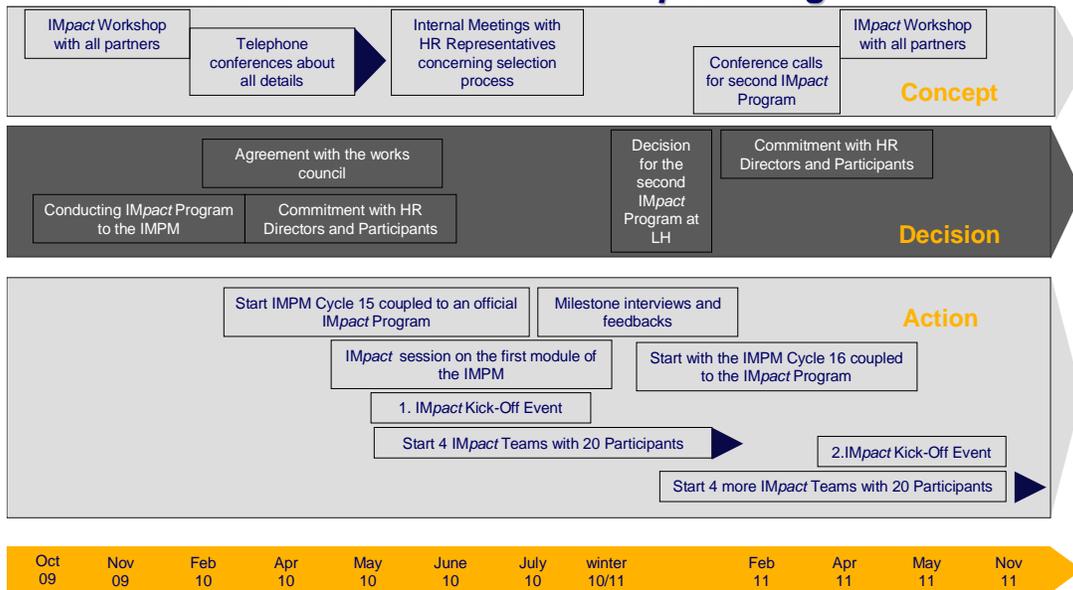
5.3.1. To Senior Management and HR Directors of the LH Group

By quintupling the development benefit of one paying participant in a learning and development initiative combined with the high retention impact of this program, the commitment of the HR Departments and ultimately all other LH Group stakeholders was a “self-seller”. Despite being under the cloud of the financial crisis (and having our very own “ash cloud” hanging over Europe and its airlines), this was a golden opportunity to develop and motivate 20 additional high-potentials simply by continuing support for IMPM with the free added ingredient IM*pac*t Program.

5.3.2. To the selected IMPM Participants

For the IM*pac*t Program a leadership style is needed, which is already very well lived up by all management of the Lufthansa. In the LH Group, the first developer of an employee is the direct manager. Therefore the managers are used to promoting, coaching and developing their own employees. The IM*pac*t Program offers a new and exciting way to do that, namely developing and ensuring knowledge transfer to other high-potential employees in the LH Group.

Timeline and Milestones of the IM*pac*t Program



6. The “Impact Program”

6.1. Learning and Development Objectives

The *Impact* Program addresses not only personal but also organisational developmental objectives for the LH Group across all airlines and divisions



6.2. A Toolbox of the right Impact Learning Methods

The *Impact* Program is a modular one and a half year program that integrates a portfolio of *Impact* Activities from IMPM and CoachingOurselves, combined with internal LHSB development activities.

- 1. Monthly CoachingOurselves sessions:** Each *Impact* Team is given an 18-months open-access subscription to the complete catalogue of CoachingOurselves management topics for use with a team in their organisation. The topics are developed by leading authors and management thinkers to guide and stimulate discussion and reflection. Teams meet monthly for 90-minutes to work through their CoachingOurselves topic of choice, which includes the content, exercises, and probing questions to stimulate the difficult discussions and reflection amongst members to drive change. This process generates dialogue, increases communication, and

