



NEW
PROGRAM
SCHEDULE

GLOBAL LEADERSHIP

ORCHESTRATING WINNING PERFORMANCE

Create your own learning journey

OWP 2016
LAUSANNE
SINGAPORE



1st

WORLDWIDE
IN OPEN PROGRAMS
4 CONSECUTIVE YEARS
- 2012 - 2013 - 2014 - 2015 -
Financial Times

ORCHESTRATING
YOUR
WINNING PERFORMANCE
JOURNEY

ORCHESTRATING WINNING PERFORMANCE
IS A UNIQUE 5-DAY PROGRAM FOR
INDIVIDUALS AND TEAMS AT ALL CAREER
STAGES AND FROM EVERY INDUSTRY

In one comprehensive program, you get the latest trends and insights in business management and leadership. Plus, you get the chance to build your professional network with up to 450 global executives.

Each edition of OWP offers a totally NEW program in a fully customizable format.

HOW THE PROGRAM WORKS

AS AN **INDIVIDUAL**



- ✓ Learn about the newest trends in business management and leadership
- ✓ Solve your challenges with face-to-face learning from world-class Faculty
- ✓ Become part of an exclusive network of 100,000 international executives from 140 countries

AS A **TEAM**

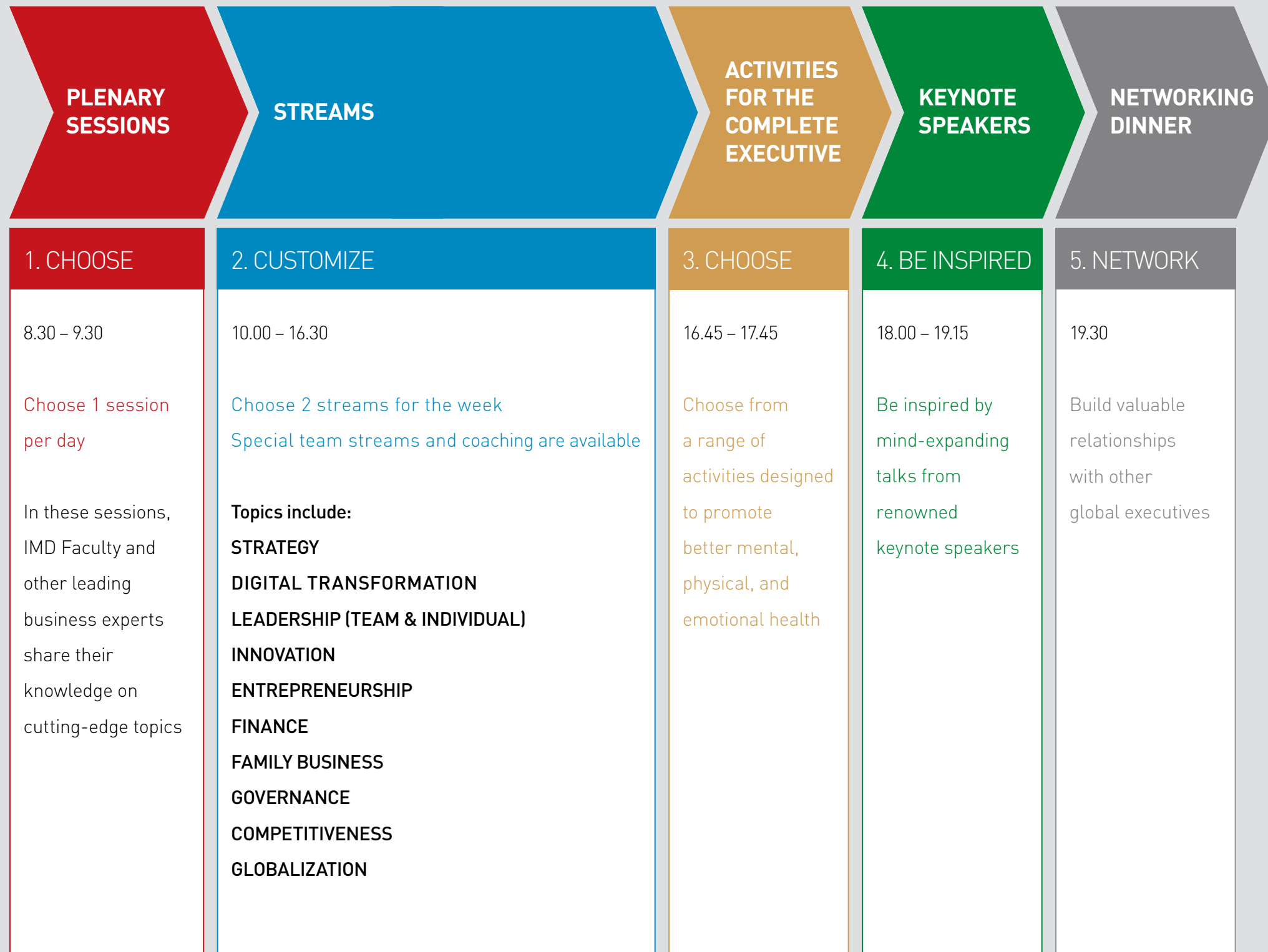


- ✓ Build team commitment around your real business issues
- ✓ Identify capability gaps and update skills around a common strategy
- ✓ Create the necessary team dynamics to turn your strategy into action

Company-specific team options



- ✓ Work with Faculty to address a particular challenge, gain clarity on your strategy and build team commitment to drive change. This custom option includes coaching, pre-program work and post-program follow-up



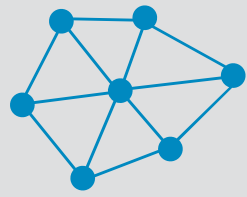
BIG NETWORKING OPPORTUNITIES IN A SMALL CLASS FORMAT

AVERAGE CLASS SIZE: 30

YOU NETWORK
WITH UP TO

450

INTERNATIONAL
EXECUTIVES AND TEAMS



50+

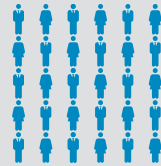
NATIONALITIES



YOU ARE LED BY UP TO

30

LEADING FACULTY
AND WORLD EXPERTS



30+

INDUSTRIES

All career stages: CEO, General
Manager, Senior Executive, Director,
Functional Manager, Managerial Teams



