

Senior Executive Programme

Executive Education



Challenging leaders to create the future

General Management 2005/6

1.0 Welcome

Welcome to London Business School. Our mission is to provide you with the knowledge, skills, attributes and networks – the global business capabilities – required for leadership and success in demanding careers within the global economy. Founded in 1965, the School has become one of the world leaders of management and business education.

1.0

1.1
The London Business
School Advantage

2.0

2.0
Programme Overview
2.1
Programme Themes
2.2
Programme Content
2.3
Delivering individual and
organisational benefits

3.0

3.0
Who is it for?
3.1
Participant Experience

4.0

4.0
London experience.
World impact.
4.1
Insight, Challenge and
Renewal

5.0

5.0
Faculty

1.1 The London Business School Advantage

Why choose London Business School?

- Top ten global business school
- World leading faculty
- Six star research rating
- Only business school located in the heart of an international city providing access to leading organisations, finance and culture.

Innovation

As a research led business school, our ground-breaking studies direct the development of innovative programmes that have been designed for today's global business leaders. Through original learning methods and a focus beyond "best" business practice, we will challenge and enhance your personal capabilities to drive business performance.

Impact

Our programmes deliver relevant learning experiences that empower individuals to have a direct impact on their organisations' performance, now and into the future. Focusing on critical business issues, we provide tools and knowledge directly applicable to your business situation and transferable across organisations, industries and continents.

Internationalism

We are a global business school researching international business issues, serving world business leaders and organisations. We extend our global reach through a network of over 23,000 alumni in more than 100 countries. Our faculty originate from more than 24 countries ensuring we attract truly international participation.

6.0

6.0
Take the next step
towards transforming
your future

6.1
Application Pack



2.0 Programme Overview

Leaders at the top face greater complexity and ambiguity than ever before.



“A beautifully executed programme and a tremendous experience.”

John Stallard, CEO, Games Workshop, USA

Most executives agree that navigating the future has become increasingly difficult. How do you manage the growing complexity and stay one step ahead of customers' shifting needs, competitors and the market place?

Balancing strategic priorities, leading your people effectively and building an execution culture are all critical for success. The Senior Executive Programme (SEP) will show you how to manage these competing tensions by focusing on the principal areas of organisational challenge: Strategy, Leadership and Transformation.

The SEP will allow you to critically examine your current mindset and biases, transforming your view of yourself as a leader. It will take you from the personal elements of your leadership style to the implications this has for the challenges facing your organisation.

You will expand your horizons and understand the evolving role of senior leaders in today's organisation, leaving the programme with the latest thinking on strategic innovation and transformation.

Delivering on today's goals and shaping tomorrow's agenda is at the heart of the SEP. We will challenge you to create the future for yourself and your organisation.

This brochure will provide you with a better understanding of the SEP. You may also like to talk to past participants in your country or industry sector. Simply contact Michelle Guest in Client Services on +44 (0)20 7000 7392.

Dates and fees

11 September - 7 October 2005

12 February - 10 March 2006

21 May - 16 June 2006

10 September - 6 October 2006

The fee is £18,950 (fees may be subject to change)

2.1 Programme Themes

If you don't spend time thinking about the future of your organisation, who does?

Challenging leaders to create the future through three integrated themes: Strategy, Leadership and Transformation

Strategy

How much life is left in your company's strategy?

While the world has grown less predictable, a lot of strategic thinking has remained static. The old rules that managers used to live by have changed. All strategies lose potency over time and achieving sustainable advantage in today's climate requires the ability to constantly evolve strategy as circumstances change. It is no longer enough just to have a strategy and long-term vision coming from the top team – strategy is an active process of engaging external and internal stakeholders. The programme will broaden your thinking on strategy and show you how to channel ideas about strategic direction.

How confident are you that your company's strategy will deliver superior returns in the next few years?

If you continue to base future strategies on your past successes, or simply strive to win the efficiency battle, your organisation will not grow or renew. You will be introduced to the concept of disruptive innovation, focusing on how you can continually create and colonise new strategic positions.

Through the strategy theme you will learn:

- What is strategy, deciding on the 'who-what-how'?
- How to align strategic intent and financial goals
- A new view of time: From predict, plan and implement to observe, anticipate and execute
- Linking strategy to action
- Managing commitments rather than vision or mission to gain traction in the marketplace.

Leadership

How much impact does your leadership have?

It's essential in today's business world to have a clear and actionable – not an unrealistic or inflated – concept of leadership and your own leadership skills. What connections can you draw between who you are and your ability to inspire others around you? Story telling is one way to achieve this and you will explore where and how you can use this method.

Galvanising your people into action underpins strategy and transformation and you will examine how effective leaders achieve real change and avoid 'organising the inevitable'.

