Pr. Sylvain Bureau
Scientific Director of the Chair of Entrepreneurship ESCP Europe, Paris
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In 1819, Jean-Baptiste Say, a French economist, invented the word "entrepreneur" and created the world’s first Business School, ESCP Europe was born.
OUR IMPACT SINCE 2007

7,800+ STUNDETS
600+ STARTUPS CREATED
1,000+ INTRAPRENEURS TRAINED
6 EUROPEAN CITIES
30,000+ PARTICIPANTS
300+ EVENTS
Number of times the term "disruptive innovation" was used in the media

Source: EY analytics using Factiva database. Figures show number of media articles mentioning "disruptive innovation" in each calendar year, excluding duplicates.
From Management (make people do things) to Entrepreneurship (make things)
A shift in paradigm... including in education
Challenge #1: Subversion

How can we teach students to challenge status quo?
Challenge #2: Uncertainty

How do we teach students to deal with the unknown?
Challenge #3: Automation

Machines can produce the probable, how can we teach students to create the improbable?
Impacts?
A unique life experience for participants
A way to learn core competencies & concepts in entrepreneurship (reciprocity, bricolage, effectuation, lean startup, leadership, soft skills)
Many insightful propositions which help to think out of the box

Art
The Master of Fine Arts is the new MBA. So argued author Daniel Pink in a recent New York Times story about the new creative economy, in which even old-school corporations like GM increasingly value imaginative “right-brain” thinkers. Harvard Business blogger Tom Davenport vehemently disagrees. While I agree with Tom’s sensible point that all jobs require input from both sides of the brain, I’m glad more companies have begun to recognize the benefits of artistic training.

A few years ago I quit my job managing a web company and went to grad school to study fiction writing. It was supposed to be a complete break from my real-life career. But when I returned to my day job, I realized my MFA had been a pretty good management-training course. I didn’t learn a thing about finance, but for two years, I’d practiced disciplined imagination – a requirement for innovation. And I’d learned a few things about managing people (and myself).

Here are 4 lessons an MBA might learn from an MFA:

1. How to take criticism. In a writing workshop, each writer must remain silent while others discuss his work. This rule allows him to hear what people say, rather than distracting himself by preparing his defense. Train yourself to listen openly to all criticism. Then wait until you’ve had a chance to reflect before deciding which suggestions to follow and which to ignore.
Art practices as the “new best practices”?
What is Improbable?

It is an agile method to create improbable situations with certainty.
(1) Outputs: Improbable situations
1000 people (students, entrepreneurs, top managers) produced 200 pieces of art since 2011 in France, Germany and Spain
“My canvases are visible thoughts”
René Magritte
The funeral of Akos Piffko, Clement, Stephanie, Inés, Claire, Jan. 2015
A month later in the art world...
EXPOSITION « LA FABRIQUE DE L’IMPROBABLE »

‘Art is what makes life more interesting than art’

Robert Filliou
Street Fools

Matériaux : papier, carton, clins

Plus qu’un mode de vie, c’est une tendance qui s’est installée chez nous, et, tels des pigeons convoitant leur mie, nous nous ruons tous sur notre morceau de Street Food.
Loin d’être authentique, notre vision de cette nourriture de rue nous semble erronée. Ensemble, nous militons pour une Street Food traditionnelle, accessible et diversifiée.

Alexandre Dupré / Federico Faiga / Valentine Fouassier
/Sérena Millar / Johanna Pesbour
Mamie fait de la street food


Il y aura Jocelyne, la Martiniquaise et son redoutable poulet colomba. Danuta, la Polonaise et son diabolique bigos, sorte de ragoût aux choux. Noëlle, la Parisienne, qui mettra au point ses tartes, ou encore Antonietta, l’italienne, qui enviera vaiser des supplis, ces croquettes de riz au cœur de mozzarella. Nos cuisinières hors pair en profiteront pour échanger avec vous et dévoileront leur quotidien au travers d’une expo photo montée spécialement pour l’événement. Alors, on fait moins le malin ?
APERÇUVRIR LA CUISINE DE GRAND-MÈRE
(2) Process: An agile method

based on 15 years of experience & 25 scientific publications

Figure 1: The Improbable Scrum

(Bureau, Tectin, Bruno, 2014; Takeuchi & Nonaka, 86)
Which can be learned in **2 days with 5 workshops**

1. Donate
2. Deviate
3. Destroy
4. Drift
5. Dialogue
Workshops
(peer) Feedback
Opening
Preliminary conclusion

ALL SCHOOLS SHOULD BE "ART SCHOOLS"
Impacts?

1. A unique & memorable experience for participants

2. An experiential way to learn key competencies/concepts
   (effectuation, critical thinking, rapid prototyping, resilience...)

3. Many insightful propositions which help to think out of the box
Selected academic publications


Bureau, S. (2013) "Entrepreneurship as a Subversive Activity: How Can Entrepreneurs Destroy in the Process of Creative Destruction?", M@n@gement, Vol. 16, n°3, pp. 204-237


Short documentary

About the Improbable workshop

Improbable in the medias Forbes, BFM, Le Monde, L’Usine Nouvelle, Monde des grandes écoles et des universités