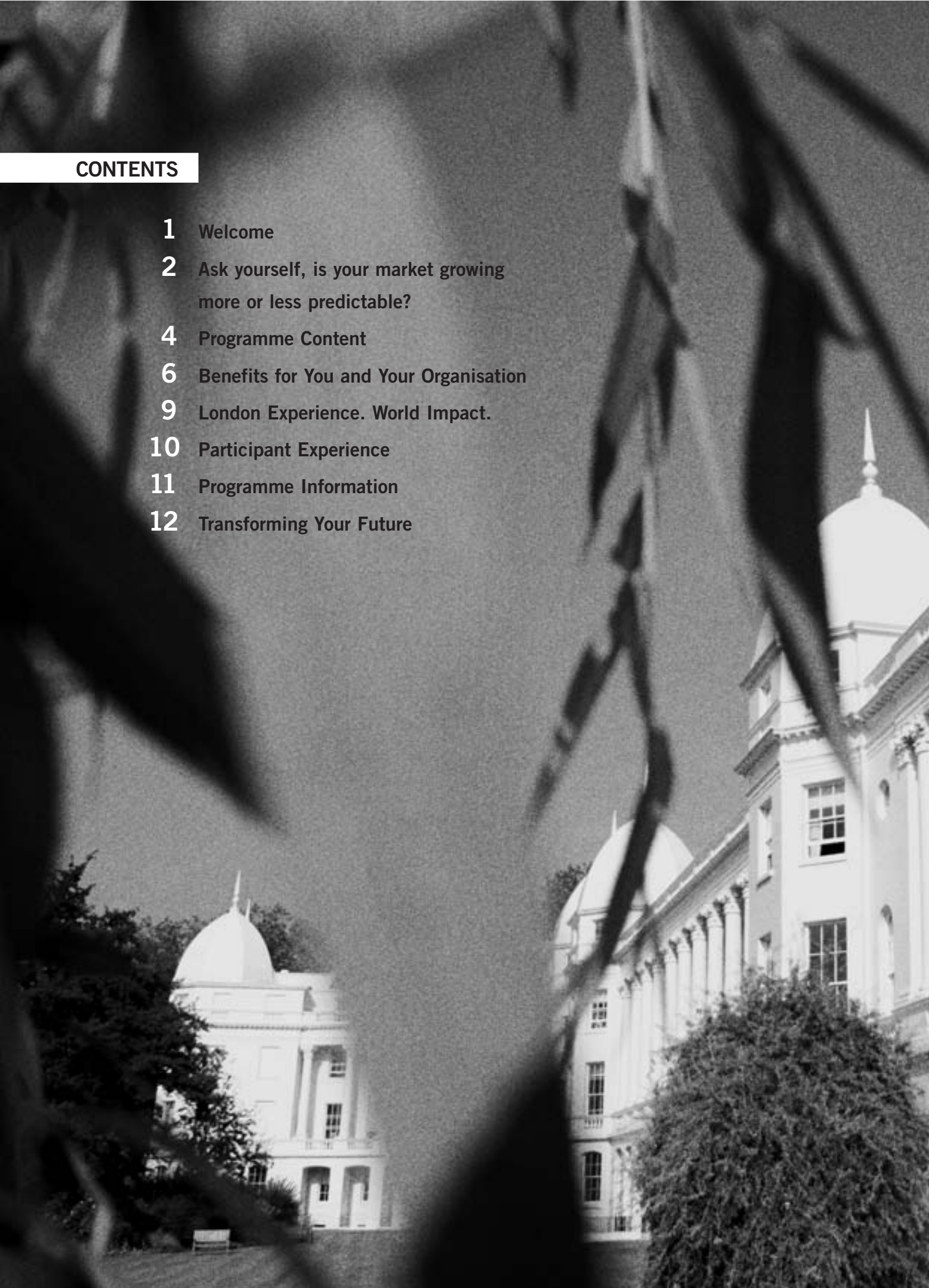




Staying one step ahead
Strategy 2006/07

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Welcome

INSPIRING INDIVIDUALS TO IMPROVE BUSINESS PERFORMANCE

If you're reading this, you'll be aware that global business demands an extensive and ever-growing skill set. As leaders, you need to understand every aspect of your business with confidence.

London Business School, one of the world's top ranked business schools, provides you with the skills, knowledge and networks – the global business capabilities – required to succeed in an ever-changing business world.

'NEXT PRACTICE', NOT JUST BEST PRACTICE

As a research-led business school, our ground-breaking studies enable us to design programmes which take you beyond established 'best practice'. Instead, we combine cutting edge thought leadership with innovative learning methods to help you address your business challenges.