You may already use 360-degree surveys in your organisation, but we believe our approach is unique: London Business School pioneered the use of in-depth analysis of leadership behaviour. You will analyse your results in a small group of fellow participants; with an experienced facilitator guiding the process. The resulting challenge will lead to insights and actions that will support your development during the programme and back at work.

Through the leadership theme you will learn:

- About your individual goals, motivation and performance as a leader and the implications for the challenges you face
- More about your own leadership style and what it implies for the challenges you are facing
- How to win commitment to initiatives and the importance of the art of persuasion
- How to build a top team that can work together towards a shared vision and values
- The meaning of vision and its relationship to personal and corporate identity.

Amy Lo, Managing Director,
UBS, Hong Kong



Rudiger Kreimeyer, Managing
Director, Vanderlande Industries
Logistics Software GmbH, Germany



Elizabeth Proust, Managing
Director, Esanda Finance, France



Transformation

Do I devote more energy to prolonging the past than I do creating the future?

The need to act without foreknowledge of what the future holds is the central challenge faced by business leaders. Extrapolating the known present into the future is intuitive to us, but it tends to lead to incremental innovation and progress – rather than the bold change that leads to effective and sustained action.

To achieve change and innovation leaders must question accepted practice. You cannot predict the future with reasonable accuracy, but you can focus attention on building an enterprise culture that aligns the organisation to implement strategic intent.

Why do so many change efforts fail in organisations?

The transformation theme explores the idea of change as a sustained process of renewal rather than a one-off ‘programmatic’ event. Many change efforts fail because they are viewed as a linear process with a defined finish. You’ll explore how to stop individual change efforts from stalling by linking the many change efforts happening in your organisation.

The programme will also encourage you to see how personal transformation and enhanced leadership skills are critical to creating the future for your organisation.

Through the transformation theme you will learn:

- About the obstacles to innovation in established companies and how to overcome them
- To lead your own corporate revolution and adopt a radical new innovation agenda
- How to unleash the inspiration, creativity and excitement required to make transformation and change happen
- About the what, why and how of radical innovation and the business and personal consequences of radical change.

“The SEP gave me the time I needed to consider the managing director’s role and to concentrate on strategy. Something that made a lasting impression on me was a simple question posed during one of our strategy sessions: ‘Who spends 10% of their time thinking about the future?’”

Elizabeth Proust, Managing Director, Esanda Finance, France

2.2 Programme Content

Success today demands effective action on multiple dimensions.

We know that at work you don't spend one day leading your team, another just formulating strategy and yet another transforming current practices. Hence, the three themes are interwoven throughout the programme so that you understand these three critical interdependencies and how they shape the future of organisations around the globe.

Yutaka Saitou, General Manager,
Hitachi, Japan



Deepak Ghaisas, Chief Executive
Officer, I-Flex Solutions Ltd, India



Teeranard Chokwatana, CEO,
Pan Group, Thailand



Robert Arnold, President and
Director, Rotork Controls Inc, USA



Week One

Where are you and your organisation today?

Surfacing the tensions

In the first week, you'll be challenged to look at your business, your organisation and your own leadership style to see how well placed you are to deal with current and future demands. You will also examine your own motivation and drivers, your predominant style and your own personality biases. The faculty will then challenge you to assess how your business creates and sustains shareholder value.

The latter part of the week involves looking at your company's strategy and its effectiveness to meet today's and tomorrow's challenges. The alignment between strategy and your organisation's processes, incentives and culture will also be examined.

Week Two

Where could you be?

Managing the tensions, expanding your choices

In this second phase, you will look more deeply at how others see you as a leader and how the changing demands at the top team level shape your effectiveness. You will expand your choices as a leader and as a strategic thinker – examining how innovation and creative business ideas can enhance your corporate performance.

At the top team level, decisions become more complex and more interrelated – the tensions you have seen in the first week will be explored further. You'll be encouraged to apply both strategic and leadership insights using personal workbooks.

Week Three

How do you create the future?

Building global business capabilities

Many companies and executives become unstuck when moving from effective local performance to regional or global operations. This week, you'll look at how you can develop global business capabilities to succeed in new economies and markets whilst sustaining local performance. In parallel, the leadership theme will expand to look at how you can create a culture tuned to business success.

Week Four

Enrolling your people

Building an execution culture

No executive can be successful in introducing innovation and change unless the organisation and its key stakeholders are engaged and active in the transformational process. In this final week you will examine the key steps to enrol your organisation and enhance your influence over key stakeholders. You will also focus on the issues facing top team executives when leading global change efforts – examining how companies can achieve radical innovation whilst maintaining success in their current business.

