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### IMD Discovery Events 2010

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Discovery Events bring together executives from around the world for intensive working sessions with our world class faculty. Discover, discuss and debate the very latest in thought leadership and come away with a renewed mind set and fresh ideas to implement in your business. This year's events are based upon the pillars of Leading the Top team, Family Business, Responsible Leadership, Innovation and Learning, and Leading the Global Enterprise. *(in progress)*

Registration for events is on a first come, first served basis and are free-of-charge for members of IMD's Corporate Learning Network.

#### GLOBAL LEADERSHIP

January 28-29

#### MASTERING THE NEW CHALLENGES FOR THE GLOBAL ENTERPRISE



Prof. Bala Chakravarthy  
Prof. Cyril Bouquet

*The current financial crisis is just the most recent of many important events that have changed the socio-political-economic landscape of the transnational corporation. Forces of globalization now confront equally powerful forces of insularism and protectionism. The growing popularity of free market capitalism has suddenly hit some brakes, ironically in its very bastions of Washington, London, and Berlin. Also, the Trans National Corporation (TNC) of the past decade was mostly North American, West European or Japanese – from the so called Triad nations. No longer; TNCs from rapidly developing economies like Brazil, Russia, India and China – the so called BRIC countries have also gotten on to the global stage. Succeeding in this new business landscape, alongside new competitors, poses a daunting challenge for TNC managers whether they are from the old Triad or the new BRIC regions. If you are one of these managers, please join us for this special two day event where we hope to share with you our perspectives on the new strategies and organizational approaches that are needed to meet your challenge. We hope you will roll up your sleeves and debate us on our suggestions. In turn, we hope that our discussions will point to some actionable steps for you, come Monday morning after the event. Hope to see you in Lausanne.*

Register: [www.imd.ch/cln](http://www.imd.ch/cln) and click on 'Discovery Events'

# Corporate Learning Network

March 18-19

## DRIVING CULTURE CHANGE: MAGIC OR METHOD



Prof. Dan Denison  
Prof. Martha Maznevski  
Prof. John Weeks

*Creating competitive advantage in a company requires building a culture that aligns people to the business strategy. Systems and structures may well need to change however capturing the hearts and minds of employees is a crucial key to success.*

*Whilst many companies try to do this very little is actually known about companies' efforts at culture change, and what leaders can learn from their successes and their setbacks.*

*During this discovery event we will explore culture change efforts in several global companies. In each of these companies IMD Professors tracked the changes in the culture over time, and analyzed the impacts of specific organizational actions. These cases will be used as a basis to discuss the issues participants currently face in their organizations*

*Discover:*

- *What companies really can do to change their culture*
- *How to think about and develop organizational culture in complex multi-country organizations.*
- *Key tools companies can use to effect lasting culture change*
- *Levers to development new mindsets.*

*Register: [www.imd.ch/cln](http://www.imd.ch/cln) and click on 'Discovery Events'*

# Corporate Learning Network

## FAMILY BUSINESS

February 1-2

### FAMILY BUSINESS – TEAMWORK AT THE TOP



Prof. Peter Killing

*This event is intended for:*

*Family members, who are considering appointing a non-family member as CEO, and are wondering if such a move is right for them.*

*Family members, who have appointed a non-family CEO and interact directly with this CEO. The classic combination is the family Chairman working with a non-family CEO.*

*Non-family CEOs leading family owned businesses.*

*Specific topics to be discussed during the workshop will include:*

- *The CEO hiring decision. When should a family firm consider appointing a non family member as CEO?*
- *How much freedom should the non-family CEO be given to manage the firm? What items should the family control most closely?*
- *From the perspective of the non family manager:*
  1. *How should you decide whether or not to accept an offer to run a family firm?*
  2. *What are the keys to success for a non-family CEO in a family company?*

(By invitation only)

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# Corporate Learning Network

## INNOVATION AND LEARNING

February 25-26

### WEB 2.0 – DISCONTINUOUS CHANGE



Prof. Albrecht Enders

*In recent years, industries have been changing at an increasingly rapid pace due to the emergence of new technologies and business models. Relying on these new technologies and business models, new market entrants continue to redefine the competitive landscape in many industries. Industry incumbents are continuously challenged to cope with the threats posed by these new entrants, unless they are able to readjust the way they compete. However, adjusting to changes in the environment is particularly difficult when incumbents have to rethink the established, fundamental premises of how their business works. In the first part of this two-day Discovery Event, we want to take a closer look at the underlying reasons why established players have such difficulties adapting to discontinuous changes. The discussion will revolve around industries that are threatened by new entrants that relying on Web 2.0 technologies. Thomas Schroeter, CEO of the online dictionary site bab.la, will share his experiences as a new entrant in the publishing market.*