YOU GAIN
INSIGHTS ON

20+

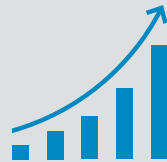
HOT TOPICS AND TRENDS



YOU EXPERIENCE

5

DAYS OF WINNING PERFORMANCE



ALL IN 1 PROGRAM

ORCHESTRATING WINNING PERFORMANCE



MEET THE PROGRAM DIRECTORS

Program Co-Director

Michael Wade
British/Canadian
Innovation and Strategy
Cisco Chair in Digital
Business Transformation



Program Co-Director

Dominique Turpin
French/Swiss
President of IMD
Nestlé Professor



” Orchestrating Winning Performance will respark your love of learning. It is like an ‘intellectual shot in the arm’. You will come out of this week with a renewed sense of purpose, with great practical insights, and lots of creative energy. Plus, you will get to network with an amazingly diverse group of international executives.

” OWP is simply a must if you are serious about developing yourself as a global leader. You learn how to improve long-term business results by creating a strategic direction, translating it into actions, engaging internal and external stakeholders in organizational change, and driving these changes to a personal level.

OWP Faculty

Ben Bryant
British/Australian
Leadership and Organization



” What I like most about teaching at OWP is that I can create short impactful sessions for participants that synthesize past research with my newest findings. It’s a real pleasure to see participants having insights about themselves, about their teams, their organizations and seeing what they could do differently.

Visit www.imd.org/owp for the full list of Faculty teaching on the program.



” I strongly recommend Orchestrating Winning Performance for senior international executives. The content is new every time and again I take back a lot of inspiration that I can immediately apply to my business context and share with work colleagues and clients. It is the second time I have done OWP. It is the best program I know of to achieve so much in just one week.