Post Programme

After the SEP your learning continues with SEP Plus – Peer Learning Using Success Stories. Delivered direct to your desktop, global business leaders share their first hand experiences of issues relating to the SEP themes of Strategy, Leadership and Transformation.

You can also take advantage of continued access to faculty, informal networking with your peers – many work groups continue to meet after the programme. You will also have access to unparalleled networking and events provided through the School's 23,000 strong alumni association.

A follow up 360-degree survey six months after the SEP ensures you can monitor your progress against objectives set on the programme.

2.3 Delivering individual and organisational benefits

“As a result of the SEP I have developed – and am about to implement – a new strategy for my company that is revolutionary, we simply would not have done something like this three years ago.”

Thierry Hebert, Managing Director, RCI Banque, France

Organisation and individual benefits

Your organisation will benefit from

- Leaders who understand how to balance the tension between delivering on today's goals and shaping tomorrow's agenda
- Enhancing the skills and abilities of the top team responsible for leading and directing the organisation
- Senior executives who understand their true leadership capability and suggest new ways of exploiting opportunities to take the organisation forward
- Leaders exposed to new and diverse ways of working, who are ready to implement their ideas
- Best practice from faculty and fellow participants bringing your organisation up-to-date with the latest thinking.

By attending the SEP you will benefit from

- Increased confidence in your ability to lead your people and organisation – rather than managing the inevitable
- The ability to create the future for your organisation by defining your context and where you need to be
- The clarity to navigate ambiguity, uncertainty and complexity, whilst creating opportunities
- Exclusive access to best practice by the faculty who produce the world's most groundbreaking research.

You will also benefit from

- Becoming a member of our 23,000 strong worldwide alumni network – building a lasting relationship with one of the world's pre-eminent business schools
- The most international senior executive programme in the world – more than 95 different nationalities have joined the SEP since its inception
- Unique post-programme follow up through 'SEP Plus' from faculty who have taught you on the programme, helping you to implement your strategies after the programme.

Thierry Hebert, Managing Director, RCI Banque, France



Jay Kandola, Head of Acquired Programming, Channel Four Television, UK



“The SEP gave me deep insights into leadership issues and setting strategic directions. I will implement many ideas, step by step, into my organisation.”

Tony Setter, Managing Director, Viterro Energy Services GmbH, Germany

3.0 Who is it for?

Leaders are not paid to make the inevitable happen.

If your job is about creating the future rather than managing today's inevitability, you will join a like-minded group of leaders who want to lead and transform their organisations.



“The opportunity to integrate and network with participants of different businesses, cultures, countries and levels of expertise was hugely valuable. Overall an excellent programme.”

Ian Wood, Commercial Director and General Manager, Centrica Plc, UK

Recent companies represented include:

British Embassy
 Centrica Plc
 Credit Suisse
 De Beers
 Deutsche Telekom
 Heineken
 Hitachi
 HSBC
 ING
 Itochu
 Jardine
 JP Morgan Chase & Co
 Kesco Group
 KPMG
 Lufthansa
 Miele
 Nokia
 Parsons
 Pepsi Group
 PwC
 Ranbaxy
 Saudi Aramco
 Solvay
 Toyota
 Unilever

What characterises an SEP participant?

Highly motivated and ambitious you should already have gained a solid track record of general management experience. Crucially, you will already have responsibility for shaping future direction at company level and be dealing with significant complexity working across the business. You are likely to be leading a national organisation, or running a division or corporate function of an international group. It is expected that participants have at least 15 years' managerial responsibility.

Leaders at your level

We believe that who you learn with is almost as important as what you are learning. To secure the right balance of sectors, business contexts and cultures, the programme director interviews every applicant and leads a rigorous selection process. This ensures you will join a balanced mix of experienced and influential leaders.

Fresh insight on your business issues

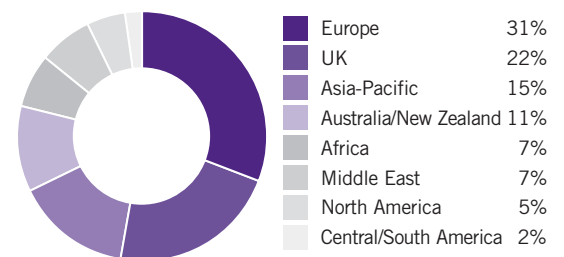
The broad mix of industries and nationalities represented will change the way you think about your current business issues, allowing you to find new ways forward for your organisation. Gaining fresh insight from your peers is one of the most powerful ways to learn. We harness this by grouping you in a variety of cross-cultural teams, encouraging you to share experiences through the four weeks.