*In the second part, we will take a closer look at the possibilities that the Web 2.0 offers to co-create value with customers. Our particular focus will be on mass customization and Web 2.0 technologies. Jana Eggert, CEO of the mass-customization apparel company Spreadshirt, will share her insights of mass-customization allows Spreadshirt to tap into the long tail of fashion retailing.*

Discover:

- *What can established players do to defend themselves against the threats posed by new market entrants?*
- *How can Web 2.0 technologies be leveraged to co-create value with customers?*
- *How can mass-customization be used to target customers in the long tail?*

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# Corporate Learning Network

October 11-12

**BUSINESS ADVISORY COUNCIL**  
(By invitation only)

September 2-3

**DRIVING INNOVATION**



Prof. Bill Fischer

*Five hundred Chief Technology Officers must know something about innovation! That is the premise of this Discovery Event: to share the lessons of innovation learned from the more than 500 CTOs who have attended the Driving Strategic Innovation program partnership between IMD and MIT's Sloan School of Management. The result of our engaging in an ongoing dialog with these managers has been a rich set of insights into how the art and science of innovation are evolving as a result of fundamental changes in the business environment.*

*Discover:*

- *The changing domain of innovative activity along the value-chain: from single site, single organization, and single culture innovators to increasingly multi-site, multi-organization and multi-cultural innovation partnerships;*
- *What it takes to successfully "jump" the technological S-curves that define industry change;*
- *Developing a new host of relationships with early adopters/lead users that help innovators see further into the future, sooner;*
- *Understanding the importance of developing innovative capabilities and executing on them to achieve the aspirations;*
- *The role of the successful innovation leader, both in team and organizational roles*

*Register: [www.imd.ch/cln](http://www.imd.ch/cln) and click on 'Discovery Events'*

# Corporate Learning Network

November 25-26

## ENTREPRENEURSHIP



Prof. Stuart Read

*It is the relentless business paradox. The entrepreneurial dream is to build a large enduring firm, yet large enduring firms aspire to become more entrepreneurial. This Discovery Event will begin to bridge the gap, helping large firms create new innovations, products and markets. The agenda will include a variety of relevant perspectives, including:*

### *Discover*

- *Approaches used by expert entrepreneurs*
- *Designing organizations for opportunity creation*
- *Large and small firm case studies*
- *IMD research into managerial decisions in entrepreneurial situations  
Implications for you and your business*

*Fortune 50 firms and 50-person startups share a common goal of creating new opportunities to sustain and grow. Participants in this Discovery Event will find that the process is fundamentally the same for both types of organizations, it is not mysterious, and that entrepreneurial opportunities can be created systematically. We hope you can join us.*

*Stuart Read is Professor of Marketing at IMD and a serial entrepreneur recovering from creating 6 startups (2 IPO and 4 acquired).*

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# Corporate Learning Network

## RESPONSIBLE LEADERSHIP

May 27-28

### LEADERSHIP FOR A NEW ERA – HOW TO UNLOCK EXTRAORDINARY PERFORMANCE



Prof. George Kohlrieser

*Why do some leaders and some teams overcome impossible barriers, go beyond unbearable pressure and frustration, and persevere in order to achieve outcomes seemingly beyond reach when others would give up? The answer to that question has never been clearer. Through their desire for relentless improvement, leaders at the edge can unlock the highest levels of performance from themselves, their teams, and their organizations, making work a more exciting place to be for themselves and those around them. Leading at the edge enables people to "play to win" rather than simply "playing not to lose".*

*Cutting edge leaders know how to take appropriate risk, inspire trust and create opportunities to foster success for themselves, their teams, and their organizations. In the current economic recovery, leaders are facing intense pressure like never before. There are so many complex changes and challenges centered around the need for engaged high performance. Drawing on studies of High Performance Leadership from the world of sports, business, medicine, music, theater, military, and hostage negotiation, managers can translate this knowledge to the real world of leading. The next question is how successful do you want to be as a leader?*

*Join George Kohlrieser, IMD Professor of Leadership & Organizational Behavior and hostage negotiator, who will focus on what leaders need to understand and do to create stability in an unstable world.*

Discover:

- *What makes a great leader*
- *How to inspire others*
- *How to play to win*

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# Corporate Learning Network

