

Leadership Development Beyond The Crisis: Designing New Learning Platforms

Co-hosted by Executive Learning Partnership and Châteaufarm' - The home of seminars

2nd Workshop on Learning

Châteaufarm' La Ferme de La Ramée
(45 minutes from Brussels)

April 12-13, 2010



"The challenge is to create the organisation you can't fathom today, but will be obvious tomorrow."

Tom Cummings,
Executive Learning Partnership

"Leadership Development remains a key challenge for all organisations. It requires training, mentoring, coaching, mobility, mental shifts and exposure to different environments... should it be lean through cost reduction or should it be lean through effective integration of the different requirements? This is my view the key question for the workshop."

Jacques Horovitz,
Châteaufarm' - The home of seminars

Is your Company's Leadership Development Fit for the New Reality?

How has your company's corporate learning and development fared through the crisis? Recent surveys show that in the wake of the financial crisis many corporate leadership and learning budgets have been nipped and tucked. There is mounting pressure to directly link leadership and learning interventions to performance, all in a turbulent, ever-changing environment.

The demand to more closely connect learning and work requires that leadership development activities be tightly integrated into business systems and work processes. This demands a more active, results-driven approach, which moves beyond the traditional participation model to an expectation that deliverables and outcomes are close to the business. Alongside this many organisations are undergoing company-wide transformation initiatives that rely more on mobilising people than brilliant strategic manoeuvres,

making it an opportune time to transform the role of corporate learning and development.

In the workshop, leadership development will be looked at through different lenses to stimulate discussion and reflection using a variety of methods including conversation catalysts and live case studies. Conversation catalysts include **Fons Trompenaars**, bestselling author and culture guru on the importance of context and culture in driving performance and **Francis Bidault** from ESMT on driving innovation through action-learning interventions. Live case studies from senior HR directors, such as **Bob Watson (Group HR Director for Bupa)**, **Dominique Szulka (People Development Director at Areva T&D)** and **Monique Demonchy (Executive Education Director at Auchan)** will explore ways of integrating leadership development into overall business strategies and agendas.

Your co-hosts and moderators for the workshop will be Tom Cummings, founder and Chairman of Executive Learning Partnership, Jacques Horovitz, CEO of Châteaufarm' - The home of seminars and IMD Service Strategy, Marketing and Management Professor, and Bruno Dufour, senior advisor at CrossKnowledge.



Executive Learning Partnership
STRATEGY & LEARNING ARCHITECTS

Who should attend?

Delegates will be carefully selected to represent a range of senior leaders from European industrial, financial and human service industries. There will be HR Directors, Chief Learning Officers, Heads of Corporate Universities and Management Development Directors present. Each delegate will bring their rich experience in leading corporate learning and development initiatives in their organisation.

Dates, Location, Fees

The workshop will be held at *Châteauform*' La Ferme de La Ramée, a beautiful campus near Brussels, on April 12-13, 2010. To reduce the time you spend away from work and family, we have scheduled the event to begin at 1600 on April 12th and finish by 1700 on April 13th.

The all-in workshop fees is €995 ex. VAT. The hassle-free fee includes the workshop and your entire stay at *Châteauform*', including delicious food, open bar, and all the plentiful amenities that *Châteauform*' offers.

Aims

The aims of the workshop are three-fold. First, to enable you to interact deeply with your peers in senior HR roles about the challenges you face as you continue to plan and build your organisation's leadership development and learning platforms post-crisis. You will also be exposed to the trends and patterns shaping the future of corporate learning and leadership with a specific emphasis on performance-based interactions. Finally, the workshop will provide you with approaches to test and work on the strategic framework underlying your organisation's learning architecture.

You will Co-Create the Workshop

Our aim is to have you guide the design of the workshop to ensure it meets your needs. We will not be overly reliant on outside presenters and PowerPoint presentations to tell you 'the answers'. We believe all the knowledge and know-how necessary will be in the room and the key will be to design the space to enable you to have powerful discussions and dialogue with each other.

We will invite conversation catalysts, Fons Trompenaars and Francis Bidault to stretch your thinking and focus on building a lively discussion. Integrated live case studies from senior HR directors will further your thinking on possible approaches to use in your own organisation.

In this way the event models a 'learning in action' approach in designing internal conversations on a variety of strategic, leadership, and operational issues.

To ensure that the design meets your needs, we will contact you directly either by telephone or through our online survey to discuss the key issues you would like to cover in the workshop.

Below you will find an overview of what the workshop design might look like. This will be adapted based on your feedback.

Before the workshop: We'll get in touch

Upon sign-up, we will contact you to have an interview with you about your needs, ideas, and feedback about what would make the workshop powerful for you. If this is not possible, you will be sent an online survey to complete about your company's leadership development. The results of the interview and survey will be integrated into the design of the workshop and key outcomes will be presented at the workshop.



Symposium Overview

Day 1: April 12, 2010

Start: 16:00

The first day of the workshop will focus on setting a broad context for the new realities in leadership development.

After an introduction, **Fons Trompenaars** will lead a discussion around a key challenge facing leadership development, mainly managing complexity in heterogeneous environments.

He will also support you in thinking through some of the key dilemmas you face in making your organisation's leadership development fit for today's reality. We will continue to work on your key dilemmas throughout the workshop using various processes and tools.

A live case study about Bupa by **Bob Watson** (Group HR Director) will place the focus on deepening the connection between work and learning with a particular focus on senior executive development. Through this and other discussions you will have a chance to consider and discuss the innovative strategies that are being implemented to put leadership development at the core of the strategic and transformational agenda of firms.

Day 2: April 13, 2010

Finish: 17:00

On the second day of the workshop, you will focus on working through ways of making your organisation's leadership development lean(er).