We call it 'next practice' and it's our distinctive approach to Executive Education.

MORE THAN A BUSINESS EDUCATION

Not only do we bring together the best faculty, their research and business leaders, we focus on the most relevant business issues. We don't just use case studies or rely on theory alone, we create an engaging learning experience that provides you with a practical toolbox to use back in the workplace. We won't tell you what to think, but we will inspire you to think differently.

While our programmes focus on critical business issues, we believe that the

organisation is transformed by individuals. We recognise you need the right mix of business knowledge and self-awareness to lead and transform your organisation. We understand that leadership is personal. So we create a diverse learning experience that allows you to find your source of inspiration to lead with confidence and skill.

We recognise that the most valuable learning often occurs when you share insights with a truly international peer group. That's why we attract the most diverse group of business professionals, especially as our campus right in the heart of London gives us access to a range of leading organisations, industries and cultural perspectives. This allows us to create an experience unparalleled in the world and proves to be an advantage to our faculty who originate from more than 24 countries. We also extend our reach beyond the classroom, through our network of 24,000 alumni in more than 100 countries.



HOW GOOD IS ACHIEVING STRATEGIC AGILITY?

We're confident that it's excellent, but don't just take our word for it, Stijn Vander Plaetse, Chief Executive Officer, Certipost, Belgium had this to say about the programme:

A high quality programme that provides usable insights in the complex business environment that we work in everyday.

www.london.edu/execed/asa/

ASK YOURSELF, IS YOUR MARKET GROWING MORE OR LESS PREDICTABLE?

For most executives markets have become more unpredictable, with uncertainty being particularly pronounced when companies start new ventures, enter emerging markets such as China, India and Brazil, or compete in high velocity, technology-intensive industries, such as life sciences and telecommunications. The world is less predictable but established approaches to strategy still assume that managers can peer deep into the future, develop a long-term plan and implement it methodically over time. But if established management tools do not work as well in unpredictable markets, what should take their place?

Achieving Strategic Agility introduces a holistic model for creating and protecting value in highly unpredictable environments. The challenges of managing a business in such uncertain environments can overwhelm even the best executives. Consequently, this intensive five-day programme explains



how companies can survive and thrive in volatile markets by quickly seizing unforeseen opportunities, responding to threats that endanger their very survival and outmanoeuvring rivals. The programme also introduces a series of practical steps to increase the organisation's ability to execute quickly and flexibly, while emphasising the role of leadership.

Don Sull .

Don Sull
Programme Director

Inspiration .

WHO IS IT FOR?

Some job-titles of recent participants include:

- CEOs, senior managers or general managers working within emerging markets or highly unpredictable business environments
- Functional managers looking to positively influence their departmental strategy feeding into the overall company strategy or develop entry strategies for unpredictable markets
- Consultants, venture capitalists or other professionals advising or funding companies that compete in highly unpredictable contexts

PROGRAMME FOCUS

- Shifting mindsets from 'predict, plan, and implement' to 'observe, anticipate and execute'
- From static strategy content to dynamic strategic process
- Linking the strategy process to flexible execution
- Transforming from a bureaucracy to an execution culture
- Leading in an unpredictable world.

DATES AND FEES

19 – 24 November 2006

15 – 20 April 2007

18 – 23 November 2007

The fee is £5,350

(fees may be subject to change)



PROGRAMME CONTENT

SUNDAY

- Welcome dinner and programme introduction

MONDAY

- Achieving strategic agility
- Anticipating the unpredictable

TUESDAY

- Strategy as simple rules
- Managing by commitments

WEDNESDAY

- Avoiding a corporate mid-life crisis
- Co-consulting exercise

THURSDAY

- Seizing opportunities effectively
- Leading for strategic agility

FRIDAY

- Developing yourself as an agile leader
- Why good companies go bad

SURVIVING AND THRIVING IN UNPREDICTABLE MARKETS

Achieving Strategic Agility introduces a cutting edge framework for creating and protecting value in highly unpredictable environments. But crucially, this holistic model does not view strategy in isolation. Rather, strategy is integrated with the organisational and leadership factors required to succeed in the real world.

The programme covers a number of core themes:

- Staying one step ahead of customers' shifting needs, competitors and contextual changes
- Value creation in unpredictable markets
- Anticipating emerging opportunities and threats
- Making the hard choices to succeed in the marketplace
- Transforming from a bureaucratic to an execution culture

- 
- Managing a portfolio of opportunities to maintain profitable growth
 - Effective leadership for strategic agility
 - Personal transformation for agile leadership

LEARNING IN ACTION

During the programme, participants will work with a partner as a 'consulting pair'. Each participant will apply the frameworks introduced during the programme to their own business and then discuss their situation with their partner, who will push their thinking and help them develop a concrete plan of action to improve their own businesses on their return to work.

