



# From Risk Management to Resilience and Wayfinding

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Introduction: Ulrich Hommel (EFMD/EFMD GN)

# Business Schools Are Entrepreneurial Risk Takers

Changing  
Funding  
Models

Global  
Sourcing of  
Students

Offshore  
Degree  
Provision

Non-Degree  
Provision

Project  
Financing of  
Research

...

# And Should Be Active Risk Managers

01

Risk  
Governance

02

Risk  
Identification

03

Risk  
Assessment

04

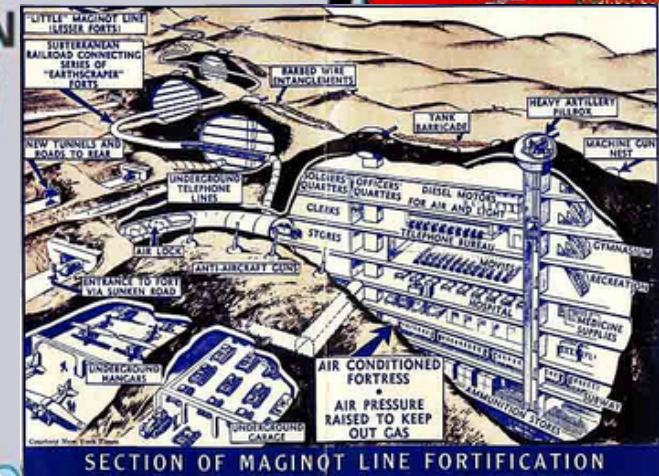
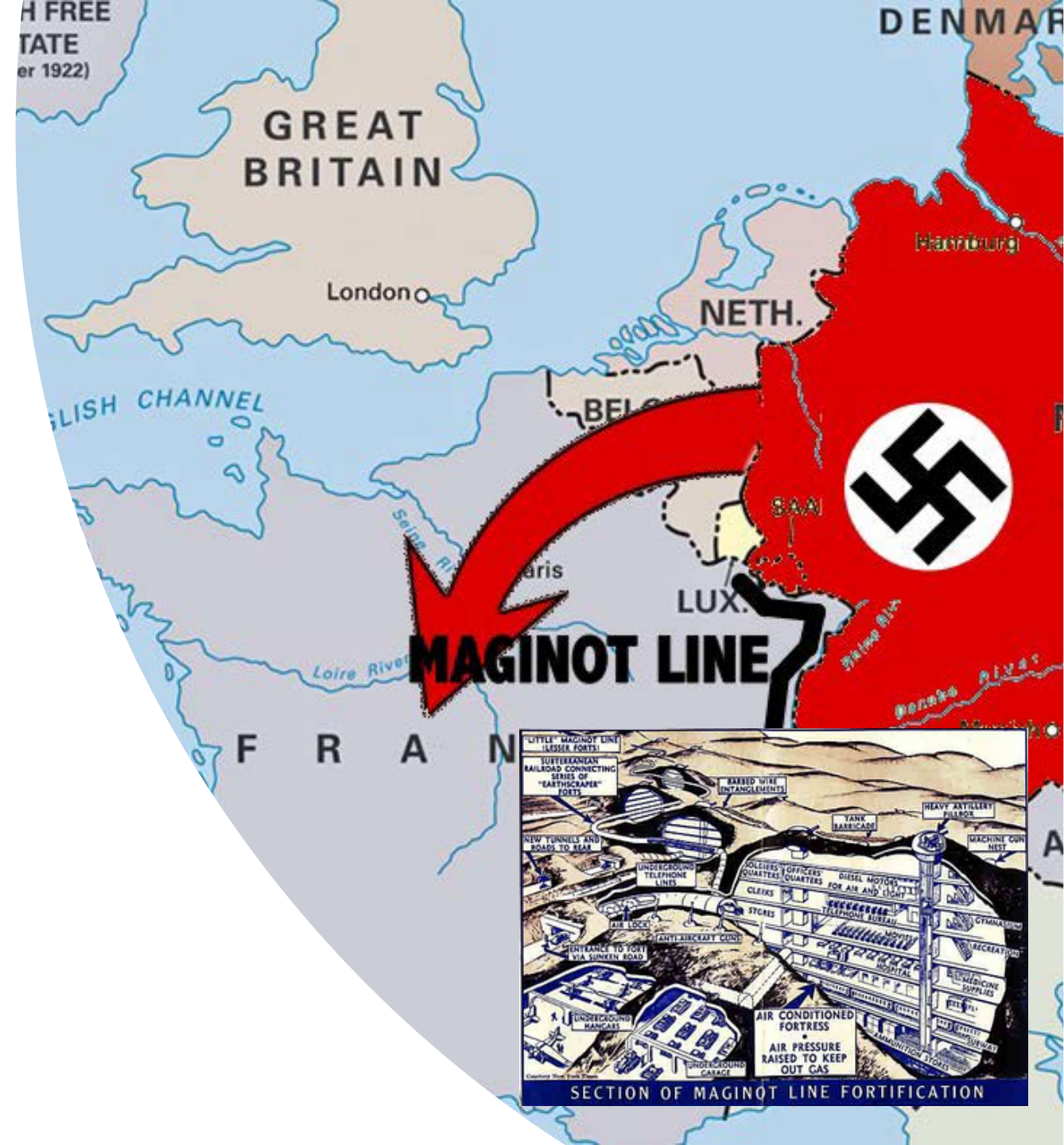
Risk  
Mitigation