There will be an optional breakfast session focusing on the use of social media as a leadership development tool. Social media is a collection of web-based services for connecting people, enabling large-scale conversations, sharing and co-creating of knowledge, ideas and information.

Following a reflection session, **Francis Bidault** along with **Monique Demonchy** (Executive Education Director, Auchan) will kick off a session about new ways of using action learning powerfully in organisations using Auchan as a case study. Using simulation games blended with transactional role-plays you will have a chance to work through some of your organisational dilemmas in real-time.

A live case study by **Dominique Szulka** (People Development Director, Areva T&D) will outline the challenges inherent in many HR agendas today namely, maintaining continuity with restricted budgets, engaging people in times of uncertainty, talent management in complex market environments, and planning for the future in turbulent times.

After a late lunch, we will collectively determine the key issues or challenges you would like to spend additional time on.

Using an intensive, modified open space methodology, you will take the afternoon to discuss the topics of your choice in sessions hosted by you and your peers, thereby gleaning valuable insights and new perspectives on your organisation's leadership development strategy and implementation. Possible topics might include:

- Designing the learning context using new processes (i.e. U-process, appreciative inquiry, etc.).
- New funding strategies: establishing partnerships, coalitions, selling programs to the business, etc.
- Strategies for integrating leadership and learning into the business agenda.
- Providing just-in-time, individualised leadership development.

Your Co-Hosts



For the last 25 years, TOM CUMMINGS has designed and implemented strategy, change and leadership development agendas for a range of international companies, foundations and public agencies. Prior to ELP, Tom held roles as a senior executive for Organisation, Learning and Leadership development in Unilever, Shell International and ABN AMRO Bank. Tom has also served as an academic at IMD International in Lausanne, Switzerland (1987 to 1992) where he co-directed the workshop Business Alliances and conducted award-winning research. In 2008 he co-authored *Leadership Landscapes* with Dr. James Keen.



BRUNO DUFOUR is an independent consultant for European Management Improvement and Learning Efficiency and a Senior Advisor at the European Foundation for Management Development (EFMD) in Brussels. His former roles include: Training Director in Auchan Group; Management Development Director in the Renault group; and co-founder,



JACQUES HOROVITZ is Professor of Service Strategy, Service Marketing and Service Management at IMD, Lausanne, Switzerland. He has published 15 books among which, *Quality of Service* (translated in 20 languages), *Service Strategy*, and his latest book, *A dream with a Deadline*. He also created in 1996 the *Châteauform'* concept. In creating *Châteauform'*, he wanted to develop places uniquely dedicated to meetings and seminars where clients would feel like at home, mixing high touch and high tech. Today *Châteauform'* hosts several Corporate Universities like Axa, Bouygues, PPR...

MD and now CO of Francital. He was also a professor at ESSEC and EM Lyon and has been actively involved in setting up accreditation procedures for business schools and corporate universities. He published several books, including: *les meilleures pratiques de développement des dirigeants* with Martine Plompen.

Sharing Practices & Experience



Graduated from CELSA and certified in coaching, DOMINIQUE SZULKA has been working in HR for more than 15 years. He spent 10 years at SFR, a French mobile phone company, first as a HR Manager and then as a Training Director. He joined Areva T&D in 2008 and he is in charge of People Development for France and Belgium.



MONIQUE DEMONCHY, MSc in HR, is Head of Executive Development at Auchan, an international retailing company, for the last 8 years, with former experience in management in purchasing and in the training department.



BOB WATSON joined Bupa as Human Resources Director for the Bupa Health Services division in 1992, becoming Human Resources Director for the whole Group in October 1995. Bob joined Bupa from Citibank where he spent eight years and latterly held the post of Personnel Director. He was responsible for the human resources activities of all the bank's consumer business in

the UK, incorporating Citibank Savings, Diners Club, Citibank Life and Quotron International. Prior to joining Citibank, Bob spent 11 years at the Sedgwick Group (now Marsh & McLennan) starting as a junior training officer, spending a number of years in management development and then as Head of HR for the Head Office. Bob is also a non-executive director of the Institute of Employment Studies. He is married, has two daughters and lives in Surrey.

Registration

To sign-up, please print out this page and send it:

by fax +33 (0)1 40 74 50 34
to the attention of Emmanuelle Adamson Faure

or by mail to
Châteauform' - The home of seminars
Emmanuelle Adamson Faure
22 rue du 8 Mai 45
F - 95340 Persan. France

Yes, I would like to make a reservation for ___ participants.

Mr Mrs Ms

Last Name _____ First name _____

Job _____ Department _____

Company _____

Address _____

Postal Code _____ City _____

Tel _____ Fax _____ E-mail _____

No thank you, I will not be able to join this time, but I would be interested in participating in the online survey.

No thank you, I will not be able to join this time, but keep me informed of future events.

Fees

Our aim is to make this a hassle-free event for you. You will stay at an exquisite place with easy access from Brussels airport. The workshop fee includes your stay at Châteauform', which means that you'll enjoy delicious food, open bar, and the plentiful amenities that Châteauform' offers. **The all-in fee for the workshop** (your room, all your meals and drinks, the unlimited access to internet from anywhere in the castle, phone communications from your rooms, and of course the logistic and contents of the symposium) is € 995 excl.VAT. Please note that your registration will be confirmed only when your payment has been made. For French companies, these fees are deductible from training expenses.

Your payment to Châteauform':

Bank card: Cardnumber (16 digits) _____

Expiry date: __ / __ The 3 last digits on the back of the card: ___

signature:

Cancellations

If you need to cancel your participation 15 days or more from the event, 30% of the fees will be due.

For cancellations made 14 days or less from the event, 100% of the fees will be due.

In this case you do have the option of proposing a substitute at no additional fee.

Contact us

For more information please contact:

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