EFMD

Excellence in Practice 2017

The story of how a business school got involved in working with national security

BI NORWEGIAN BUSINESS SCHOOL

NORWEGIAN ARMED FORCES

CONTENT

Executive Summary 3
Introduction – terror hits peaceful Norway 4
The challenge - addressing attitudes, culture and leadership 4
The commitment - pointing out a new direction 6
Learning and development - staring into the unknown 9
The impact – improving national security 13

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Quotes

The Norwegian Army emphasizes BI`s capability to develop learning solutions that is researched-based, up to date and practical oriented.

Per Audun Bech
Principal, Norwegian Armed Forces study center

Given the way armed conflicts develop, away from all-out, total wars of national existence towards conflicts of greater complexity but more limited ends, with both state and non-state actors applying military as well as non-military means, the need for a knowledge-based approach to security issues is required. BI and the Armed Forces are serving this requirement by introducing an analytical perspective provided by experts from across the spectrum of defense and security affairs to their curriculum.

Sverre Diesen
General (ret), former Chief of Defense of Norway

The key challenges facing Euro-Atlantic security such as terrorism, hybrid warfare and organized crime are deeply interconnected, and with that, so are their solutions. No single agency, discipline or nation can face these threats alone. In order to effective enhance our operational capabilities and address the emerging security challenges of our time, relevant stakeholders from different communities must be engaged in the decision-making process. By merging personnel from relevant agencies, BI and the Armed Forces are taking important steps to bringing common solutions to our common challenges.

Jason Wiseman
General Secretary Atlantic Treaty Association (ATA), Brussels

Security is about being prepared. We must understand what globalisation, the cultures we meet and how it impacts our situation. Security is dependent on developing a security culture throughout the organisation, this is not something that you as a leader can delegate or outsource. This programme will contribute to increase competence and enable leaders

Torgeir Hagen
Lt. Gen. Torgeir Hagen, former head of Norwegian Intelligence Service (NIS), member of Gjørv Commission, Chair of the InAmenas inquiry

Taking on National Security Challenges

EXECUTIVE SUMMARY

The Challenge – improve national security

July 22nd 2011 Norway was hit by the worst terrorist attack in the nation's history. The prime minister's office and government headquarter in Oslo was turned to rubble by a truck filled with explosives. The terrorist Anders Behring Breivik continued on his rampage killing 69 people at the Labour party's summer camp, most of them teenagers. The nation was in shock and its people demanded answers. How could this happen?

The official inquiry "the Gjørv Commission", pointed at system failure in the national security apparatus, concluding that attitudes, culture and leadership within the security organisations and their ability to cooperate was largely to blame.

Ukraine, Middle East, cyber/hacking, hybrid warfare, ISIS and jihadi terrorism – the world of threats is changing more rapidly than ever. The context is global, threat picture evolves, decentralisation, fragmentation, new technologies, new tactics. Security organisations are struggling with new challenges. The old ways do not work anymore.

How: cooperate, engage, innovate, explore

Norwegian Armed Forces in cooperation with BI Norwegian Business School established a 3-year master degree programme with the ambition to take on the challenges put forward by the Commission. The military, justice/police and private/NGO sector were invited to work together. The programme targets mid-level and top-level managers working within, or with responsibilities with the security domain.

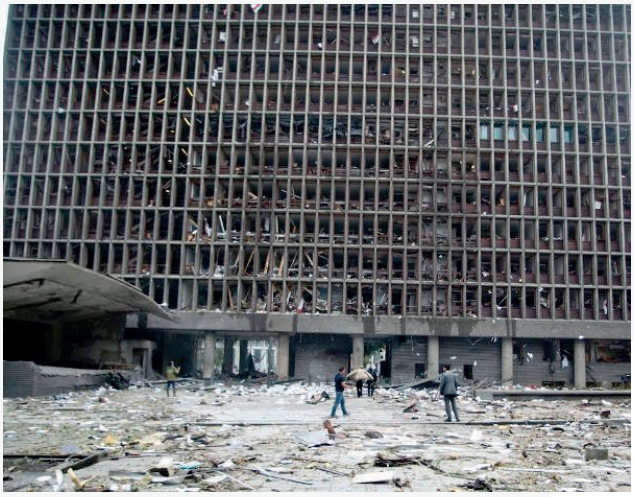
Since then BI Norwegian Business School has engaged most of the national security organisations and relevant parties in a networking- and competence sharing platform. The project has developed ties and cooperation with several international institutions and academic partners. Fall 2016, the third class of the security leadership programme was opened by Mr Jason Weisman, the General Secretary of the Atlantic Treaty Association.