Innovation.

BENEFITS FOR YOU AND YOUR ORGANISATION

ORGANISATIONAL BENEFITS:

- Build organisational agility to seize opportunities and mitigate threats
- Flexibility in responding to unforeseen shifts in the market
- Increased ability to execute on new initiatives quickly and effectively

PARTICIPANT BENEFITS:

- Improve strategy implementation by tightening the link between strategy and execution
- Increase your ability to anticipate opportunities and threats and stay one step ahead of a changing market
- Execute on different priorities simultaneously and sequentially
- Use commitments as a powerful tool to manage in addition to processes
- Develop personal skills required for agile leadership

This is a practical course geared to managers in fast-moving uncertain environments who want to win by execution as opposed to relying on Strategy alone.

Don Sull, Programme Director

WORLD-LEADING FACULTY

Being in the heart of an international city, we attract the world's leading faculty. They bring to the programme insights and knowledge from their latest cutting edge research into global business issues.

Don Sull.



Don Sull, Programme Director

WHO LEADS THE PROGRAMME?

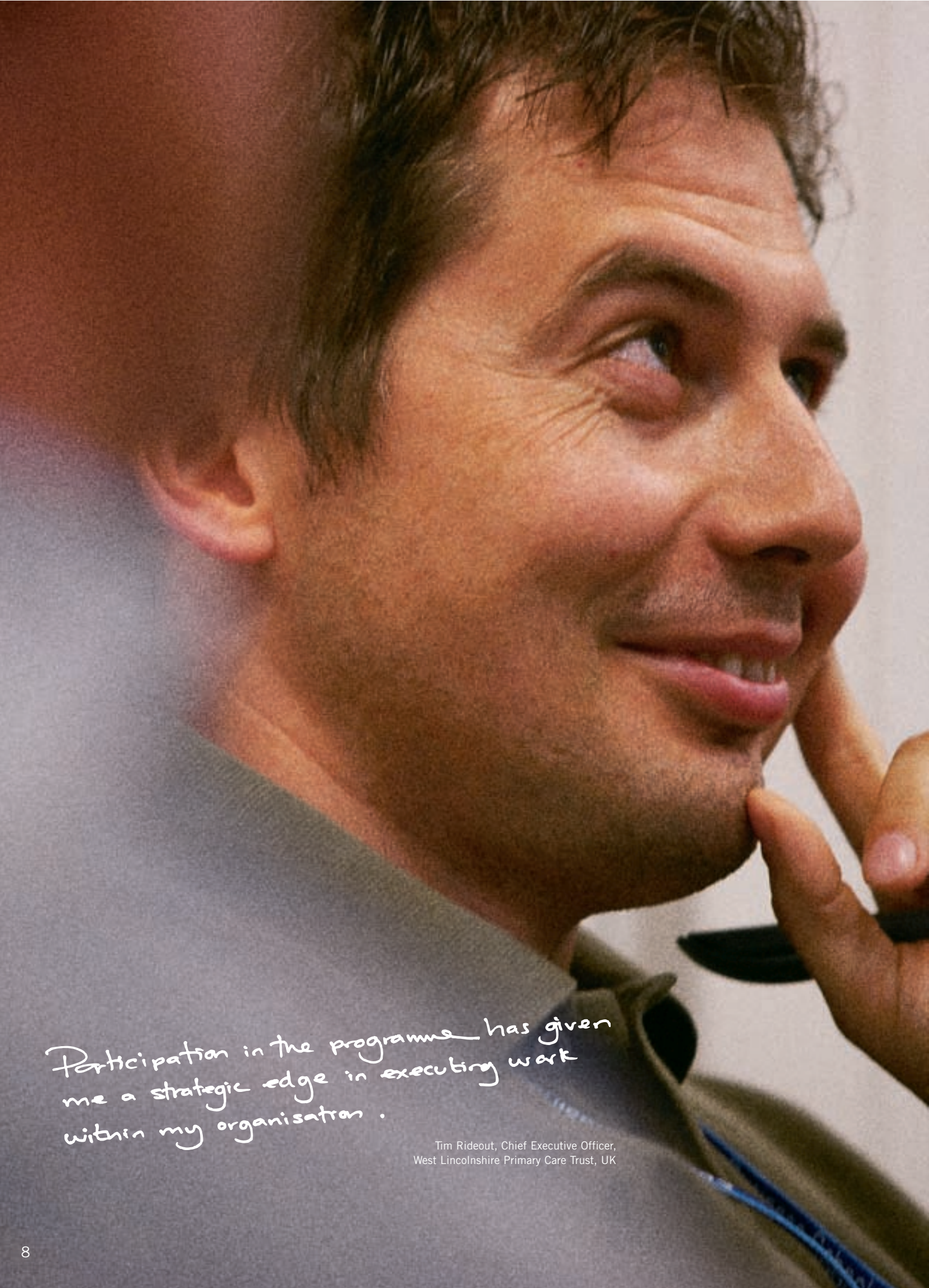
- Associate Professor of Management Practice; Faculty Director, Global Business Consortium including Oracle, Mars/Masterfoods, Emirates, Standard Chartered Bank, BT and SKF
- Former consultant with McKinsey & Company and management investor in a billion-dollar leveraged buyout. Advised multinational firms around the world including Procter & Gamble, Nokia, Coca-Cola, Samsung Electronics, Credit Suisse First Boston and PricewaterhouseCoopers
- Received his BA, MA and PhD from Harvard, where he also taught entrepreneurship
- Winner of teaching awards at London Business School and Harvard University