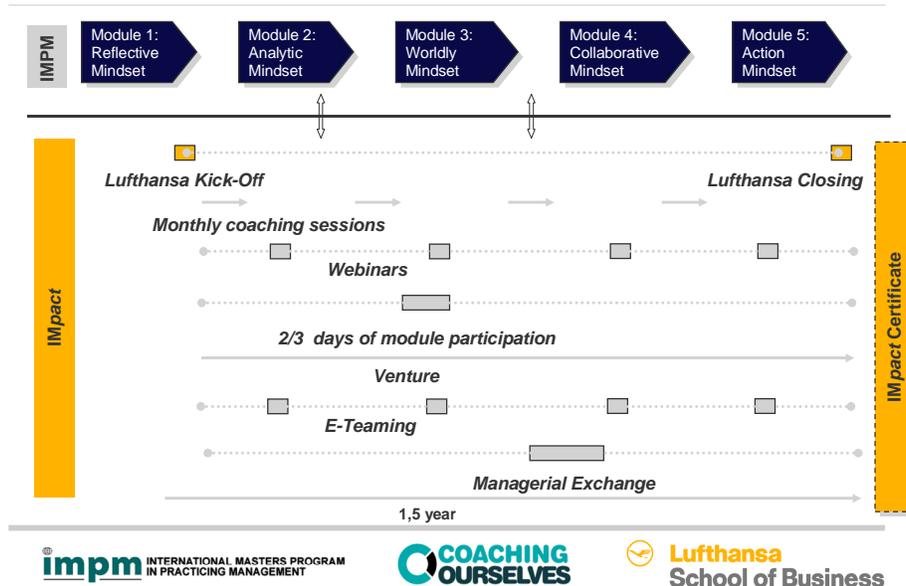
disseminates learning, anchoring the impact in participants' day-to-day realities.

2. **The CoachingOurselves webinars** bring the IMPM participants together to connect with the organisation in a tangible manner, without being hindered by geographical location. These webinars also clarify the CoachingOurselves approach, helping participants to maximize the benefits they receive through their own individual sessions.
3. **2-3 days of module participation on the IMPM Program itself:** is a highlight for the *IMpact* Teams. Here they receive not only first class academic input, but also a great intercultural experience, being integrated into a group of highly experienced IMPM managers from all over the world. The evening program, that includes various arts from the culture of each country, leaves long-lasting impressions (and provides great future motivation) for those who have not yet been on an international assignment.
4. **The concept of Venture**, which is now part of the *IMpact* Program is to create a focus for participants to make a change initiative happen in the company, finally reflecting on what worked, what did not, and why. A former Venture at LH was e.g.

Thomas, head of maintenance for LH Technik in an European location, used the idea and tools from Complexity Theory as taught by Brenda Zimmerman on module 2 to develop his team in its use. As a consequence of a brainstorming session with his team using Complexity Theory and 'MinSpecs', Thomas and his team redesigned one of the aircraft checking processes resulting in estimated savings of one million Euros in a year.

5. **Managerial Exchange:** The *IMpact* Teams have the possibility to visit and observe other *IMpact* Teams of the consortial partners all over the world.
6. **Common Kick-Off and Closing Event for all *IMpact* Teams:** In order to promote networking between the *IMpact* Teams of the LH Group and give the *IMpact* Program a structured framing, LHSB conducts a one day Kick-Off Event (first coaching session, social get to know activities) and Closing Event (reflection and venture presentation for top management). Moreover these Kick-Off and Closing Events are open to all existing *IMpact* Teams in a running program, thus enhancing the networking of high-potential talents even more.
7. **An internal e-collaboration platform for all *IMpact* Teams on the intranet of LH:** gives the *IMpact* members the chance to exchange knowledge about conducted and recommendable CoachingOurselves sessions, discuss topics and a common working platform for the venture.

The *IMPact* Program in Lufthansa concludes the following educational measures



6.3. The Selection of the right Participants

The IMPM focuses on high-potentials as a target group. Highly qualified young participants are included who not only learn from the more experienced participants, but who provide an interesting counterpart to learn from themselves. The *IMPact* participants are selected based on criteria, orientated to the Aviation Leadership Compass and linked to the professional expertise, requirement to bring the right business knowledge to work together on the venture topics of the IMPM participant.

6.4. The right Learning Environment

Key elements include:

- 1. 50/50 rule:** Partnership between IMPM Managers and *IMPact* participants. Each of them brings in their experience and their actual job challenges to the coaching sessions. IMPM participants are not to dominate the coaching sessions with talking time.
- 2. Round table seating** layout and a **maximum size of 5-6 participants** per table or *IMPact* Team are ideal for CoachingOurselves sessions because they promote the rich discussions and honest self-reflection crucial to generating lasting impact and change.
- 3. Context matters:** CoachingOurselves sessions take place close to the workplace to afford minimum downtime and maximum naturalness of learning. (2) The *IMPact* teams can visit 3 days of an IMPM Module. These Modules are located in places around the world that facilitate the learning of each mindset. So for example the Worldly Mindset takes place in Bangalore, India, using the multiple parallel worlds there to explore the mindset; (3) Early morning yoga sessions in India and Tai-Ji in China help to create an affinity to place and culture

7. The Impact of the *IMpact* Program

In order to follow up and monitor the *IMpact* Program LHSB conducts, as for e.g. also the IMPM Program, following measurements:

- qualified milestone interviews
- a mid-time and final online feedback process
- qualified transfer interviews 6 months after the program
- a strong suggestion, that each participant conducts a personal leadership feedback before and after the program.

