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To the best of my knowledge, *BizDeansTalk* is the only blog of its kind even a year after it was created. *BizDeansTalk* serves as a platform for the debate and diffusion of management education worldwide led by main writers Paul Danos, dean of the Amos Tuck School of Business Administration at Dartmouth College, and myself. Furthermore, Della Bradshaw, editor of the business education section in *Financial Times*, also participates as moderator. On average, a new text is published every working day.

Funnily enough, India is home to a great many of our readers – fewer than the US and Spain, but more than the UK. This may be due to our many references to news items from leading India newspapers written in English. I expect the number of readers from Asia will also increase as there are an increasing number of references to Asian-based news sources such as China's *CCTV*, Hong Kong's *The South China Morning Post*, and, of course, *Asia Inc.*

MOTIVATED READERS

There is an interesting group of stakeholders from the management education sector participating in the blog, including students, alumni, deans, vice-deans, professors, program directors and recruiters. Technorati (the Google of the blog world, www.technorati.com) ranks *BizDeansTalk* as No 1 in the B-School category, 4th in the MBA category (out of 219 blogs) and about 100th (out of 3,000) in the Education section.

Guest authors include Peter Lorange (President of IMD business school), Howard Thomas (dean of Warwick Business School), Yash Gupta (ex-dean of USC Marshall School of Business), Kai Peters (CEO Ashridge Business School) as well as CEOs of leading Management Education associations such as Jeannette Purcell of AMBA, a leading MBA accreditation organisation. Readers can sign up for a daily email newsletter and I am proud to say that some leading industry figures have already done so.

The blog employs up-to-the-minute Web technologies and has audio and video podcasts, including audio interviews of dean KC Chan (Hong Kong University of Science and Technology) and dean Lu Xionqwen (Fudan Univer-

sity School of Management), and video interviews with key players like Tom Donahue, (CEO of the US Chamber of Commerce). Furthermore there is a newsfeed service that readers can join and a Web address that they can view using Internet-enabled mobile devices.

It is only natural that I often write making a conscious effort to promote the competitiveness of European education in general, including that of business schools, while commenting on issues like the greater emphasis placed on soft skills by European business schools. I also tend to use references to historical thought leaders in management and philosophy. Other noteworthy topics covered include “leadership”, (that is, my recent reference to Sam Palmisano of IBM), the management of intercultural workforces and di-

How writing for *BizDeansTalk* has opened the eyes of dean Santiago Iñiguez of IE Business School to a changing media, communication and management education landscape

This Dean is a blogger



iversity in general, the GMAT and research. One particularly controversial topic, i.e. “rankings”, raised many an eyebrow and comment, and was dealt with in an article by Andy Policano (dean of the University of California).

The blog is also a great platform to comment on business news or current affairs from a management education perspective. There are news items or commentaries almost every day on trends in management education, like possible mergers between schools or the job market for graduates. References have also been made to various management education gurus such as Peter Drucker and Theodore Levitt, as well as to prominent appointments, including those of INSEAD and Harvard.

I would like to reiterate here that *BizDeansTalk* is open to all my colleagues. With tens of thousands of visits, and some 80,000 pages viewed, the blog has become a catalyst for ideas and has the potential to be the neutral worldwide online network of key stakeholders of management education.

I have also written about the different pressures and challenges facing the deans of leading business schools. I liken my role of dean to that of a conductor in a concert, and have described on the

blog the role I believe deans in general should take.

When talking about blogging in general I must point out that it has saved me time, made me more efficient and opened my eyes to a changing media, communication and management education landscape. It has been said that a complaint is worth its weight in gold and I could not afford to let this opportunity of having an open channel to customer feedback go past – you could say it is free CRM.

My mistake at the beginning was to set aside a certain amount of time each day. Now I jot down potential ideas for posts, or sources of information when going about my daily business and reflecting on the events of the day, which helps me better shape and clarify my own ideas making them easier to communicate.

In fact, I use many of the posts and comments published in the blog – and their background research – later in meetings, speeches or presentations.

HOW BLOGGING HELPED ME

Furthermore, the discipline of finding newsworthy management education articles each morning means that I am more up-to-date with the sector and better able to react. I have also become far more

efficient in the search of information, now using rich panoply of Internet technologies, blogs being only one of them. Information is indeed power.

Blogging has produced an immense opportunity for networking. Interestingly, my experience is that most of the networking does not happen openly through participation in the blog but rather because many of the readers contact me via email to address the issues discussed or to deal with other particular concerns. It is extremely interesting to be in contact with students, professors, managers and journalists from all continents, and reassuring that in many cases we are in similar situations and our solutions to common problems, more often than not, coincide.

Moreover, blogging has generated many unexpected opportunities to speak at different conferences. It produces a kind of multiplier effect – the more conferences I attend and the more I keep talking about *BizDeansTalk*, the more I participate in future events, although I must admit I am not entirely convinced this is desirable! Furthermore, several companies have contacted me with their solutions to problems that I might have raised in the blog.

If I may say so my own school has committed itself more than most to the uses of e-learning. I see it therefore as imperative that I use or refer to them myself in the blog, or at least keep abreast of trends and new developments. How can anyone who claims to teach business not be aware of technological trends?

My experience is that many deans are reluctant to expose themselves too much and shy away from the technological aspect, but blogging is a very healthy and productive experience. Over the last year I have seen that many more deans are writing their ideas on their own school websites, which is an intermediary step to blogging.

I most certainly recommend all my colleagues to blog. As they are already in the public eye and in time most will be blogging in any case, they might as well embrace the times. I, for one, hope and believe that more concerted efforts and more exchanges of ideas will grow and improve the sector to everyone's benefit.

I hope to read your comments on the blog www.deanstalk.net



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