Join the most international peer group in the world

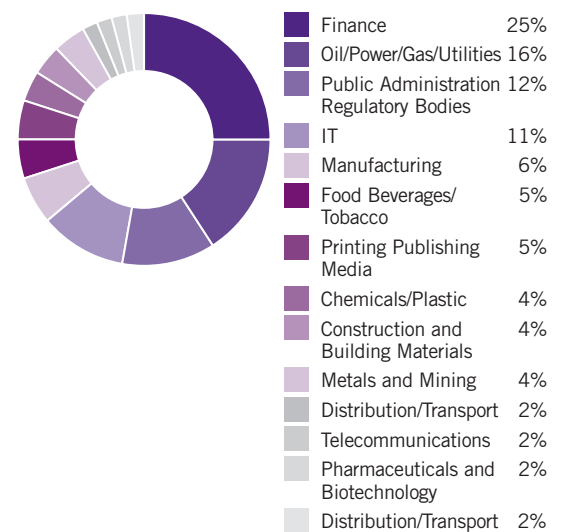
To truly understand the global leadership perspective it is crucial to learn with people from all over the world. More than 95 different nationalities have attended since the SEP began in 1966.

Who is it for?

Nationality of recent participants



Industry sector of recent participants



3.1 Participant Experience

Leland Richards' SEP experience

“One of my non-executive directors said he had never seen anyone coming back from an executive education programme who had made such notable changes!”

Leland Richards, President/Managing Director, Avon Automotive, USA



Leland Richards

Attended programme:
October 2004

Job title:
President/Managing Director

Nationality: American

Company:
Avon Automotive

Avon Automotive is the largest division of the Avon Group supplying a variety of custom-made components to the automotive market. Publicly traded on the London Stock Exchange it has a total turnover of 250M GBP.

Leland's career history

Leland has worked for Avon in various roles for 17 years. He began his career working in customer service before moving into sales and marketing management and operations management. Five years ago Leland became the President of the North American automotive business. He has been the senior director in North America for two years and has held the role of Executive Director on the Main Board of for three years.

Avon recently consolidated its automotive business in North America and Europe to create a single global business. I was appointed to run the new division and it was felt that I would benefit by undertaking an executive development programme to help me lead the transition.

All my experience with Avon lay in North America and, although I had spent a lot of time in Europe, I had never managed a business there. Therefore, attending a European business school seemed an ideal way to broaden my business knowledge and horizons.

The prospect of attending the SEP was attractive for several reasons. Firstly, it seemed an ideal opportunity to focus on my personal development for a month, safe in the knowledge that I could delegate the day-to-day running of the business back in the US.

Also, I welcomed the chance to meet and interact with people from a variety of cultures and backgrounds on the programme. Another factor in my choice was that, at London Business School, I would be receiving the latest business thinking from a team of world class faculty.

Tangible benefits

While, overall, the programme more than met my needs, the sessions on strategy were most beneficial to me.

I knew that, in my new role, I would have to provide a lot of strategic input and direction to the business. I had never received any formal education in strategy formulation before and the SEP successfully filled my knowledge gaps. More importantly, it enabled me to devise an effective strategy for Avon that everyone at the company could understand.

I obviously made an impact when I returned to work because one of my non-executive directors said he had never seen anyone coming back from an executive education programme who had made such notable changes!

The sessions on leadership were equally valuable because they gave me a unique chance to try different leadership styles in a non-threatening environment.

Back at my company, I have modified my leadership style by becoming more direct in my approach and by speeding up

certain business processes. This is new for Avon because our culture has traditionally been consultative and reliant on consensus building.

When I returned from the SEP, I set myself some action plans around the development of the new Automotive division. I have achieved all of these: getting my strategy agreed by the board, setting up management and team structures, 'selling' my vision to my people through on-stage presentations.

My learning from the programme is helping me to build a cohesive multi-country, multi-cultural division – an ongoing challenge which I now feel very well equipped to face.

To summarise, this was a great experience which enabled me to temporarily disconnect myself from Avon, focus on my personal development for a month and then make some changes that will benefit the Automotive Division specifically and the Avon business overall.

Ray O'Rourke talks about the long-term impact of the SEP

“... in the five years since the SEP, we have seen some excellent results, achieving over 60% growth year on year”

Ray O'Rourke, Chief Executive, Laing O'Rourke Group, UK



Ray O'Rourke

Attended programme:
September 2000

Job title:
Chief Executive

Nationality: Irish

Company:
Laing O'Rourke Group

Laing O'Rourke is an international construction and engineering group that designs and builds commercial and industrial properties, roads, rail systems, airfields, and maritime support facilities. They currently employ more than 16,000 people globally, of which 9,000 are in the UK. In 2004 their annual turnover was 1.6 billion GBP.