Henrik Dahlgaard | Partner | Basico P/S | Denmark



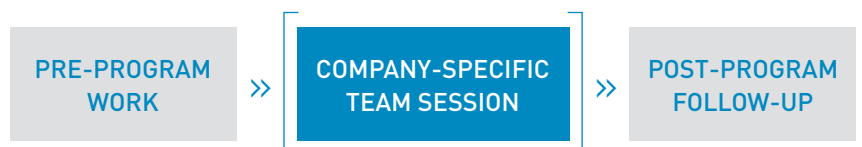
REDISCOVER YOUR SENSE OF PURPOSE AT OWP

Driving true positive change in your business and personal life requires stepping back from the day-to-day, questioning your assumptions and seeking better ways of doing things. Peak performance comes as you optimize your mental, physical and emotional health. Orchestrating Winning Performance helps teams and individuals rediscover their sense of purpose.

TEAM OFFERS

COMPANY-SPECIFIC TEAM OPTIONS

In addition to dedicated team streams, you can create a custom team session. This is a company-specific learning journey in which your team will work with Faculty to address a particular challenge, gain clarity on your strategy and build the skills to turn learning into action. Additional fees apply.



TEAM PRICING OFFERS

- » Reduced fee for each additional participant from the same company
- » 5th participant from the same company comes for free!

It's definitely a good decision to join OWP as a team. We were impressed by the high level learning, the inspiring campus environment, plus the custom opportunity for additional time to work on our own topics. IMD is very professional and delivered on every single detail.

Ernst Balla | Management Development | voestalpine AG | Austria





IMD LAUSANNE

IMD SINGAPORE

The beautiful Lausanne campus sits on the shores of lake Geneva, 40 minutes by road or rail from Geneva International Airport

VENUES

The Singapore session takes place in this thriving city state in the heart of Southeast Asia

June 27 – July 1, 2016

DATES

November 28 – December 2, 2016

Singapore Program Schedule available early 2016

CHF 10,900* For the first participant

SGD 15,900* For the first participant

CHF 9,900* Early bird deadline
February 29, 2016

SGD 13,900* Early bird deadline
July 31, 2016

CHF 8,900* For each additional
participant from the
same company and
for IMD alumni

FEE 2016

SGD 12,900* For each additional
participant from the
same company and
for IMD alumni

Team offer 5th participant
comes for free!

Team offer 5th participant
comes for free!

**IMD reserves the right to modify the program dates, location and fee at any time.
Singapore program delivered by IMD Southeast Asia Pte Ltd. GST (7%) to be added for Singapore registered companies and residents.*

THE OWP PROMISE

A unique and fully customizable learning opportunity for individuals and teams in one global, innovative business program.

TALK WITH US

+41 21 618 07 00 info@imd.org

APPLY NOW

www.imd.org/owp



At OWP you are exposed to a great diversity of industries and cultures. This brings real added value for me. OWP has given me the tools and insights to better negotiate with different cultures. I have attended other executive education programs before but we were not connected to the same level of diversity. You get much more diversity at OWP.

Félix Lavín | Director of Administration | Grupo Petromex | Mexico

OWP is the best example of what IMD can deliver in a short space of time. The Faculty are exceptional and provide insights from real and practical experience to help solve business problems that organizations are facing. IMD is 1st globally in executive education. This sign of excellence motivates people who want to be the best themselves.

Ioana Canescu | Europe Contract Management Business Practice Leader | IBM | Finland



OWP is a fantastic week. I am certainly further ahead in business life than I would have been without IMD's help. IMD is great – not just good.

Sergio Cantoreggi | Global Head of Research and Development | Chief Scientific Officer | Helsinn | Switzerland

OWP has given me deep insight into emerging trends and the companies that are developing effective strategies. IMD Faculty have very close working relationships with industry and this is reflected in the excellent case studies. IMD is the best business school for me to get this depth of understanding and the next practical steps.

Gillian Pillans | Research Director | Corporate Research Forum | UK



OWP stimulates new ideas, free thinking and is an excellent nurturing ground for innovation.

