



ORCHESTRATING WINNING PERFORMANCE 2012

The global business program for individuals and teams

MORNING PLENARY SESSIONS Overall Descriptions

NEW FRONTIERS IN DECISION MAKING

Decision research - building on insights from cognitive psychology - has made important contributions to fields ranging from consumer behavior to financial management to public policy. But perhaps surprisingly, the impact on management itself has been modest. In this session, we'll explore why so much research in decision theory has failed to address the realities of managerial decision making - and we'll outline a new agenda of decision research. The discussion promises to be challenging, counterintuitive, and of practical value to real world executives.

FEELING GOOD ABOUT MAKING MONEY: SOCIAL RESPONSIBILITY AND CASH FLOW

With a few exceptions such as microfinance, social responsibility is typically integrated into a firm's strategy as an instrument that creates value by attracting customers or suppliers, but not as a direct source of value. Recent examples of CSR initiatives show that it is possible to first define a money-making strategy and then make it socially responsible, rather than the opposite. This session will show that corporate governance structures which put too much emphasis on shareholder value maximization are outdated. Our discussion will highlight that sharing cash flows increases the total cash flow.

BUILDING A CORPORATE CULTURE IN THE 21ST CENTURY

Building a corporate culture that sustains high performance for the 21st century is a tall order. It must be global - but local, large - but entrepreneurial, diverse - but tightly integrated, with visionary execution. Culture is critical to the firm's ability to compete in product markets, and in the market for talent. This stream will look at how a set of global firms deal with critical cultural challenges, such as building strategic alignment, supporting the front line, and integrating across boundaries. Together, we will discover how these firms changed their traditional mindset, habits, and routines to prepare themselves for the future.

GOVERNANCE SUCCESSES AND FAILURES AROUND THE WORLD

Boards are failing companies around the world. From the financial crisis to major disasters such as the BP Macondo field explosion or the Tepco nuclear disaster in Japan, boards are under stress. At the same time, the rise of economic, social and business complexity makes effective boards even more of a competitive advantage for well-tuned, well-managed companies, than was the case in the past. Today's CEO needs sparring partners to emulate the challenges he/she is confronting. And who else can do this but a strong, well-informed, well-connected board? We will look at examples of successes and failures around the world and analyze what makes some boards a liability while others become a true competitive asset.

THE POWER OF CHINA IN THE NEW WORLD

In the turn of this century, Western global dominance of over five centuries is being brought to an end. We are in a new world; one in which China has emerged as a leading player. The world is changing, and China is changing. This session will assess the sources, trends and manifestations of Chinese power, with some emphasis on the implications arising from priorities laid out in the 12th five year plan.



IMD
Chemin de Bellerive 23
1001 Lausanne
Switzerland



Tel: +41 (0)21 618 0111
Fax: +41 (0)21 618 0707
www.imd.org