It was never my original intention to attend the SEP – I was actually seeking a programme to which I could send some of my senior people. However, while I was researching possible venues, one of my company's non-executive directors recommended London Business School and suggested that it would be a good idea if I attended a programme myself.

I had not been in an academic environment for 30 years so I felt intrigued and challenged by what lay ahead.

Key lessons

The programme focused on three key themes: strategy, leadership and transformation and was delivered by a strong faculty team with an extraordinary capacity to communicate with the course participants.

The strategy sessions made me realise that, although we had never written down or articulated what we were doing in our business, we were actually achieving about 75% of what the faculty were teaching. As a business owner, I found this very reassuring.

Of course I accepted that there was still room for improvement and I returned to work with

plenty of ideas about how we could manage the company's long-term growth. Working with my team, I set some bold growth objectives and, in the five years since the SEP, we have seen some excellent results, achieving over 60% growth year on year.

Leadership was another important element of the SEP. Although, as a business owner, I was experienced in leading others, the programme showed that I was basically doing things right which, again, was reassuring.

The 360-degree survey encouraged me to refocus on people as a core competency. Following a major acquisition that generated a huge amount of growth, we set up a number of seminars and asked some of the London Business School professors to deliver some accelerated learning to our teams. These were very successful and we continue to have a strong relationship with the School.

The transformation sessions showed me that the only way for a business to grow and survive in the long term is through innovation. However, I also learned that change takes time and now have a more realistic

approach to making change happen.

Continued success

By the end of the SEP I felt totally invigorated.

I returned to work feeling confident that we were doing things right but excited by the thought that we could still do a lot more to achieve continued success.

I also felt sure that London Business School would provide some excellent learning opportunities for my senior people in the future. Indeed, several of my team have since benefited from the School's executive programmes.

To summarise, the SEP challenged my thinking, broadened my knowledge and encouraged me to start doing things differently. It was an exciting, refreshing experience and I'm very glad that I took the opportunity to attend.

Would you like to talk to a past participant in your country or industry?

**Call Michelle Guest in Client Services:
+44 (0)20 7000 7392**

4.0 London experience. World impact.

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

You will 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.



We provide a bridge to the world with our unique multinational community thriving in an extraordinary city.



4.1 Insight, Challenge and Renewal



“The SEP gave me the opportunity to stand back from day-to-day priorities, reappraise my approach to leadership and explore new ideas in the company of a diverse group of people.”

Ern Edmonds, Managing Director, Solvay Chemicals Ltd, UK

The SEP is an intensive learning experience but also provides time and space to consider future goals. The four weeks you spend at the School allow you to stand back and disengage from the day-to-day work environment and reflect on your purpose. Four weeks is also enough time to allow you to form lasting friendships and establish an international peer network that you can continue to draw on to help sustain your learning.

We also encourage you to take a holistic approach to renewal – you will have the opportunity to reassess your lifestyle through our health management programme. Physical and mental well-being are key aspects of senior management effectiveness, and we offer a range of activities tailored to your needs.

Be part of a real community during the Senior Executive Programme

The majority of executive education programmes at other business schools are run in facilities away from their main campus. At London Business School you have the opportunity to fully immerse in the School community, taking advantage of the unique environment created by the global mix of MBAs, Sloan Fellows and PhDs. Your onsite accommodation also makes your life easy whilst you are on the programme, facilitating your transition into our multinational, multi-cultural learning environment.

Making the most of our London location

You can take full advantage of the London experience during the programme. We timetable cultural events and evenings out in London. The convenience of our location means we have access to a large number of industry speakers. Speakers on recent programmes have included business leaders such as:

Richard Greenhalgh, Chair, Unilever

Sir Martin Sorrell, Chief Executive, WPP

Lord Dennis Stevenson, Chairman, Pearson and HBOS

Vanni Treves, Chairman, Equitable Life

Dr. Mo Ibrahim, Founder and Executive Chairman, Celtel

Kate Gregory, Commanding Officer, OICC Naples, US Navy, USA and **Abdulrazzak Elkhraijy**, Head, Islamic Banking Division, The National Commercial Bank, Saudi Arabia



Gug Sresty, Senior Vice President, Parsons Infrastructure & Technology Group, USA



5.0 Faculty

“Followers will give their hearts and souls to authority figures who say ‘you really matter’.”

Professor Rob Goffee, Followership: It's Personal Too,
Harvard Business Review



Take inspiration from the world's experts on Strategy, Leadership and Transformation.



5.0 Faculty



JoEllyn Prouty McLaren

Director, Senior Executive Programme

Having worked with organisations and executives from around the globe, JoEllyn actively assists individuals and companies in integrating executive learning experiences with their respective organisational objectives. As Programme Director, she is responsible for creating the overall learning experience, understanding and supporting your learning needs and ensures that the SEP addresses the challenges you and your organisation face.

