Discovery Events

Corporate Learning Network members have exclusive access to IMD’s Discovery Events. Discovery Events bring together executives from across the network for intensive working sessions with our world class faculty.

They represent an unparalleled opportunity to discover, discuss and debate the very latest management thinking and to come away with a renewed mindset and fresh ideas to implement in your business.

Many of our members position these events as an incentive program for their high-potential executives.
## DISCOVERY EVENTS 2019

**Switzerland – IMD, Lausanne**

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**REGISTER NOW**

[www.imd.org/cln-de](http://www.imd.org/cln-de)
January 17-18  Managing people in the digital age

We are unquestionably in an age where digital is revolutionizing all we do in the organization – including how we manage people. This event is meant to provide you with insights into the innovations and practices that organizations are using to successfully manage people in this rapidly changing environment.

During this event, we will explore the innovations and approaches that organizations around the world are using to manage people in a time of intense digital disruption.

Discover:
» Some of the innovative approaches that organizations around the world are using to manage people in a time of intense digital disruption
» How you can apply some of these approaches to your own work

Target audience:
» This event is targeted for leaders who are needing to lead people in the current environment – particularly those working in the field of HR
March 14-15  Thrive as an LGBTQ executive or ally

As societies across many parts of the world are making legal and cultural progress to embrace the LGBTQ communities, many companies lag behind this process. LGBTQ executives still find it difficult to bring their full identities to work, while their allies do not always feel empowered to help.

During this event, Professors Ina Toegel and Misiek Piskorski and a host of guests will work together with participants to explore strategies for LGBTQ individuals to thrive in the workplace, and for the allies and the organizations to help in this process.

You will:
» Be inspired by stories of LGBTQ community members
» Share your recipe as a successful LGBTQ executive or ally
» Acquire new strategies of thriving as an LGBTQ executive or ally
» Form even a broader network of LGBTQ executives and allies

Target audience:
» LGBTQ mid-career managers and senior executives
» LGBTQ Allies passionate about advancing inclusion in the organizations
» Human resources executives determined to accelerate the success of their LGBTQ executives
April 11-12

Innovative strategies for public and private sectors challenges

Private and public-sector organizations are gradually facing several common challenges, especially in the face of increasing disruptions in an interconnected world. These issues include digital transformation, cyber-security, a changing labor force, technology-based innovation, and new business models. They are crucially important at a country level, and more frequently than not, they are also influencing performance indicators at the firm level.

This Discovery Event has two objectives. First, to shed some light on the above topics based on recent research conducted at IMD and second, to suggest innovative strategies that should be considered to tackle the above-mentioned challenges. The event will also serve as a forum during which faculty and participants engage in a conversation about ways of addressing some country- and firm-level issues caused by digital disruption. It will conclude by suggesting the learnings to take-away from the presented studies and research findings, as well as from some relevant international benchmarks and best practices.

You will:
» How to think about the general economic ecosystem and the increasing digital disruption to identify issues and challenges that span the public and private sectors
» How difficulties from a country level spill over to the firm level
» Potential innovative strategies to address the identified issues and challenges
» How, in the end, collaboration over different sectors and departments may provide a meaningful resolution going forward

Target audience:
» Executives and decision makers who want to respond to current issues caused by digital disruption with a medium- to long-term strategic perspective in mind

Professor Christos Cabolis

Professor Tawfik Jelassi
May 2-3

Finding purpose through social innovation

How to find meaning in your work and organization?

Have you ever felt like it wouldn’t matter to the world if your job or your organization ceased to exist tomorrow? Not having purpose is damaging to our well-being, our companies and our society. At the same time, today it is no longer lauded if companies are responsible, it is expected. To have purpose means knowing how you and your organization make a difference. In a world where societal demands are more pressing every day and CEO activism is becoming the norm, participants will reflect about their own business and leadership purpose by looking at what drives purposeful organizations to foster social innovation.

Discover:
» Be inspired by stories of successful social entrepreneurs and innovative purposeful global corporations
» Participants will understand the challenges of aligning short-term economic incentives and long-term value
» Participants will also understand what does it take to become a "social intrapreneurs"
» Participants will reflect about their own leadership purpose by looking at what drives these purposeful organizations

Target audience:
» Leaders that are interested learning more on how to balance profit, people and planet
» Leaders rediscovering their purpose and how lead purposeful change in organizations
May 16-17  Rethinking country risk

In today’s turbulent political and economic environment, the need to understand country risk has become even more paramount. Whereas in the past this concern tended to focus on developing countries, the rise of populism in advanced markets has made it a concern to be addressed for all economies.

Discover:
» How we need to reconceptualize the idea of country risk and what potential avenues exist for mitigating it

Target audience:
» Senior management, Business Development managers, Strategy managers, Country managers, HQ managers in charge of overseeing foreign subsidiaries

Professor Omar Toulan
June 6-7

Building a world class sales organization: From digital strategy to strategic account management

Experienced business leaders know that their sales force can have a greater impact on results than any other element of the marketing mix. The challenge has always been to deploy limited resources efficiently and effectively. Fortunately, today’s digital technologies make it possible to scale diverse resources, enabling the sales force to manage profitability across a wide range of account types and sizes.