Business school faculty with competences in leadership, innovation, economics, public governance, culture, etc. are working closely with former heads of the armed forces, intelligence service and police in developing and delivering the programme. The participants are encouraged to bring challenges from their own organisations into the programme and develop new ways and solutions through cross disciplinary collaborative projects. A key impact comes from the combined output of projects developed and implemented through the programme.

INTRODUCTION – TERROR HITS PEACEFUL NORWAY

On July 22nd 2011 Norway was devastated by the worst terror attack in the country's history. The young blond middle class citizen Anders Behring Breivik bombed the government's headquarters in Oslo with a 1,000-kg bomb, 8 people died. Then he drove to the Labour Party summer camp for youths at Utøya and shot 69, most of them young teens.

The last 30 minutes a TV crew in a helicopter filmed the killing spree from the air. On BBC and CNN the world could see the pictures of the Norwegian Police Delta Force moving helplessly and almost sinking in an undersized red rubber dinghy, being rescued by heroic bystanders. Breivik had tried to give himself up to the police by phone two times, but without response he continued the killing. The police helicopter was on the ground; the army had offered helicopter and special forces but were turned down. This was a day of chaos where people, planning and systems failed. The country was devastated and torn in grief.



THE CHALLENGE – ADDRESSING ATTITUDES, CULTURE AND LEADERSHIP

The country was devastated and torn in grief

In the aftermath people started to ask questions. Who was Breivik? How could this happen? Why was he not stopped in planning? What happened with the Norwegian police and security apparatus? The people demanded answers.

The government set up an official inquiry commission with the mandate to evaluate what happened and to propose a way forward. The 10-person strong commission was headed by the lawyer Alexandra Beck Gjørv.

The 22 July Commission concludes [1] :

- The attack on the Government Complex on 22 July could have been prevented through effective implementation of already adopted security measures.
- The authorities' ability to protect the people on Utøya Island failed. A more rapid police operation was a realistic possibility. The perpetrator could have been stopped earlier on 22 July.
- More security and emergency preparedness measures to impede new attacks and mitigate the adverse effects should have been implemented on 22 July.
- With better ways of working and a broader focus, the Police Security Service could have become aware of the perpetrator prior to 22 July.

Shortcomings were uncovered in important aspects of emergency preparedness. The Commission is also of the opinion that the difference between what went well and what failed on 22 July is mainly related to attitudes, culture and leadership, and to how people and organisations exercise the authority granted to them.

The core challenges brought forward were to a large extend corresponding to the focus of business schools. Could a business school work with the security apparatus to improve national security? After the commission report was published, a group of faculty and business developers with military- and civilian security background started discussing whether a business school could work with the security establishment to improve national security. The thinking was that BI would only be a credible partner in the security domain if the school was able to develop a strong relationship with the security establishment and have a process based, value- and demand driven approach to working with the challenges. BI needed a strong partner in order to enter the security domain.

Forging a partnership for a new national initiative

About one year after the Commission delivered its devastating report to the Prime Minister, the Norwegian Armed Forces issued a tender for a full 3-year executive master programme. The tender as first presented by the Armed Forces was describing a civilian merited master degree to support the army with capacity building for their middle- to upper level managers, mainly targeting personnel devoted to international military operations.