JoEllyn bridges business and academics, established and developing industries and strategy and operations, thereby translating market needs into participant experiences. She has experience designing and implementing executive development programmes, leading large-scale organisational change and executive leadership development – gained through experiences with top business schools and international companies in aerospace engineering, automotive, consulting, education, health care, media, retail and technology industries. She has lived and worked in Europe, Asia, Latin America and US.



Zeger Degraeve

Professor of Decision Sciences

Nationality: Dutch Belgian

About Zeger: Dean of the Executive MBA Programme at London Business School, Zeger is an award-winning author and regular speaker at international conferences.

Key message: Decisions in organisations often have to be made quickly and confidently. Good decision-making is not the generation of a random collection of thoughts and ideas, it is a structured process that will ensure high-quality decisions.

Real world experience: Zeger has dealt with problems in operations management at Bridgestone/Firestone, logistics and supply chain management for McKinsey & Co., environmental planning for the European Commission and consulted to many other organisations.

What does Zeger bring to the programme?

Many senior executives believe decision-making is their strong point. Zeger's passion is to challenge some of the orthodoxies behind your decision making, ensuring you gain a heightened awareness of the quality and impact of your decisions. Decision making at the corporate level is all about integrating across disciplines, Zeger brings his extensive knowledge to bear to answer such questions as: how do you manage risk across the whole business portfolio from a multifunctional perspective?



Rob Goffee

Professor of Organisational Behaviour

Nationality: British

About Rob: Author of ten books and over 50 articles, Rob serves as Faculty Director for Executive Education and is a member of the Governing Body.

Key message: The key challenge facing prospective leaders is for them to be themselves, but with more skill. Your company's culture can make or break your business.

In a phrase: Why should anyone be led by you? Every leader needs followers to achieve anything in business.

Real world experience: Rob's work has covered a range of industries, focusing on developing the leadership capabilities and organisational performance of some of the world's leading companies. Clients have included: Heineken, Roche, KPMG, Sonae, Unilever, Legal and General, MLIM and Nestle.

What does Rob bring to the programme?

Rob has been involved with the Senior Executive Programme for over ten years; he is passionate about the programme and brings his insight as one of the world's leading experts on leadership and corporate culture. Rob challenges each executive to look at their own leadership capabilities to discover how they can be developed and leveraged for best advantage. He will also give you deep insights into organisational culture and how this drives organisational performance.

“The trick is not to play the game better than the competition but to develop and play an altogether different game.”

Costas Markides, Strategic Innovation, Sloan Management Review



Lynda Gratton

Associate Professor of Organisational Behaviour

Nationality: British

About Lynda: Ranked as one of the most influential thinkers in people and strategy. An award-winning author of four books and numerous articles.

Key message: Real strategic HR is about developing ways of putting people where they belong – at the centre of the business, not on the sidelines. The notion that people are our greatest asset is a truism, not a cliché.

In a phrase: People search for meaning in their work and people have soul, they like to get excited about what they do.

Real world experience: A trained psychologist, she worked in industry and consulting before joining academia. She serves on the board of the American HR Planning Society and on the advisory boards of a number of UK and US learning companies. Lynda advises and consults to multi-national companies around the world.

What does Lynda bring to the programme?

Lynda is one of the world's leading experts on people management. She brings a unique focus on unlocking the value of human capital in large organisations – especially in times of change. She explores the link between business success, organisation design and processes – crucially keeping people at the centre.



Wolfgang Grulke

Fellow of the Centre for Management Development at London Business School

Nationality: German

About Wolfgang: Highly regarded as one of the world's top futurists and with a background in business, technology, nuclear physics, entertainment and marine biology; Wolfgang has been instrumental in helping major corporations and venture capital firms position themselves for the new world economy.

Key message: The future is a matter of choice, not chance. Understand the future and you will be able to design your role in it. Choose, and then create, your future.

In a phrase: It is no longer possible to learn just from experience – in this warp-speed world, it has become essential to learn from the future!

Real world experience: A former IBM executive, Wolfgang worked internationally with IBM for more than 25 years and was awarded the prestigious IBM Outstanding Innovation Award. He is CEO of FutureWorld International – The Global Business and Technology Think Tank – and one of the world's foremost commentators on the future. He is the author of two books, *Lessons from the Future* and *Lessons in Radical Innovation*, both published by Financial Times/Pearson.

What does Wolfgang bring to the programme?

Wolfgang will challenge you to think about how technological and economic change will alter society; opening your mind to the possibilities of a very different future from the one you imagine now.