Danny Samuel | Chief Executive Officer | ITNL International Pte Ltd | Singapore

OWP has been an excellent chance to refresh leadership skills, be more focused and network with business leaders from around the globe.

Fathi AlHabib | Director, Operation Work Process | Saudi Basic Industries Corporation | Saudi Arabia



A TRANSFORMATIONAL LEARNING EXPERIENCE

7 WAYS THE OWP EXPERIENCE CAN TRANSFORM YOUR PERFORMANCE



Builds your **LEADERSHIP
COMPETENCIES** fast



Gives you an **EFFECTIVE
ROADMAP TO MANAGE DIGITAL**
business transformation



Prepares you to **INNOVATE
WITH MORE AGILITY**



BOOSTS TEAM RESULTS
around a common strategy



Develops **ENTREPRENEURIAL
EXCELLENCE IN
FAMILY BUSINESS** members



**INTRODUCES YOU TO A
GLOBAL NETWORK** of leading
business executives



Takes you beyond your daily workplace
to experience productive discussion
and reflection in a **STIMULATING AND
INSPIRING SETTING**

DESIGN YOUR PERSONAL PROGRAM SCHEDULE*

*Content subject to change



OWP LAUSANNE
JUNE 27 – JULY 1

Monday | June 27

Tuesday | June 28

Wednesday | June 29

Thursday | June 30

Friday | July 1

8.30 Monday only REGISTRATION

8.30 – 9.30

PLENARY SESSIONS

1. CHOOSE

Choose a different plenary session every day from Tuesday to Friday.

In these sessions IMD Faculty and other leading business experts share their knowledge on cutting-edge topics.

Welcome to OWP
Michael Wade
Dominique Turpin

The World Economy: Outlook & Business Impact
What can we expect from markets in 2017? Discover which countries and industries look set for long-term economic growth.
Arturo Bris (Friday at 14.00)

LEADERSHIP

Tawfik Jelassi

Leadership in a High-Turbulence Environment

Discover the lessons learned from an ex-Tunisian government minister on leading large-scale transformation in a post-revolutionary context.

GLOBALIZATION

Jean-Pierre Lehmann

Asia: A Continent in Turmoil – Perspectives, Prospects & Business Implications

This session assesses what drives Asia's transformative business environment, the prospects and scenarios that emerge and proposes strategic implications and options.

STRATEGY

Dominique Turpin

Key Trends that are Shaping the New Competitive Landscape

Explore trends that are likely to shape the new competitive landscape and impact the way you do business.

LEADERSHIP

Ben Bryant

CEO Learning Dilemmas

Explore the nature of sustained learning in senior executives including: pitfalls, challenges, the need for success, avoidance of failure, risk and perfection.

LEADERSHIP

Jennifer Jordan

Detecting & Preventing Deception in Your Business Counterparts

Get familiar with several verbal and non-verbal methods for detecting deception in co-workers and limit the chances that others will successfully deceive you.

GLOBALIZATION

Leif Sjoebloom

Doing Business in Africa – Opportunities & Risks

Africa is experiencing remarkable growth and development. Explore the new business opportunities this creates and how to manage the risks.

STRATEGY

Goutam Challagalla

How Simple "Strategy" Principles Set Market Leaders Apart

Learn how companies such as Apple, Coca-Cola, Amgen and Disney combine high-level strategy with flexibility, thus allowing for local market customization.

10.00 – 12.30

MORNING STREAMS

2. CUSTOMIZE

Choose 1 morning stream to follow for the whole week.

In these streams you get the latest trends and insights in business management and leadership.

STRATEGY

James Henderson

Partner out to Partner in: Building Strategic Partnership Capabilities Increases Internal Collaboration

Organizations which build a strategic partnering capability also encourage collaborations within their own boundaries. You partner out to partner in!

INNOVATION

Bill Fischer
Misiek Piskorski
Howard Yu

Design Thinker as Strategist

A design thinker employs empathy and rapid prototyping. Take an experimental journey to collectively discover solutions that you might not have fathomed before.

