



## ORCHESTRATING WINNING PERFORMANCE 2012

The global business program for individuals and teams

### MORNING STREAMS

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#### **LEADING AT THE EDGE: HOW TO BRING OUT THE BEST IN YOURSELF AND OTHERS**

Leading at the edge means playing to win as an individual, as a team, and as an organization. Surprisingly, the vast majority of leaders are in fact “playing not to lose,” which means they are not really leading at all. Companies that create a leadership development culture excel because they become talent magnets by always providing people with opportunities to learn, grow, and build leadership competencies. These organizations become high performing organizations by attracting and keeping their most talented people fully engaged, and by creating a self-reinforcing cycle whereby leadership development is at the heart of successfully running the business. Regardless of their professional and organizational roles, all top leaders must understand how leadership, culture, and operational effectiveness are closely intertwined to achieve outstanding results. Drawing on the latest studies of high performance leadership from the world of business, sports, education, hostage negotiation, music, theater, and personal achievement, we will translate this cutting edge knowledge to the real world of leading especially in times of change and transformation. You will learn what the leaders in the top companies, who are known for their outstanding leadership cultures, do so successfully to continue leading at the edge.

Playing to win also means learning to develop a global mindset to effectively lead across cultures and different value systems. It means to promote sustainable organizations which look beyond the short-term interests of the company and contribute to build a sustainable society. We will share the latest research on the link between leadership, values and cultures and how leaders are addressing the sustainability challenge.

#### **LEADING THE FAMILY BUSINESS: LEVERAGING COMPLEXITY FOR OUTPERFORMANCE (8.30 - 12.30)**

Family businesses are highly complex structures. The overlap of family, ownership and business interests typically entails often destructive conflicts. This stream highlights a structured and integrative approach to these complexities, turning them into competitive advantages. Advanced lessons from winning family businesses of the IMD-Lombard Odier Global Family Business Award bring the strategies and governance structures alive and applicable to all generations of family businesses.

#### **NAVIGATING THE FUTURE**

Following a sketch of salient adjustment strategies throughout human history and their teaching, the stream discusses four main challenges in navigating our future:

- How to create socially acceptable technological solutions to major human problems
- How to sustain the by no means self-evident economic and political progress in emerging markets
- How to manage and politically sustain vital structural adjustments in emerged markets
- How to realign individual pursuits to broader societal perspectives industries.

The five sessions address both business-to-business and business-to-consumer markets across different industries. Each session includes an interactive introduction to the topic, one or several case studies, and time for group discussions and participant exchanges.



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## **CUSTOMER STAR: HOW TO BUILD A CUSTOMER-CENTRIC ORGANIZATION**

While customer orientation is a well-known construct theoretically, companies around the globe and across industries often fail to be perceived as customer centric by their customers, or struggle to prove the link between customer excellence and bottom line results to shareholders. The objective of this stream is to help participants identify their blind spots with respect to customer centricity, and to learn best practices from Faculty, guest speakers and fellow participants.

The Customer Star serves as an overarching framework that ties together the customer's universe with the world of your organization. Interactive discussions on each Customer Star element help participants to reflect and define executable action goals.

## **LEADERSHIP JOURNEYS: EXPLORING THE DYNAMICS OF POWER, COLLABORATION, TRUST AND AUTHENTICITY**

Organizations and societies are asking for more leadership. Yet developing leadership does not come from reading a text book or from reading case studies of great leaders and trying to emulate them. Leadership is developed through experience, and by carefully building up awareness, knowledge and intuitions about oneself as well as others. It involves understanding how other people's behaviours affect our own behaviour. We call this stream the Leadership Journeys because you will take a journey through these ideas; explore each of them by exploring yourself, your team and your organisation. On the journey, you may probably discover aspects about yourself, your colleagues and your own journey through life that you were unaware of. You may also gain insights into the behaviour of others, and realise how their behaviour and leadership is impacted by you, and how your behaviour is impacted by them.

## **STRATEGIC PARTNERSHIPS TO GAIN COMPETITIVE ADVANTAGE**

In today's more uncertain world, we cannot rely on ourselves alone to gain and sustain competitive advantage. Rather, we need to look to our ecosystem of potential strategic partners who will help us along the way. However, that is easier said than done. Questions abound: how do we screen for potential strategic partners? What are the right governance mechanisms in establishing a strategic partnership? How do we manage the partnership – especially when it is cross-cultural? What if the partnership goes sour? How do we manage disputes? Finally, any ecosystem means a portfolio of strategic partnerships. How can we maximize the benefits of the portfolio of strategic partnerships rather than each individually?

## **FROM SCENARIOS TO STRATEGIC PRIORITIES: GETTING YOUR TEAM ALIGNED**

This stream has been designed for teams of participants from the same company that face important issues of strategic choice or implementation of already chosen strategies. Based on concepts in the best-selling book *Must-Win Battles* by IMD's Peter Killing, Tom Malnight and Tracey Keys, these five sessions will take your team from its current starting point and move you further and more quickly along the road to strategic success. All sessions will be delivered by Peter Killing.

For best results, teams will need to do some work between sessions. Templates will be provided throughout the stream for immediate use, and these should be taken back to the workplace to use with a broader group.

## **FEELING CRUSHED BY COMPLEXITY? EFFECTIVE WAYS TO SIMPLIFY YOUR BUSINESS**

Complexity is everywhere in business today. Some complexity is necessary, say to underlie a distinctive value proposition, but the majority is just "noise." Indeed, we find that many organizations are crippled by unnecessary complexity: too many processes; too many projects; too many products or services; too many systems; organizational structures that are too confusing; incentives that conflict; and so on.

This unnecessary complexity erodes profitability, impedes productivity, confuses customers, adds non-recoverable costs and, ultimately, inhibits the ability of organizations to compete.

This stream will identify the root causes of complexity in today's organizations (sometimes it is us!), suggest approaches to tackle and reduce the unnecessary complexity and illustrate business simplification programs with new examples from a variety of industries and geographies.



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## **RE-INVENTING THE PRIVATE SECTOR: NEW BUSINESS MODELS**

Classic business models evolve from an idea to an economic logic, and strategy is the vehicle from one to the other. The optimal ecosystem for business then requires competition, and hopefully wise regulation with hands-off governments. However, in recent years we have witnessed the development of new models, primarily coming from emerging markets, where economic logic (profit maximizing) drives the business model in creative ways. This stream presents lessons from these firms and their founders, showing how expanding the boundaries of the firm and changing the business ecosystem are pre-conditions for profitability and sustainability.

## **LEADING THE GLOBAL ENTERPRISE: CONFRONTING NEW DISCONTINUITIES**

The multinational corporation (MNC) faces discontinuities today on several fronts. Revenue and profit growth must now come from emerging markets that have to be served at price points that are alien to the firm. Even in its traditional markets, social media has made it challenging for the MNC to keep a hold on its customers. Stakeholder complaints, both real and manufactured, have a tendency to spiral out of control. In both traditional and emerging markets, there is a growing need to engage with governmental and inter-governmental agencies to ensure a trade landscape that is conducive to the firm.

Demographic shifts have forced the firm to look at non-traditional sources of talent. India and China, in particular, have become important sources for skilled technical talent. The top management team is being forced out of its ethnocentric comfort and being nudged to develop a global mind-set and a truly global leadership team. In this stream, we will explore how MNCs could successfully confront each of these discontinuities.



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