This hands-on workshop will be conducted by two leading academics with practical experience as sales force managers. Goutam Challagalla is Professor of Strategy and Marketing at IMD. Prior to IMD, he spent 20 years as a professor at Georgia Tech in Atlanta. Professor Challagalla also worked as Principal at The Monitor Group, a strategy consulting company founded by Michael Porter. Michael Ahearne is a chaired Professor of Marketing at the University of Houston and Research Director of the Sales Excellence Institute. Mike also worked as a Principal at ZS Associates and has consulted with over 100 companies on sales force effectiveness in a wide range of industries ranging from energy, healthcare, financial services, CPG, and technology.

Discover:
» How to target and manage profitability from key accounts relationships down to merely transactional customers
» Case study focused on sales force effectiveness best practices and explore the use digital sales enablement to nurture smaller accounts
» How to cultivate customer relationships, focusing on innovation and co-creation to create, measure, and monitor customer lifetime value

Target audience:
» Experienced marketing and sales managers who want to explore the latest thinking on how account strategy is changing
» Marketing and sales operations professionals interested in digital sales force enablement
» Strategic account managers from CPG and other manufacturers tasked with aligning sales resources with corporate strategy and goals
» Insights professionals who support sales and marketing
September 19-20  Step change: How to thrive in the age of complexity

As digital, globalization and social changes accelerate to create more unpredictability and turbulence, business executives realize that the ways of strategizing and working introduced a hundred years ago have reached their limit. They want their business to become more agile but they either do not understand very well what agility is, they fear it, or they grapple with its limitations and implementation challenges. For example, a frequent misconception is that agile methodologies are necessary only for software programming or that agility means chaos and no hierarchy.

This Discovery Event is meant to equip you with the tools for increasing your business’ ability to thrive in this new environment. We will clarify that agile methods are not equal to agile management.

Discover:
1) The power of strategic agility
2) Aligning the organization: starting with agile
   » a. Deciding where agile methods make sense?
   » b. Which agile method?
   » c. Organizational change
3) Aligning the organization: when agility becomes organizational design
   » a. Why scaling
   » b. Principles of agile management
   » c. How to scale: milestones of transformation
   » d. Principles of agile leadership

Target audience:
» This Discovery Event is open to business and functional senior executives who need greater organizational agility and think about the impact on their strategizing and leadership style
October 3-4

**How to bring your breakthrough ideas to life**

Despite recent digital advances and an improved understanding of the innovation process, game-changing offerings remain hard to come by.

During this event, Professors Cyril Bouquet and Michael Wade and Research Professor Jean-Louis Barsoux will share insights from their recent research, featured in a recent article published in Harvard Business Review, and an upcoming book. Their work with corporate clients, as well as interviews and surveys of hundreds of executives involved in innovation efforts, has helped them identify recurrent patterns in the evolution of breakthrough ideas.

**Discover:**

- Five practices that can help bring breakthrough thinking in your organization
- How to maximize your chances of reaching a truly game-changing innovation
- How to revisit your original question if you achieve a dead end
- How peers at other organizations approach innovation

**Target audience:**

- For executives interested in disruption, innovation and out-of-the-box thinking
October 16-17  Finance for non-finance people

Meetings with finance directors are often awaited with trepidation from people coming from the other part of the business. Differences in “language” (finance speaks a different language), and metrics often confuse even the more senior corporate offices. The objective of this brief event is to allow non-finance people to gain an understanding of what finance is about, to present the jargon, and to clarify the advantages that finance knowledge can bring to the people working in the other part of the business (the finance value proposition). By the end of the event, participants will have a better view of what finance is all about, and will gain some important insights on how to successfully partner with it.

Discover:
» Define “value” and “value creation”, and the condition to value creation from a finance point of view
» Lead your understanding of the linkages between the Business Model the company is following and the financial performance of the company
» Finally feel comfortable with finance jargon such as Return on Invested Capital (ROIC), Economic Value Added (EVA™), WACC, P/E Ratios and Dividend Yields (amongst others)

Target audience:
» Non-finance executives who would like to have a better grasp of finance
» Human resources and learning/talent management professionals who want to understand finance and how to incorporate a finance topic into a learning program
November 7-8  Why family-controlled businesses systematically outperform you and what you can learn from them

Family-controlled businesses not only play an essential role in our global economy and society – they account for two-thirds of all businesses in the world and are major employers and contributors to GDP – but they also systematically outperform non-family-controlled businesses. There are many different lessons other firms can learn from them.

Discover:

» In this Discovery Event we will shed some light on the key success factors of family-controlled businesses and discuss ways how you can translate these findings into your governance, strategy and everyday business activities

Target audience:

» Senior executives, board members as well as business development and strategy managers of non-family-controlled businesses
November 21-22  Strategies for thriving in a global career

Success in working internationally is founded first and foremost on having a clear intention and making conscious choices. These choices are both professional and personal and often must factor in the needs and aspirations of partners and children. Informing the choices and their implications are guiding principles such understanding the impact of personality, giving primacy to creating and sustaining ‘home’, and understanding the stages of transition and adjustment. You will learn how to make informed decisions, plan your transitions, and accelerate the process of settling into new roles and locations.

This Discovery Event features Dr. Katia Vlachos as a guest speaker. Katia is a researcher and policy analyst by training, with a Master’s degree from Harvard and a Ph.D. from the RAND Corporation. Katia coaches expatriates and globally mobile professionals going through geographical, career or relationship transitions.

Discover:
» In this Discovery Event you will learn strategies and tools for building a global career

Target audience:
» This event is for professionals who are considering or already pursuing global careers, as well as the HR and global mobility professionals who support them