Gary Hamel

Visiting Professor of Strategic and International Management

Nationality: American

About Gary: Ranked as one of the world's most important business thinkers. Celebrated author and multiple winner of the prestigious McKinsey prize for excellence, a feat unmatched by any other management author (Harvard Business Review).

Key message: Resilient organisations are characterised by innovation as an everywhere-all-the-time capability

In a phrase: Lead your own corporate revolution

Real world experience: Chairman of Strategos, a company dedicated to helping companies build high performance innovation systems, and Director of the Woodside Institute. Author of such groundbreaking concepts as “strategic intent”, “core competence” and “industry revolution” he has helped dozens of the world's leading companies reinvent their strategies and management practices.

What does Gary bring to the programme?

World-renowned management thought leader and best-selling author, Gary will challenge you to think about transformation at a deeper level. You will think differently about your business model and the levers that create competitiveness, understanding how to build organisational resilience.

5.0 Faculty

“Many companies have outstanding business unit and functional leaders, but far fewer who can act in the interests of the corporate enterprise as a whole.”

Doug Ready, Sloan Management Review



Costas Markides

Professor of Strategic and International Management

Nationality: Cypriot

About Costas: Best-selling author and holder of the Robert P. Bauman Chair of Strategic Leadership, Costas is a highly acclaimed thought leader on business strategy.

Key message: Even the best strategies have a limited shelf life: creative thinking leads to strategic innovation – the “breakthroughs” that separate winning strategists from the also-rans. Why being a “fast second” is often more financially rewarding than being at the cutting edge.

In a phrase: Companies must continually create and colonise new strategic positions.

Real world experience: Costas has worked as an Associate with the Cyprus Development Bank and is a non-executive Director of Amathus (UK) a tour operating company. He has worked with many of the world’s leading companies, including: Unilever, Pirelli, Avon, Polygram, Mercury Asset Management, Nestle, LVMH and Sara Lee.

What does Costas bring to the programme? Costas has a long-standing association with the programme and brings a high energy and inspirational approach to business strategy development. Costas is renowned for his simple, practical, yet challenging ideas that can be translated into action. His approach to strategic innovation and how you can win in the changing world has radically redefined many global organisation’s approach to strategy development.



Nigel Nicholson

Professor of Organisational Behaviour

Nationality: British

About Nigel: Nigel has been credited with pioneering the application of the emerging discipline of evolutionary psychology to management practice.

Key message: We stopped evolving long before we started building cities, organisations, and workplaces. We now face the consequences of a misfit between our ancient nature and the society we have created. Understanding this will allow us to be more effective agents of change in organisations.

In a phrase: We may have taken ourselves out of the Stone Age, but we haven’t taken the Stone Age out of ourselves.

Real world experience: Trained as a journalist, Nigel then completed his PhD in psychology, working as a research team leader in social and applied psychology. Nigel has consulted to and advised a broad range of organisations, including: British Petroleum, First Direct, Pfizer, Goldman Sachs and Societe Generale.

What does Nigel bring to the programme? One of the School’s leading experts on leadership, Nigel focuses on the drivers of human behaviour. For example – what are the things you can’t change about your leadership style and how does this impact on your ability to lead your organisation effectively? Leadership at the top of organisations is often about dealing with multiple, complex, conflicting stakeholders, Nigel’s innovative approach will allow you to explore and resolve your current ‘people’ issues.



Doug Ready

Visiting Professor of Organisational Behaviour

Nationality: American

About Doug: Business Horizons recently identified Doug as one of the world’s “next-wave gurus” in executive and leadership development. Doug is also Founder and President of ICEDR (The International Consortium for Executive Development Research). An international, partnership-driven alliance of approximately 35 leading global corporations and 20 of the world’s top business schools.

Key message: Companies need to create a clear line of sight between their strategic priorities, their organisational capability requirements and their talent development initiatives; leader-led development is crucial for creating a climate that is conducive to growing great leaders.

In a phrase: Leaders today need to think and behave with an enterprise perspective.

Real world experience: A sought after adviser to many senior management teams, some of Doug’s recent clients include: HSBC, RBC Financial Group, PwC, BP, UTC, Ford Motor Company, LG Group and Samsung Group.

What does Doug bring to the programme? In addition to his practical experience, Doug has written more than 25 articles on leadership development, change management, and top team effectiveness, including two best-sellers: HBR’s *How to Grow Great Leaders* and Sloan Management Review’s *Leading at the Enterprise Level*.

“The actions you take today can pave the way to success tomorrow. Or they can lock you into a doomed business model. The best managers know when to make commitments – and when to break them.”

Don Sull, Managing Commitments, Harvard Business Review



Henri Servaes

Professor of Finance

Nationality: Belgian

About Henri: Henri is Chair of the Finance Faculty at London Business School as well as the Director of the Institute of Finance and Accounting. An award-winning author, Henri has published widely in the world's top finance journals.