Moreover these measurements are accomplished by filling out a learning agreement with oneself on the common Kick-Off Event and the conduction of a reflection session to the impact of the *IMpact* Program at the final event.

7.1. Incorporating refl'active impact in the individual Working Style

In the common paper of Henry Mintzberg and LHSB concerning *IMpact* we determined that the learning of the classroom can be carried into the workplace for three kinds of impacts.

- *teaching impact*, meaning that learners in the classroom should be teachers on the job (mentors, coaches, etc.), to diffuse what they learn to others.
- *action impact*, meaning that the managers should also be driving changes in their organisation as a result of what they learned.
- the third could be called *refl'active impact* describing the person's long-lasting capacity to deal with complex issues as a consequence of having become more open-mindedly reflective.

Specifically, the third impact is important for optimizing daily work. Moreover, it has long lasting impact on the participant as it changes individual working style. In our mid-term feedback forms the *IMpact* participants rated the change in this field with exceptionally good feedback results of 1,82. (1= high impact)

7.2. The Impact Standard of LHSB: Increasing Innovative Impact Initiative = I⁴

With I⁴ LHSB has set a standard for their entire product portfolio in terms of impact beyond the personal impact of a development program. I⁴ wants to earn the greatest output for the participant, the business, the company and the society.

In order to increase the impact and optimize the transfer of knowledge, LHSB has developed different measures that are adopted in all programs.

The Impact Standard of LHSB: Increasing Innovative Impact Initiative = I⁴

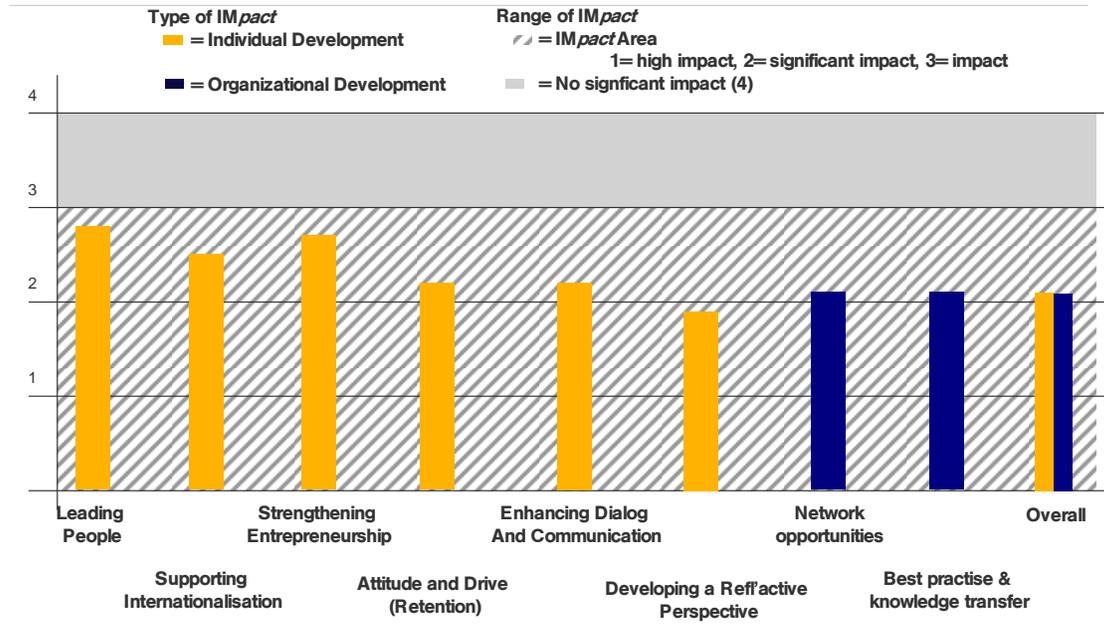


7.2.1. Impact in the Category “You and your team”

Fulfilment of the ‘You’ and ‘Team’ measures need no further explanation than the diagrams outlined below.