- Four of his six *Harvard Business Review* articles have been bestsellers
- Authored or co-authored over seventy-five articles and case studies as well as four books, including *Why Good Companies Go Bad and How Great Managers Remake Them* (Harvard Business School Press, 2005), which won several awards and was translated into eight languages
- His two most recent books explore how companies survive and thrive in the unpredictable emerging markets of China and Brazil – *Success Against the Odds* (with Martin Escobari, Elsevier/Campus, 2005) and *Made in China: What Western managers can learn from trailblazing Chinese entrepreneurs* (Harvard Business School Press, 2005)

COMPANIES THAT HAVE RECENTLY BENEFITED FROM LONDON BUSINESS SCHOOL STRATEGY PROGRAMMES:

- Centrica
- Danone
- Lufthansa
- Airbus
- Valcon
- Nokia
- PWC
- Coca-Cola
- Sabic
- JGB Media UK



Participation in the programme has given me a strategic edge in executing work within my organisation.

Tim Rideout, Chief Executive Officer,
West Lincolnshire Primary Care Trust, UK

LONDON EXPERIENCE. WORLD IMPACT.

Choosing an Executive Education programme at London Business School gives you the opportunity to develop your skills and knowledge, whilst visiting one of the world's most thriving cosmopolitan cities.

You'll have access to thought leadership with impact from an internationally renowned faculty and meet peers from all over the world. London Business School is a truly global community, an ideal environment in which to learn and focus on your future goals.



PARTICIPANT EXPERIENCE

Nationality of recent participants:

	%
Europe	59
UK	29
Middle East	6
Central/South America	6

Job function of recent participants:

	%
Corporate Development/Marketing/Sales	25
Operations	17
General Manager/Chairman/Chief Executive	16
Human Resources	16
IT	9
Manager	9
Consultant	8

International.

CORNELIUS MCGRATH'S EXPERIENCE

Name: Cornelius McGrath

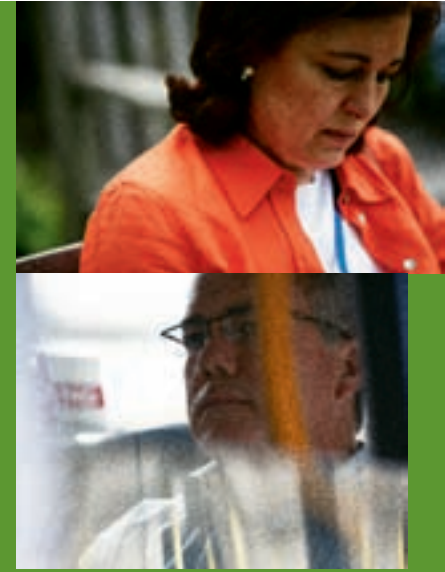
Job title: Head of Business Change Programme, British Gas Services

Company: Centrica

Nationality: British

Attended Programme: April 2006

Career snapshot: Cornelius was a management consultant for 13 years prior to joining Centrica, gaining broad experience across government, public sector, utilities and the drinks industry, and focusing on customer relationship management solutions. He was head of Centrica's Business Acceleration Centre when he attended the course, but has since moved into British Gas Services, to become head of the business change programme.