The "challenge" was later expanded to a joint effort between the Armed Forces and BI Norwegian Business School to take on national security challenges pointed out by the Gjørv Commission. BI set forth to build a platform that could unite the military, police, intelligence establishment, justice sector, public sector, private companies and NGOs in a joint effort and cross-disciplinary work together to improve national security. Working with leadership, organisation, culture and innovation was already pointed out by the commission.

One of the main challenges was the fragmentation and distinct discipline cultures within each part of the security system because of different understanding, traditions, culture, language, definitions, discipline oriented labour unions, own schooling system/training, complexity in governance, legal frameworks, responsibilities, etc.

[1] *https://www.regjeringen.no/html/smk/22julikommisjonen/22JULIKOMMISJONEN_NO/EN/CONTENT/DOWNLOAD/434/3526/VERSION/2/FILE/PRESS_RELEASE_22_JULY_COMMISSIO.PDF*

THE COMMITMENT – POINTING OUT A NEW DIRECTION

As a remedy for the system challenges, BI proposed to establish a joint competence and networking platform inviting the military, the justice/police sector, the private sector / NGOs to work bottom-up solving security challenges together.

National Security

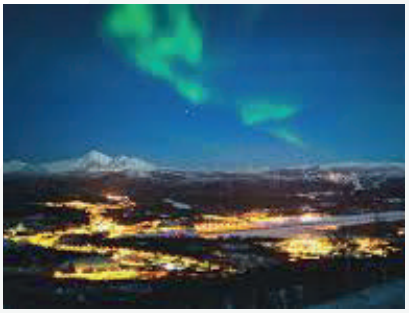
As the Norwegian Army issued the tender for a full master degree, BI Norwegian Business School saw this as the awaited opportunity to establish a partnership with the Army to start working on the challenges put forward by the Gjørv commission.

Mr Per Audun Bech, in charge of the Armed Forces tendering process says:
"We have worked with civilian educational institutions for over 20 years. The common procedure is that we issue a tender and sign framework agreements with universities and colleges. We had 4 suppliers. BI Norwegian Business School surprised us in the first meeting:

- *Firstly, with reference to the Gjorv Commission report they claimed that Norway's security challenge would not be solved by going deeper into the discipline competences within the security field, but rather by developing capabilities in leadership, organization, strategy, innovation and culture in the security field.*
- *Secondly, they challenged the Armed Forces to open the classes to the police, private sector and NGOs and to cooperate with several parties in programme development.*
- *And thirdly, they said that an education programme is not "a product" it is a strategic tool to achieve impact, change and results for the Armed Forces and Norway. If BI were to win the tender, they would engage in a strategic dialogue with the Armed Forces and work together towards to strengthen security on a national level.*

We asked about their experience in the security field. BI were very clear that as a business school they would develop a Programme from a leadership and management perspective and integrate this knowledge with external discipline specialists. The representatives from BI said that if they were to win the contract, they would establish contacts with relevant security organizations in Norway and abroad, learn about the challenges from their perspectives and then attempt to partner up for the delivery of the Programme. BI was awarded the contract.

The parties



- The Norwegian Armed Forces Study Centre
  - The centre was established by the Norwegian parliament as a military-private cooperation project in 1989, with the purpose of providing civilian education and training to the Armed Forces
- The Norwegian Army
- BI Norwegian Business School
  - An independent, non-profit foundation established in Oslo, Norway in 1943
  - Europe's second largest business school handling 20,000 students annually
  - One of Europe's largest providers of executive customized education
  - Triple Crown accredited (Equis, AACSB,AMBA)

Expanding horizons – daring to think bigger

As soon as the contract was signed BI started working intensively with engaging a broad scope of organisations within the security domain, as well as developing international connections with organisations and academic institutions.