LEADERSHIP

Shlomo Ben-Hur

How to Change Employees' Behavior: New Solutions to an Old Challenge

Discover what you as a leader must do to help people change their behavior and improve their performance.

DIGITAL

Misiek Piskorski
Tawfik Jelassi
Michael Wade

Leading Digital Transformation Strategy

Learn about leading-edge practices in the business, strategic, organizational and people aspects of going digital.

FINANCE

Nuno Fernandes
Salvatore Cantale

Finance for Executives

Develop a comprehensive approach to financial analysis and managerial finance, plus the intuition to solve financial problems and create value-maximizing strategies.

FAMILY BUSINESS

Denise Kenyon-Rouvinez

Exploring New & Old Paradigms to Drive Entrepreneurial Excellence in Family Businesses

This stream provides a practical learning platform where owning families can align interests which can be sustainable, entrepreneurial and high-performing.

LEADERSHIP

Ben Bryant

Dissonant Leadership: Exploring the Uncomfortable Side of Leadership

Using experiential and reflective learning, develop your ability to explore, make sense of the difficult side of leadership and to accept it.

COMPETITIVENESS

Arturo Bris

Competitiveness & Value Creation

Competitiveness is at the core of the value creation process. This stream explores different competitiveness factors that drive this process.

14.00 – 16.30

AFTERNOON STREAMS

2. CUSTOMIZE

Choose 1 afternoon stream to follow for the whole week.

In these streams you get the latest trends and insights in business management and leadership.

Farewell Drink
Friday (15.15 – 16.00)

GLOBALIZATION

Bill Fischer
Jean-Pierre Lehmann
Misiek Piskorski
Howard Yu

The Future of China: Scenarios & Strategic Implications

Assess the driving forces and key trends in China, and explore possible scenarios, signals to look for and strategic implications for your business.

LEADERSHIP (INDIVIDUALS & TEAMS)

Ben Bryant

The Dynamic Tensions of Executive Teams

Dynamic tensions are inevitable in executive teams. Instead of avoiding tensions, executive teams must learn to build trust through them.

LEADERSHIP

Robert Hooijberg
Anand Narasimhan
John Antonakis
Martha Maznevski

Paradoxical Leadership: Excelling at Seemingly Contradictory Styles

This stream explores four distinct leadership styles: charismatic, instrumental, persuasive and agile and presents a framework that successfully integrates them.

STRATEGY

Howard Yu
Thomas Malnight

Winning the Fight for Future Growth

As industry boundaries blur and new competition emerges, well-established sectors can crumble overnight. Join this stream to win the fight for future growth.

GOVERNANCE

Didier Cossin

Governance Successes & Failures Around the World

Explore the fundamental facts that create successful governance with insights from speakers directly involved in significant current governance issues.

DIGITAL

Dan Denison

Cybersecurity & You

Develop your capacity to defend your data and intellectual property from unanticipated security breaches with help from industry experts and experienced hackers.

16.45 – 17.45

ACTIVITIES FOR THE COMPLETE EXECUTIVE

3. CHOOSE

Activities for the Complete Executive

Choose from a range of activities designed to promote better mental, physical, and emotional health.

18.00 – 19.15

KEYNOTE SPEAKERS

4. BE INSPIRED

Keynote Speakers

Be inspired by mind-expanding talks from renowned keynote speakers.

19.30

NETWORKING DINNER

5. NETWORK

Networking Dinner

Build valuable relationships with other global executives.