September 30-October 1

## CORPORATE SUSTAINABILITY MANAGEMENT OPEN FORUM: SUSTAINABILITY STRATEGY INNOVATION



Dr. Aileen Ionescu-Somers

*Managers will say that the integration of environmental and social issues (beyond compliance) into corporate strategy within firms is challenging under any circumstances, but few would dispute that it becomes particularly difficult in the midst of the most severe recession since the 1930s. As usual in all tough situations, there are lessons to be learnt and opportunities to be capitalized upon. Now that the worst of the financial crisis is over, IMD's Forum for Corporate Sustainability Management is keen to glean some valuable lessons from recent events.*

*CSM is a membership platform for research and learning in the area of corporate sustainability management [www.imd.ch/csm](http://www.imd.ch/csm) . With this event, CSM opens its forum to invite non-member companies also to share their experiences so that all companies can move towards "getting stuff done" in the area of corporate sustainability management. CSM will bring its latest research learnings to the table, but will also invite a number of IMD faculty to bring their research in strategy, organizational development, innovation and so on, to bear on the challenges of corporate sustainability management. CSM's forum are highly interactive and constructive in terms of helping you with your individual challenges. You will even get an opportunity, to table your most challenging strategic issue in this area and have a diversity of managers discuss it with you.*

*Our challenge is to bring something new to you in this area. We always succeed. Join us at this event...Contact [Kay.Richiger@imd.ch](mailto:Kay.Richiger@imd.ch)*

*Register: [www.imd.ch/cln](http://www.imd.ch/cln) and click on 'Discovery Events'*

# Corporate Learning Network

August 30-31

## SERVICE EXCELLENCE: INNOVATE CUSTOMERS NOT PRODUCTS



Prof. Stefan Michel

*This Discovery Event helps managers to rethink their entire business with the objective to systematically identify and explore growth opportunities through service innovations and solutions. The first step on this journey is to unlearn the commonly held belief that services are “intangible products” and can be managed and innovated as such. The second step is a shift in perspective, where participants move from “value chain” thinking to analyzing and shaping “value constellations”. Thirdly, customers are not “innovation adopters” in “target markets”, but active and resourceful co-creators of value. Within this perspective, the firm’s value proposition can be characterized by relieving customers from activities they do not want to perform and by enabling customers to co-create value differently. This radical reframing leads the fourth step, to identify and explore profitable growth opportunities for service innovations and solutions.*

Register: [www.imd.ch/cln](http://www.imd.ch/cln) and click on 'Discovery Event'

September 23-24

## BALANCED LEADERSHIP: BUILDING AUTHENTIC ORGANIZATIONS AND GROUNDED LEADERS



Prof. Thomas Malnight

*In the Discovery event, we will share with the key findings of our research project, which is about exploring the different dimensions of “balance”, and investing how leaders are dealing with the major challenges they are facing in the 5-10 years ahead. The research looks into the way leaders are dealing with the many dilemmas that are coming at them, and how they arrive at decisions. The findings are based on:*

- Essays from 200 MBA students
- Essays from 180 middle managers
- In depth interviews with 80 CEO's and Chairmen from large companies from around the world

*This has provided us with a very rich amount of inputs, which have been developed into a framework for Balanced Leadership. These insights will be shared with the participants.*

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*The framework defines “Balanced Leadership” and portrays the different dimensions of it.*

*So far we have identified 5 key themes:*

- Owning the future*
- Preparing for volatility and ambiguity*
- Having the courage and capacity to challenge*
- Leading with purpose and passion*
- Owning market spaces: economically, socially and culturally*

*Discover*

- The make-up of the concept of balanced Leadership*
- What significant changes are suggested to prepare the organization and its management for dealing effectively with the future issues*
- The importance of integrating CSR in the business strategy*
- The growing importance of providing individual space for reflection and regeneration*

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# Corporate Learning Network

## LEADING THE TOP TEAM

April 12-13

**LEADING THE TOP TEAM: CHIEF INFORMATION OFFICERS' ROUNDTABLE**



Prof. Don Marchand

*By invitation only*

June 3-4

**LEADING THE TOP TEAM: CHIEF FINANCIAL OFFICERS' ROUNDTABLE**



Prof. Stewart Hamilton

*By invitation only*

September 16-17

**LEADING THE TOP TEAM: CHIEF MARKETING OFFICERS' ROUNDTABLE**



Prof. Seán Meehan

*By invitation only*

November 18-19

**LEADING THE TOP TEAM: CHIEF EXECUTIVE OFFICERS' ROUNDTABLE**

*By invitation only*