BI in cooperation with University of Oslo invited to a top-level seminar on "security and emergency preparedness - increased interaction". About 80 participants at Director General /CEO level joined the workshop., representing a broad spectre of organisations involved in security, a video from the workshop

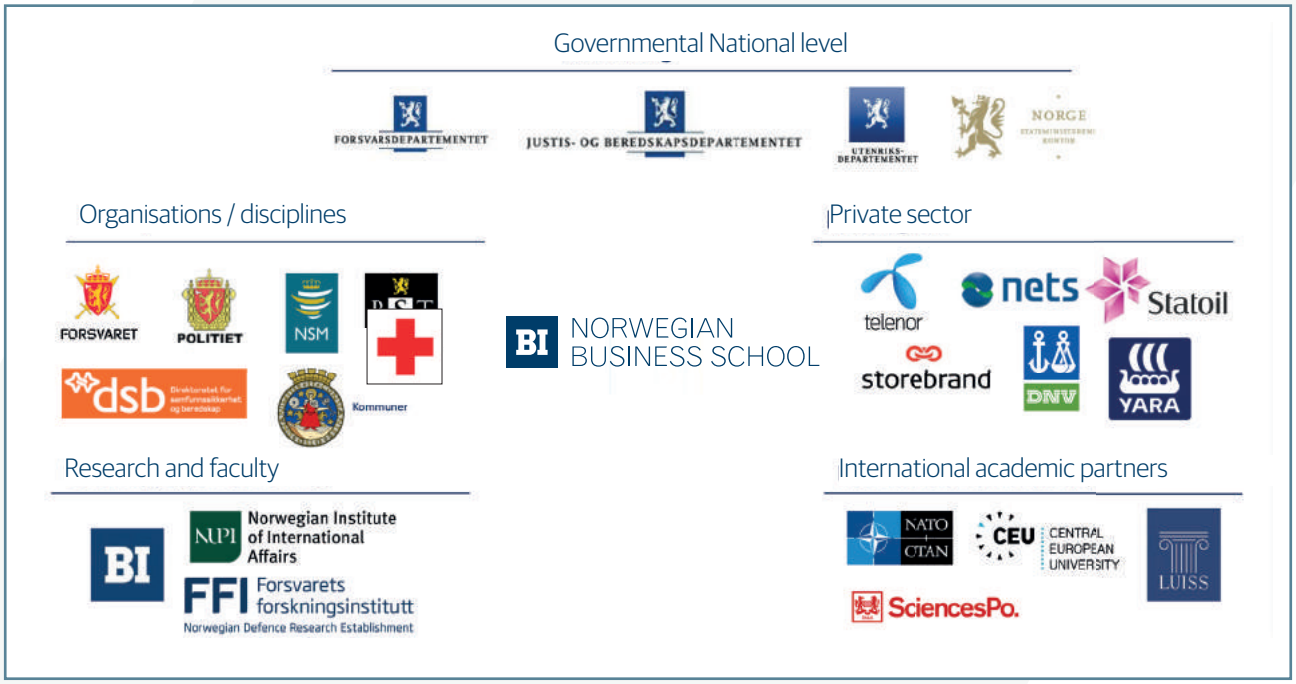
«Security presents fundamental challenges cannot be resolved by independent and sector-specific treatment but rather need more ambitious, coordinated and holistic approach»

– European Commission, HORIZON 2020, Security

A shared view was that the organisations had developed methodologies, procedures, ICT systems and practices specialised for dealing with large volumes of cases based on an industrial scaling logic. The common understanding of the new challenge was that the environment, the nature of threats and the fundamental framework is changing. Leaders as well as employees spoke of increased volatility, uncertainty, complexity and ambiguity (aka VUCA-world). The threats are becoming more decentralised and using new technologies. The security sector sees disruptive change coming its way. There are many questions, but difficult to find answers. The challenge requires that the parties are engaging each other in a co-creative, exploratory and piloting approach. This thinking forms the fundamental basis for the programme.

Mobilising key people and organisations

In the development and/or delivery of this programme, BI and the Norwegian Armed Forces have involved key people from the security apparatus. It has been challenging to develop a formal contractual institution-to-institution commitment from the various organisations, but there has been a widespread willingness to contribute and to engage on an informal basis on development as well as delivery (guest lecturers, panel discussions, project mentors, etc).