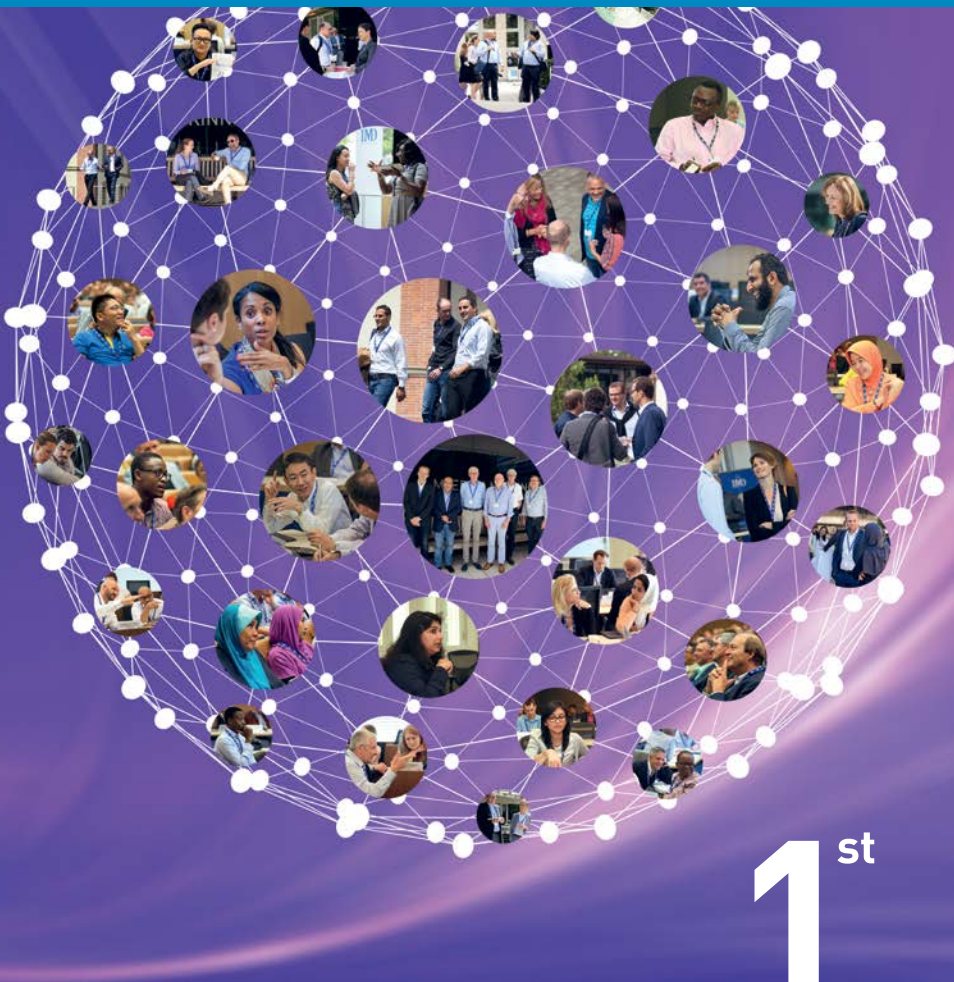
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AS AN INDIVIDUAL



