



ORCHESTRATING WINNING PERFORMANCE 2012

The global business program for individuals and teams

AFTERNOON STREAMS

BRICS AND BEYOND: LESSONS FROM EMERGING MARKETS

Great attention has been given to the rapidly growing economies of China, India, Brazil, and Russia – the so-called BRICs. Much of the focus has been directed on ways of tapping opportunities for revenues and profits in those markets. The idea here is the reverse: to learn new business models and ways of doing business that are coming from companies not only in the BRICs but beyond. We begin with lessons from India and China, and then expand our view to consider Africa and Indonesia.

DRIVING INNOVATION: FROM SIMPLY MORE DOLLARS TO SOCIAL CHANGE History has drawn a clear distinction between commerce and social good, resulting in negative attributions to business, a parallel charity industry, and a long list of significant unsolved problems. In this stream, we bring the activities of making money and driving positive social change together around a series of current and significant issues facing the world today. In addition to extracting key principles from existing businesses which are effectively bridging this gap, we will also challenge the group to look ahead to what needs doing, and how it might be done.

LEADING FOR SUSTAINABLE SUPPLY CHAIN OPERATIONS

The attention dedicated to environmental issues has drastically increased over the last 25 years. In this stream, we will look into the challenges and opportunities at the intersection between environmental management and global supply chain operations. We will use the example of Unilever's journey toward exclusively using certified sustainable tea in its major tea brands and examine the proliferation of eco-labels, to explore the implementation challenges in leading for sustainable supply chain operations. In addition, we will explicitly link sustainability initiatives to company strategy as well as to the service delivery system of an organization.

BREAKING THE CODE: WINNING THROUGH ENTREPRENEURIAL ACTION

Built to Last proved to be a huge bookstore success, years ago, but the recipes it provided for performance proved hard to replicate consistently. Reality is that sustainable success was and remains an elusive concept; some would even say a venerable Loch Ness monster, often seen but never documented. So, how do companies continuously reinvent themselves to stay ahead of the game? How do they preserve the entrepreneurial spirit that made their success possible in the first place? How do leaders communicate that need to stay on top and the drive to do so? How do private equity investors, typically buy-and-sell investors, wrestle value out of positions corporate owners were unable to take advantage of? Can we learn from some remarkable innovation players how to possibly become more sustainable? The sessions in this stream will discuss corporate entities that have been able to invent and re-invent themselves over time, often through technology, new business models and creative thinking.

BUILDING LEARNING ORGANIZATIONS

In this stream we will examine how successful companies set their organizations to learn faster than their competitors. We will outline the key strategic and operational choices key decision makers have in setting-up or restructuring their corporate learning and we will look at the key role personal leadership characteristics play in the competition for knowledge. Participants will have the opportunity to reflect on the situation in their own organizations and incorporate the insights from our research into their action plans.



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MERGERS AND ACQUISITIONS: A STRATEGIC FINANCE VIEW

In this stream, we will look carefully at the key factors that make an international growth strategy successful. The key focus of the stream will be on the links between finance and strategy, with an emphasis on M&As. We take a strategic finance view: good M&As must create value. Some topics analyzed include: how to grow profitably with M&As; fighting a hostile takeover battle; growth opportunities in emerging markets; financing and valuation in an M&A setting; creating second home markets: many companies need to create international markets, which are many times larger than their own home market.

This is an exciting, yet demanding stream. You are expected to have some familiarity with basic finance concepts and to prepare carefully for the sessions before OWP and also during the week at IMD.

THE HARD AND SOFT, BIG AND SMALL, GOOD, BAD, AND UGLY SIDES OF CHANGE

Business leaders face the challenge of implementing new strategies and leading the organization through change. It is a job that requires both different and sometimes conflicting skill sets: the hard-nosed approach focused on achieving results while at the same time picking up the signals of cultural shifts and undesired behaviors. This complexity is particularly visible when implementing new strategic initiatives that span functional, geographic and business unit boundaries. Throughout this stream, we will discuss different approaches to managing both the hard and soft side to execution and change. Business executives able to maneuver through difficult situations and able to govern towards the strategic vision have developed a capability that keeps them clear of the “danger zone”.

CREATING DREAM TEAMS: IS IT POSSIBLE?

This stream considers how teams become transformational to help them achieve their ambitions. Through experiential learning, the aim is to make team members aware of the elements of transformational leadership and to help them understand how those elements can be cultivated collectively, through lateral interactions, in the context of a team. How can individuals become transformational members of a team, even if they do not lead the team? And what makes people elsewhere in the organization perceive the team as transformational? The stream focuses on the four pillars of transformational performance and how these come together in effective teams, based on: developing collective trust, harnessing energies, embracing different perspectives and learning to give and take support. The learning will take place primarily through small group interaction facilitated by coaches. At the end of each session, we will discuss in a plenary how some unusual teams achieve their outstanding performance. The goal is to translate the insights into tangible learning that can be easily applied back at work.

MOVING UP TO ENTERPRISE LEADER: THE SEVEN SEISMIC SHIFTS™

What does it take to become an effective enterprise leader? This stream will explore the challenging shifts leaders make as they move from senior functional positions to become general managers, business unit leaders and managing directors. Based on extensive interview research with newly appointed business unit leaders, senior executives charged with developing next-generation talent and senior HR managers, we identified a challenging set of changes in their leadership focus and skills, which we call the Seven Seismic Shifts™. Aspiring enterprise leaders must learn to move from specialist to generalist, from analyst to integrator, from tactician to strategist, from bricklayer to architect, from problem solver to agenda setter, from warrior to diplomat, and from supporting cast member to lead role.

In addition to exploring these shifts, the stream will look at what it takes for organizations to “build” a pipeline of future enterprise leaders.

ACTIONABLE GROWTH IDEAS: CAPITALIZING ON NEW BUSINESS OPPORTUNITIES

You work in an established organization. One day, as you were fighting once again a problem that refused to go away, you got an idea. An idea about how to grow your firm’s product portfolio, target a new market or tap into a valuable supply source for a new opportunity. As you thought about it, you became convinced that it is a great idea for growth - perhaps even a once-in-a-lifetime idea. What do you do next? It is hard to overcome inertia and rigidity, to find resources to do new things and to convince colleagues that the growth idea can yield substantial benefits. And yet the opportunity to create new and unique value is probably why most of us pursued a business career. It is exciting, energizing and invigorating.

In this stream, we will explore how to position and resource new business opportunities in existing organizations, and how to persuade others to commit their time and energy to the new idea. We will share insights derived from companies around the globe on the wisdom of making incremental versus large changes, on maintaining resilience in the face of resistance and on managing environmental uncertainty and learning to give and take support. The learning will take place primarily through small group interaction facilitated by coaches. At the end of each session, we will discuss in a plenary how some unusual teams achieve their outstanding performance. The goal is to translate the insights into tangible learning that can be easily applied back at work.



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