LEARNING AND DEVELOPMENT – INTO THE UNKNOWN

On February 12, 2002, US Secretary of Defence Rumsfeld spoke of the things "we know we know" pointing at the "proven fact" that Saddam Hussein's Iraq had stockpiles of weapons of mass destruction[2]. History proved Rumsfeld wrong, but the model he put forward gives an interesting framework for developing academic programs through a co-creative, innovative and exploratory process.

The generic logic of the programme has been to develop capabilities in three levels.

- Exploitation - do things better and more efficient. (applying known solutions, tools and methodology to known problems)
- Innovation - developing new solutions and ways (staging co-creative problem solving processes across disciplines, sectors and schools of thought)
- Exploration - new insights for the future (staging exploratory innovation processes and piloting)

Traditional classroom teaching has long traditions in working with the "known-knowns", but when moving into the "unknown", process-, multidisciplinary-, co-creative-, exploratory orientation becomes ever more important.

> In a complex global environment, a critical advantage in leadership is knowing how to excel in people skills, to manage the balance of power.
>
> *Dr. Gillian Warner-Søderholm*
> *BI Norwegian Business School*

[2] *https://en.wikipedia.org/wiki/There_are_known_knowns#cite_note-defense.gov-transcript-1*

Evolving the programme continuously

A key principle for the design and delivery of the program was to make a close connection between current ongoing security challenges and the programme. When planning a 3-year programme this means that the programme needs to evolve continuously both concerning topics, examples and sites for delivery. As a start the following sites were chosen:

Two examples – adapting the programme to current security challenges

The Ukraine Crisis programme module

When Russia escalated its hybrid warfare operations in eastern Ukraine in march 2014, the government, the armed forces and media in Norway started asking, what will be the consequences, how should we respond. In dialogue with the parties, the BI project team started developing a Ukraine thematic module. The Ukraine module was held in 2015 and 2016 in cooperation with Central European University Budapest, OSCE, EU delegation to Ukraine and the Norwegian Embassy in Kiev. The 3-day module for the programme focused on understanding the conflict, discussing new hybrid warfare, impacts to EU and Norway and how the participants as leaders should work with these challenges in their own organisations.

Wolfgang Sparrer
OSCE - Special Monitoring Mission to Ukraine

Richard Scarborough
Head of Mission at The Royal Norwegian Embassy in Kiev

Prof. Andreas Goldthau
Central European Univ.

Prof. Kjell Eliassen
BI Norwegian Business School

Prof. Paul Roe
Central European Univ.

Prof. Nick Sitter
BI Norwegian Business School

The Paris-Brussels terrorism program module

In spring of 2014, Europe faced an unprecedented stream of refugees. The humanitarian situation was dire and Europe opened its borders to millions. ISIS and other terrorist organisations infiltrated the stream of refugees and Europe faced a new threat from trained jihadists.

In 2015-16 Europe faced a string of terrorist attacks claimed by ISIS - Brussels, Paris, Nice, Berlin. Students, faculty and the security organisations discussed this challenge already in 2014. After the Paris Baticlan attack in November 2015, the BI project team started developing a Brussels and Paris module for the programme, where the students could learn from policy makers and those who were responsible for the police operations. Saad Amrani, deputy police commissioner of Brussels held a lecture and engaged in dialogue on the lessons learned.

NATO has slowly and with pressure from the US evolved from a military alliance to engage deeper with counter terrorism. Atlantic Treaty Association, with secretary general Jason Weisman spoke about NATOs new challenges and the participants met with the Norwegian NATO delegation in Brussels and discussed NATOS work new focus on counter terrorism. Work and reflections points back to the participants roles as leaders in their own organisation, and how the new trends and developments will affect their organisations and them as leaders.