It should be mentioned that all *IM*act Teams are enthusiastic about the transfer of knowledge and best practices within their CoachingOurselves sessions (with an exceptional rating of 1,55). The 50/50 rule and the direct impact on the daily work through the coaching sessions functions exceptionally well and has a tendency to proportionally improve as the program continues.

The IM*pac*t feedback results are outstanding



The following CoachingOurselves topics, matched to the L&D objectives, were conducted by most of the IM*pac*t Teams



7.2.2. Impact in the Category “Your organisation”

The *Impact* Program successfully quintuples the impact of one learning participant in the IMPM, enabling multiple members to participate in the learning process and producing a snow ball effect into the entire organisation.

As Henry Mintzberg describes in his article “Rebuilding Companies as Communities” (Mintzberg, 2009), small teams of middle managers, utilizing a bottom-up approach, may be more effective in changing an organisation than forced efforts from the “top”. Such managers are often deeply committed to the enterprise, and sometimes ideally connected as well: Close enough to the operations, where ideas often begin (and get lost), yet able to appreciate the big picture.

Two examples of organisational venture projects are the following:

With the slogan „ IF LUFTHANSA KNEW WHAT LUFTHANSA KNOWS“ one venture project included the creating of a virtual social platform for networking and knowledge sharing for the Management of the LH Group, called “executive web”. In these social networking platform managers have the opportunity to build virtual profiles with experience, knowledge and competences. Thus enhancing networking, collaboration and knowledge sharing across the LH Group for better efficiency.

The diversity of the *IMPACT* team (from 5 different areas) also highlights the different ways respective departments initiate, track and conclude projects and activities. One *Impact* team compares these different models and suggests templates which can be used by all departments across SWISS International Airlines. This will reduce complexity for higher management und enforce a standardized culture, even though the content will always be different.

7.2.3. Impact in the Category “Your society”

The impact of the program in the society category is especially impressive:

- LHSB functions with its *Impact* Program as a role model for the other consortial companies in the IMPM, among which are also two non profit organisations, the UN and the Kenya Red Cross. These companies are specifically fascinated by the idea of the “snow ball effect” - impact from one development program investment. Through individual meetings and presentations, LHSB prompted these companies to implement similar *Impact* programs next year.

- Moreover as the *IMpact* Teams participate at the IMPM Modules, in this case it was the worldly, Indian Module in Bangalore and the Chinese collaborative module in Beijing, they experience not only high-end faculty teaching but also a deep intercultural, social experience. “Teaching culture – one could also describe IMPM and *IMpact* in those terms“, as one *IMpact* participant from the SWISS describes her experience after coming back from India.

8. Conclusion & Reflections

How can other programs move toward impact in combining organisation development with management development? A number of the pedagogical elements with which we have been working seem applicable in many development programs.

- *IMpact* teams can also be used with any modular program (where the managers go back and forth between the workplace and the classroom). Instead of sending the participating managers back to a disconnected context, it engages colleagues in context on the learning and the changing.
- We have used CoachingOurselves as a bridge from our classrooms to the *IMpact* teams at work. Since many of CoachingOurselves topics mirror concepts presented in the classroom the managers attending the program can use these topics to brief their team back at work. And standing alone, CoachingOurselves brings this pedagogical approach into the workplace directly.
- Issues of concern that arise at work can be taken into the CoachingOurselves Sessions for friendly consulting, and results from this can be carried back to the workplace for change in the organisation.
- Various *IMpact* or CoachingOurselves teams in the same organisation can meet in a forum to share their insights, network and consolidate their learning about the whole organisation.

The anthropologist Marguerite Mead wrote famously: “Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it is the only thing that ever has.” The *IMpact* Program brings together IMPM participants and their *IMpact* Teams to create small groups of thoughtful, committed managers who together can change their organisation. This is much more powerful than just sending back changed managers.

Inspired and encouraged by the already very positive results of the first cycle of the *IMpact* program, Lufthansa, McGill, Lancaster and CoachingOurselves are broadening the ambition and scope of *IMpact* Teams and Programs in by offering it to all companies and entrepreneurs joining the IMPM. This not just a program but a mission!

9. Abbreviations

- Lufthansa School of Business = LHSB
- Lancaster University Management School = Lancaster
- International Masters Program in Practicing Management = IMPM
- European Quality Improvement System = EQUIS
- Association to Advance Collegiate Schools of Business = AACSB
- Association of MBAs = AMBA
- Learning and Development = L&D
- Human Resource Development = HRD
- Aviation Leadership Compass = ALC

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11. Appendices (see pdf-File and CD)