Key message: Executives who don't understand the language of finance, don't understand the language of business. Dispelling the myths about growth and diversification.

In a phrase: The prime objective of business is to generate shareholder value.

Real world experience: Henri has consulted to a range of global organisations including PwC., Deutsche Bank, Anglo American Plc and Chase Manhattan

What does Henri bring to the programme? Henri brings a deep understanding of corporate finance and business models across a wide variety of sectors. He takes a corporate financial shareholder perspective to business and will challenge you to answer how you truly add shareholder value. Henri will lift your thinking from accounting and performance issues to a wider shareholder/investor perspective – so that you can operate with confidence at the top team level. You will also discover some new analysis techniques to help you examine the impact of the numbers.



Don Sull

Associate Professor of Management Practice

Nationality: American

About Don: Prolific author and leading thinker, Don brings a completely new approach to strategy from his current research into unpredictable markets, including China and Brazil.

Key message: Companies cannot depend solely on the content of their strategy or vision to build success. Strategic transformation is underpinned by great leadership.

In a phrase: Executives have limited visibility into the fog of the future and must anticipate and respond quickly to a constantly changing environment.

Real world experience: Don began his career as a consultant with McKinsey & Company and also worked for the leveraged buyout firm Clayton, Dubilier & Rice to restructure the Uniroyal-Goodrich Tire Company. Don advises a range of established and start-up companies on strategy in unpredictable markets and growing revenues while maintaining financial and operational discipline.

What does Don bring to the programme? An award-winning teacher, Don will challenge your conventional understanding of long-term 'vision' and the idea of strategy as a long-term process. He will also help you understand how strategy and leadership connect in an unpredictable world, taking you from ideas and priorities towards actual commitments – widening your view on the capabilities needed to operate in different economies and geographies.



George Yip

Professor of Strategic and International Management

Nationality: A native of Asia, originally a Dutch national, now a dual citizen of the United Kingdom and United States.

About George: George is one of the world's leading authorities on global strategy and marketing, internationalisation and multinational strategies for the Asia-Pacific region. George is a brilliant speaker who has presented to top management groups and forums all over the world, including Bank of America, IBM, Nestle, SAP and Singapore Airlines.

Key message: In the era of globalisation managing across borders is critical. One of the toughest challenges arises from the need to balance local adaptation with global integration.

Real world experience: Advisory Boards of Infowavz and Sonae, consultant to many multinational corporations.

What does George bring to the programme?

George focuses on building your global business capabilities enabling you to conduct an industry globalisation analysis to see which elements favour global integration and which do not. For those in purely domestic companies, you will address how the issue of globalisation directly or indirectly affects your business. Those in non-commercial organisations can view the concepts as analogous with the challenges between central and local offices.

“The Senior Executive Programme encouraged me to really question the future, be open to new ideas and remove the barriers from taking my organisation forward. It was an excellent opportunity to take an overview of my professional and personal life – enabling me to identify the issues and get the tools to do something about it.”

Jacques Bertrand, President, Barco Group, Japan



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“Overall an extremely worthwhile and inspiring course both in terms of content and in terms of networking with fellow participants. This has given me a great boost for my next step.”

Rachael Nevins, Commercial Director – Maintenance Lubricants, Rocol Lubricants, UK

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London Business School on:

11 September - 7 October 2005

12 February - 10 March 2006

21 May - 16 June 2006

10 September - 6 October 2006

The fee is £18,950

This includes onsite accommodation for the duration of the programme, tuition, educational materials and most meals.

Please note that all fees are subject to change.

Secure your place today

Places are limited so contact Michelle Guest in Client Services now and secure your provisional place for four weeks. Michelle can also arrange for you to speak to the Programme Director or a past participant in your country or industry sector if you wish to do so.

Mail: Michelle Guest
Client Services, Executive Education
London Business School
Regent's Park, London NW1 4SA
United Kingdom
Tel: +44 (0)20 7000 7392
Fax: +44 (0)20 7000 7371
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How to apply

Simply complete and return the enclosed application form to Client Services at the address above. 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. 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.

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Sonia Fisher
Tel: +44 (0)20 7706 6800
Email: sfisher@london.edu

Cancellation policy

Invoices must be paid in full before you join a programme. To avoid any cancellation fee, we must receive your cancellation, in writing, no less than six weeks prior to the commencement of the programme. Cancellations received after that time will incur a fee. Please visit www.london.edu/execed/programmes/ for more details.

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.

6.1

Your Application Pack
enclosed here

Tomorrow is a matter of choice.
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Further information

For more information or to reserve your place
please contact Michelle Guest:

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