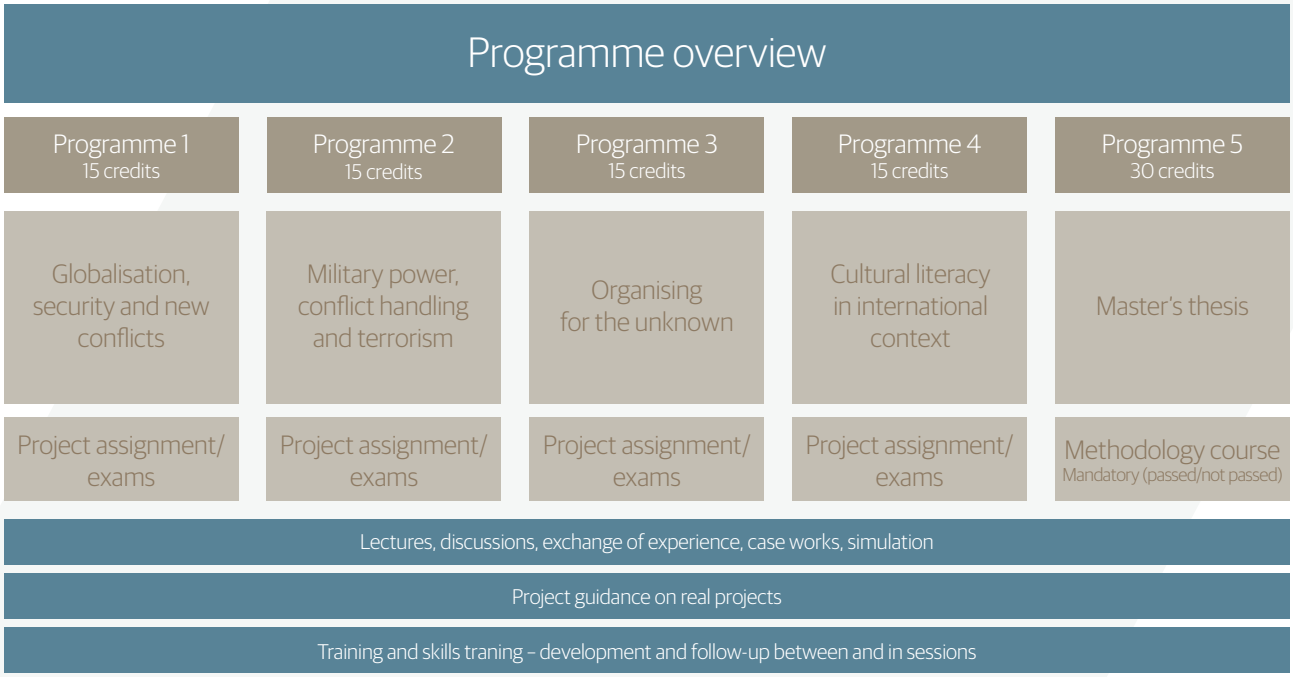
New modules and upcoming changes to the programme:

Based on demands from security organisations and students, the BI project team is now developing modules in ICT and Cyber Security, Crisis Management and EUs new ePrivacy legislation, that will be a part of the programme in 2017.

The challenge of continuous development

When the contract was signed, BI did not have a developed programme, only a concept and a frame-work for a 3-years master's degree. By a somewhat "LEAN" approach the programme was evolving and developed in parallel with the delivery. This approach ensured that BI faculty and organisation could work with a stronger "demand focus" and build on and integrate new experiences as the programme developed.

The framework of the master's degree



The 90 ECTS degree programme is designed for professionals to combine with fulltime employment. It consists of five sub-programmes running over three year's period including a 30 ECTS Master Thesis. Each sub-programme is module-based with three days for each module. A 15-credit sub-programme consists of three modules and runs over one semester.

THE IMPACT – IMPROVING NATIONAL SECURITY

1) Establishing a collaborative competence and networking platform

A significant impact of the project has been the creation of a new competence and networking platform with the intension of enable parties to meet on a neutral ground and address common challenges in a new way. By the end of 2016, there are about 100 mid-manager participants in the programme and the network of external people working within the security field that formally or informally involved is also close to 100.