05

Risk  
Controlling

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Are the Defenses  
Actually Working?



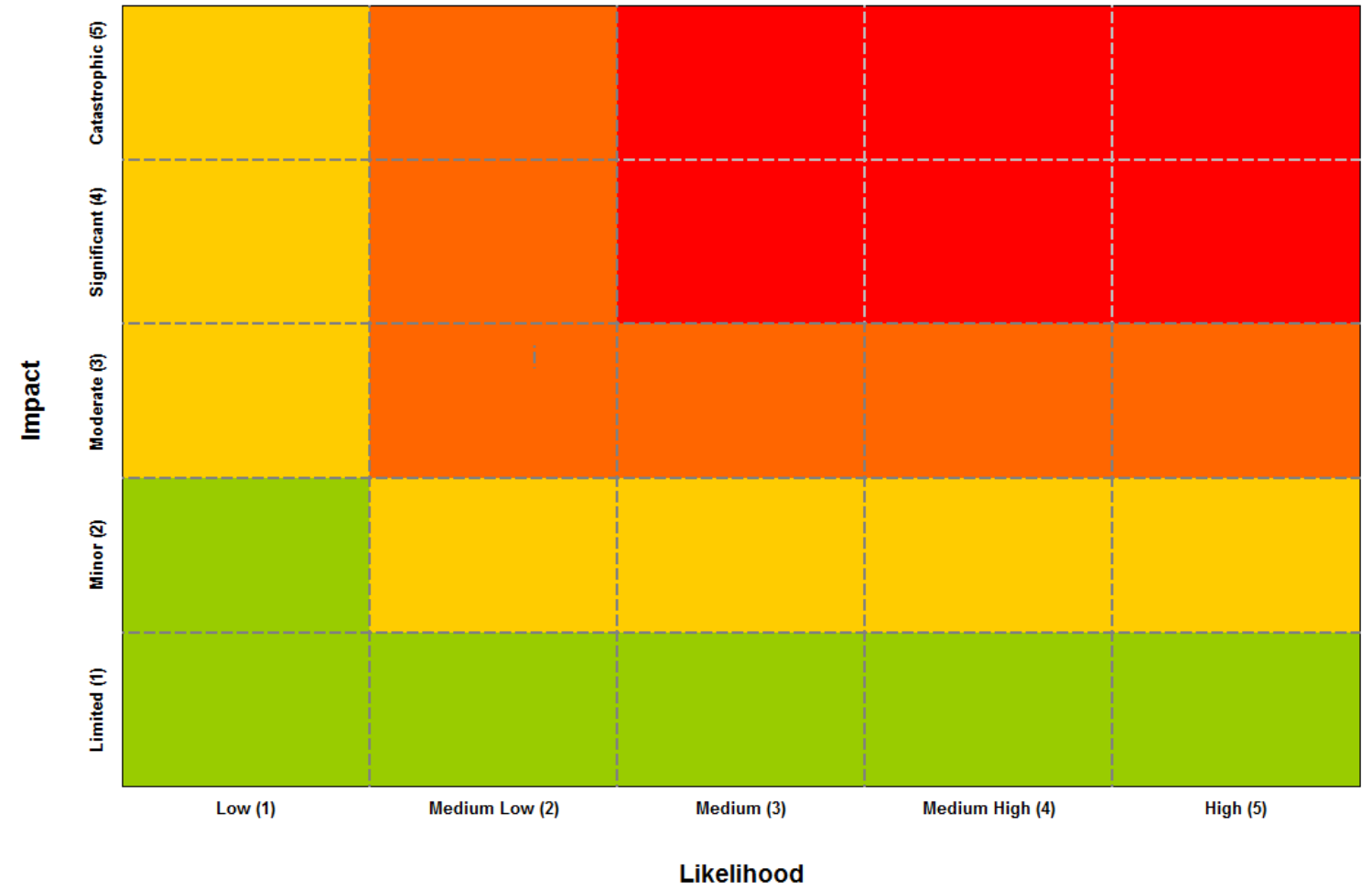


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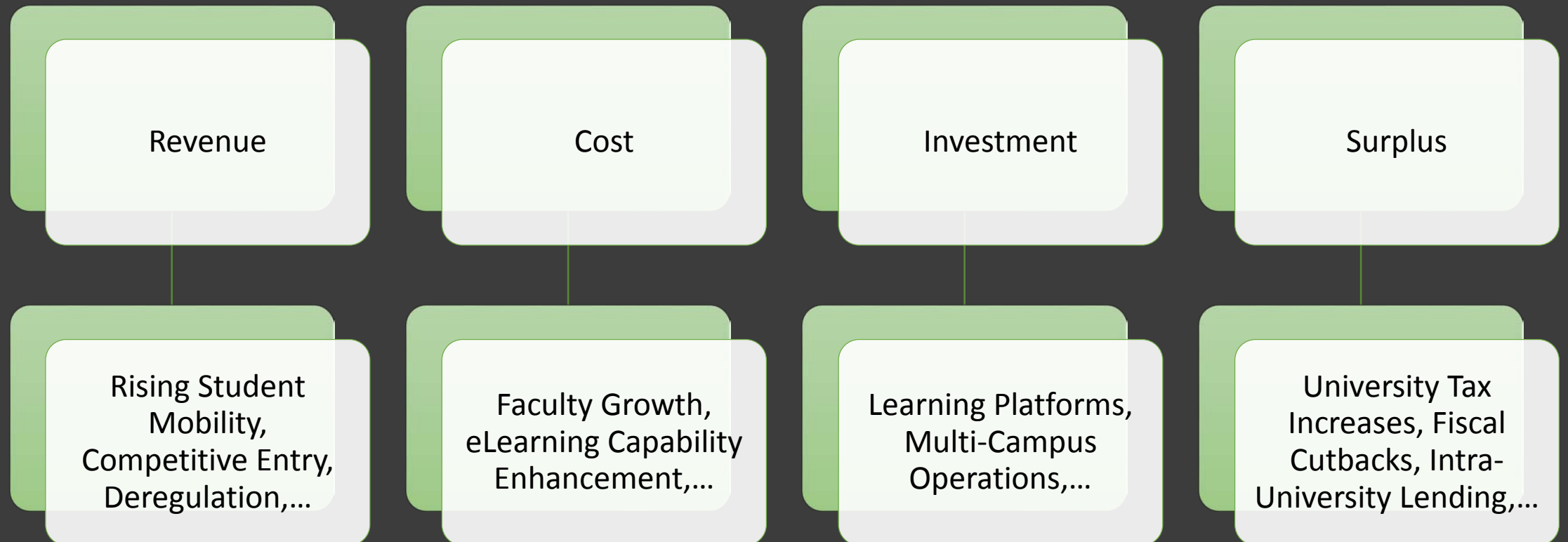
# Are Business Schools Potentially Risk Ignorant?



# Risk Heat Maps



# Disruption of Management Education



# VUCA

01

## Volatility

- Quantifiable randomness changes randomly

02

## Uncertainty

- Not all events are predictable

03

## Complexity

- Randomness is inter-related non-linearly

04

## Ambiguity

- Impact could be good or bad



# Leading in Disruption

- Cognitive Limitations
- Non-Hedgable Risks
- Herd Behavior
- Change Resistance
- Compliance Restrictions



“What if we don’t change at all ...  
and something magical just happens?”

# Panelists



**Sin Hoon HUM**  
Dep. Dean NUS



**Jikyeong KANG**  
President AIM



**Tony TRAVAGLIONE**  
PVC Newcastle  
President ABDC



**John VARGO**  
Executive Director  
Resilient Org.