LONG-LASTING IMPACT

The programme director, Don Sull, has tremendous energy and insight and has fantastic ways of putting across ideas.

He was crucial to the success of the course, drawing examples from different cultures and business environments across the world and giving us a broader perspective. My colleagues on the course were very positive too and I found it very interesting to talk to people with different views and from different countries.

The biggest issue facing Centrica and British Gas Services is how to respond to very rapid market changes and competitive threats in very short timescales. I was very interested in the way Don analysed other organisations in this situation. He showed how they responded to change by achieving strategic agility to act quicker and better than their competitors.

The course enabled me to break down an issue into different components to keep it simple. Dealing with lots of smaller changes,

over smaller timescales, is less complex and more effective than a big change over a long period of time.

I started a new role when I came off the course and feedback from my boss and one of the directors suggests that I've applied a much more disciplined and focused approach to managing a £28m change programme. I'm concentrating on what we can realistically do to add value. And I'm batting away the things that become a distraction.

There is no doubt that the course has helped my career already. I found some of Don's examples and analogies very useful in explaining ideas back at the office.

Some courses at this level aren't stimulating or challenging enough, but this was really interesting – and just being at London Business School, with its fantastic location, contributed to a great week!

The course really energised me – I came away buzzy and positive, and feeling that I could make a difference. It gave me practical experience I can apply at work.



Impact.

PROGRAMME INFORMATION

Achieving Strategic Agility will be held at London Business School on:

19 – 24 November 2006

15 – 20 April 2007

18 – 23 November 2007

The fee is £5,350 (fees may be subject to change)

This includes all tuition, educational materials, coffee breaks and most meals.

London Business School reserves rooms either on campus or at various hotels in close proximity to the campus. Every effort is made to house participants together, since this facilitates group work and interaction.

Please note that all fees are subject to change.

ADDITIONAL LONDON BUSINESS SCHOOL PROGRAMMES

London Business School offers the following additional programmes designed to help your organisation achieve significant and sustainable growth in the face of constant change. Other strategy programmes include:

- Developing Strategy for Value Creation
- Human Resource Strategy in Transforming Organisations
- Mergers and Acquisitions
- Strategic Talent Management

For further information on the full portfolio of Executive Education programmes, including General Management, Marketing, Leadership and Financial Management, please visit www.london.edu/execed/programmes/

CUSTOM PROGRAMMES

Our Custom Programmes are provided through The Centre for Management Development, which is focused on meeting the development needs of international corporate clients. Custom programmes can be used to address specific business capability needs. They can also form part of a sustained management development process, either independently or in conjunction with our portfolio of Open Enrolment Executive Education programmes.

We have particular strengths in designing and delivering programmes addressing leadership, strategy, marketing, finance and general management. Our custom programmes are best suited to target populations of 100 or more executives with significant responsibilities and clear potential.

Please contact:

Sonia Fisher
Centre for Management Development
Tel: + 44 (0)20 7000 7333
Email: cmdinfo@london.edu

TRANSFORMING YOUR FUTURE

We carefully select participants to ensure that everyone gains the maximum possible benefit from our programmes and is able to make a full contribution to group activities. We may also consider your organisation's objectives in sending you on the programme. Don't hesitate to contact us if you are unsure which is the right programme for you. Please apply early so that we can review your application as quickly as possible.

NB: Since the programme is conducted in English, a good working knowledge of the language is essential. If English is not your first language, we may require evidence of your proficiency.

BE INSPIRED. APPLY NOW.

Please contact Tim Pearson – the earlier you apply the better. We can hold a place for you for four weeks, subject to availability.

MAIL:

Tim Pearson
Client Services
Executive Education
London Business School
Regent's Park, London NW1 4SA
United Kingdom

Tel: +44 (0)20 7000 7391

Fax: +44 (0)20 7000 7371

Email: tpearson@london.edu

You can also apply online.

Visit <http://interact.london.edu>



At London Business School we are committed to working with individuals and organisations to identify the right people for the right programmes to produce the right outcomes. We value diversity and promote a positive work and study environment. Admissions decisions are taken in accordance with best practices and each applicant is considered on his/her own merit. Please contact us directly if you would like assistance in identifying the right programme for you.

We have taken every care to ensure that the information in this brochure is correct at the time of going to press. Please note, however, that it may be subject to change. To view our terms and conditions please visit www.london.edu/execed/programmes/

TAKE THE FIRST STEP.
YOUR APPLICATION PACK IS ENCLOSED HERE.

*This is a course to help managers
increase their ability to execute
effectively in an uncertain world.*

Don Sull, Programme Director

TEAMS

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