The first class started in fall 2014 with the programme delivered in Norwegian Language, second class started spring 2015 delivered in English language. From 2016 there are 3 classes running in parallel. The distribution of participants are about 40% military, 30% justice/public sector and 30% private/NGOs.

2) The combined output from participants' projects and thesis work

The core of the programme is developed on impact-driven projects that can be executed and implemented during the cause of the programme. Projects and thesis work is started early and the participants are encouraged to identify the "unknowns" in their organisations, choose projects of strategic value, work in cross disciplinary teams, and develop concepts and solutions that can/will be implemented in their own organisation. Teaching, debates, literature, project follow-up, personal follow-up and coaching interacting with and supporting the projects during the cause of the programme. The aim is that the theory and practice should be interconnected and amplify each other.

As an example, Colonel Siljebråten head of operations under Norwegian Army Chief, put forward the 10 biggest strategic challenges in the coming 5-year period and encouraged the students to develop projects along the lines of these challenges and to work together with him on finding solutions.

By keeping close dialogue and bringing in ministry /DG level of guest lecturers the participants are exposed to the strategic level of national security challenges. The key speakers are encouraged to point out some of the "unknowns". The participants are encouraged to work with projects that are relevant to and in line with strategic challenges. This insight is provided in teaching and dialogue throughout the programme.

Key people from external organisations are encouraged to take roles as advisors to the projects, especially the main thesis. This is done in order to create a dialogue and relationship between the project work and those who sits in key positions. This increases the relevance and a higher degree of probability of implementation and piloting of findings, recommendations and conclusions.

The participants are encouraged to work cross disciplinary. The police would solve a case in one way, the military in a second way, the journalist and the aid worker sees the challenge differently. By encouraging interaction and cooperation across disciplines a higher degree innovation is expected.

The participants deliver 4 smaller semester projects and one large one-year thesis project that ideally should run over the full 3 years. The direct impact on society can be measured as the combined results/ value from all the implemented projects.

Project reports

For examples of the Project reports – please see enclosure.

3) An international programme encouraged by Atlantic Treaty Association

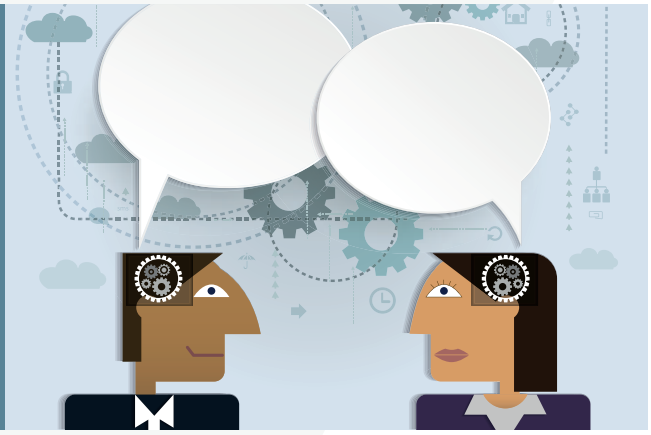
According to Jason Wiseman, he has only seen this type of comprehensive and ambitious cross-disciplinary programmes in the US and UK, and not by business schools. To see this type of programme coming from a smaller country in Europe is new and very positive.

Mr Wiseman also remarks that in the nature of security organisations they do very often see new players working with competence as a threat or competitor rather than a partner. This makes it challenging to fund, develop and sustain these types of "independent" programmes. Therefore, the programme needs international backing and ambition in order to also excel domestically. The programme has been established on the international arena with encouragement and support from Atlantic Treaty Association. The programme is now promoted with support from ATA to participants from new NATO member states.

Video interview with Mr Wiseman:

The scale of the crisis and the increasing complexity of risks that surround us, requires that we find new and better ways to collaborate. A stable and predictable society will require that all areas of society take focus on increasing their responsibilities. The public will have to cooperate more closely with the private and voluntary sectors, as well as existing research are drawn more actively into the purposes of stability.

> Whenever professionals need to know people, they need to know cultures – we know how to help you with that.
>
> *Dr. Gillian Warner-Søderholm*
> *BI Norwegian Business School*



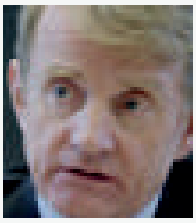
Quotes and reflections

The number of journalists, aid workers, company employees killed in conflict areas are one the rise. To operate under such circumstances; competence, roles and responsibilities, local relations, planning and long term thinking are important factors of success. BI and the Armed Forces are making a difference by bringing different stakeholders together building competence and solving security challenges across disciplines.

Sven Mollekleiv
President Norwegian Red Cross

Security is a highly complex challenge that requires competence and cooperation across disciplines, organisations and stakeholders. BI Norwegian Business School has taken an important initiative by bringing together justice sector, police, military, civilian and NGOs and focusing on training leaders

Tor Saglie
Director General, Norwegian Ministry of Justice

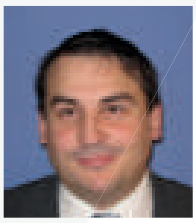


The master programme has improved my competence and role as a leader. I can resonate and communicate with references to theoretical framework. The combination of projects and thesis has given deeper insight to areas that enables me to do a better job as leader. The programme has challenged and changed me as a person, I would strongly recommend the programme to military, police and other people working with security.

Kjetil Bertel Sletten
Major, Section Commander planning

As a maritime insurance company, our company sells and delivers trust. We have a long-term focus and work with maritime risk management on a global arena. We need to understand risk and communicate /negotiate across cultures. There are few "right and wrongs" in this type of work you need to depend on competence, analysis and judgement. The programme has improved my competence to the benefit of me personally and my company.

Bent Thoresen
Manager, Maritime insurance, Norwegian Hull Club



The programme has opened new perspectives on leadership, teamwork, human relations. A macro-to-micro view of the world provides new and more holistic perspectives on leadership. The execution of leadership in the security context is to a large extent a "mindset".

Lidia Myhre
Managing Director of consultancy firm "Cultural Understanding and cooperation"

My job is strategic and tactical planning of joint military operations to defeat ISIS. Through the military and terrorism modules we learned about Islamic jihadism and the strategies of how ISIS mobilise fighters and supporters, how ISIS choose targets and how they manage their networks. This was very helpful when starting my assignment in Iraq. The broader perspectives on security has also been important for planning the post-ISIS era of Mosul city and liberated areas. The cultural and leadership challenge of working in an international joint operation in Iraq is highly complex, the programme has been helpful in understanding the complexity.

"James"
Operations Planning Commander, Coalition Forces, Baghdad, Iraq

Project reports

Here are some examples of thesis/project work that participants have taken on.

SOME EXAMPLES OF PROJECTS	PARTICIPANTS FROM
How to create a joint operational understanding between the Norwegian Joint Military Command and the Police Operational Command during civilian aid and development missions in conflict areas. How can technology support the cooperation?	Military and Police
How to build security culture and improve security capabilities in Norwegian counties	County administration and Military
How does ISIL's transnational operations affect their strategic goals	Military
What characterises ISIS compared with Al-Qaida. Why are they different and how should this effect counter terrorism work in Norway?	Police, private industry
Are the Norwegian principles for response to large scale crises well suited for cooperation across disciplines?	Military
As an officer in the Armed Forces, which factors concerning cooperation and communication are key in order to be successful in joint international operations.	Military
Are there incentives in the current global order for countries to move towards collective security?	Private industry
Does aid and development organisations cause risk to military personnel in a conflict area?	Private industry
What are the challenges with today's counter insurgency methods and will they work in the complex world of tomorrow?	Military

Appendix no 2

Link to the videos

Workshop - “Security and emergency preparedness - increased interaction”.

https://www.youtube.com/watch?v=YqubPYQQH40

ATA Secretary General, Jason Wiseman

https://www.youtube.com/watch?v=noZKSTMViu4