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AS A TEAM

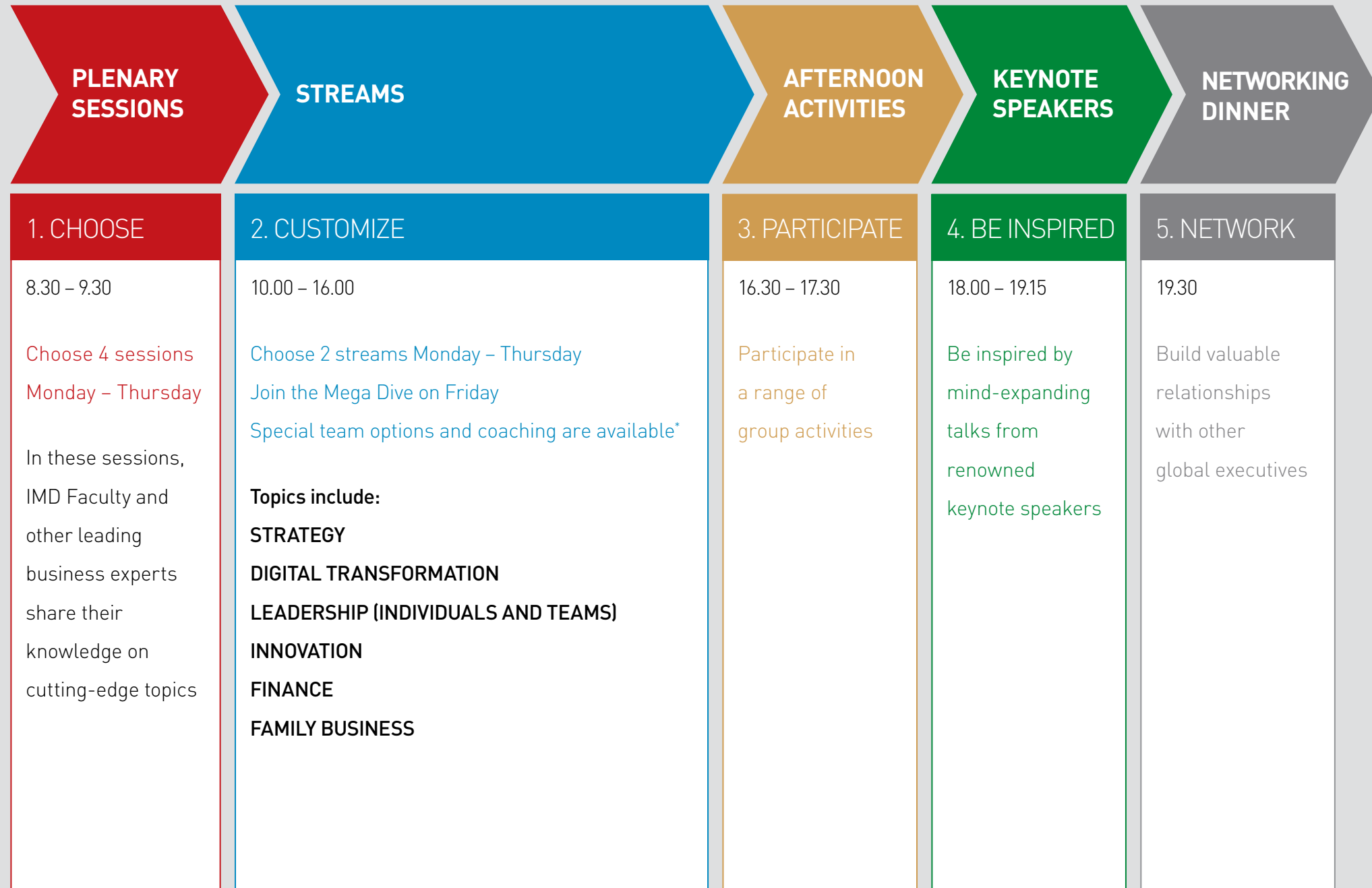


- ✓ Build team commitment around your real business issues
- ✓ Identify capability gaps and update skills around a common strategy
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Company-specific team options*



- ✓ Work with Faculty to address a particular challenge, gain clarity on your strategy and build team commitment to drive change. This custom option includes coaching, pre-program work and post-program follow-up



*Limited availability, offered on a first come first served basis

DESIGN YOUR PERSONAL PROGRAM SCHEDULE*

*Content subject to change



OWP SINGAPORE
NOVEMBER 28 –
DECEMBER 2, 2016

7.30 – 8.30
**REGISTRATION
MONDAY ONLY**

8.30 – 9.30
**PLENARY SESSIONS
MONDAY – THURSDAY**

1. CHOOSE

MONDAY – TUESDAY

Choose 2 of 4 sessions

WEDNESDAY – THURSDAY

Choose 2 of 3 sessions

In these sessions IMD Faculty share their knowledge on cutting-edge topics.

10.00 – 16.00
**STREAMS
MONDAY – THURSDAY**

2. CUSTOMIZE

MONDAY – TUESDAY

Choose 1 of 4 streams

WEDNESDAY – THURSDAY

Choose 1 of 4 streams

In these streams you get the latest trends and insights in business management and leadership.

16.30 – 17.30
**AFTERNOON
ACTIVITIES**

3. PARTICIPATE

18.00 – 19.15
**KEYNOTE
SPEAKERS**

4. BE INSPIRED

19.30
NETWORKING DINNER

5. NETWORK

Monday Nov. 28	Tuesday Nov. 29	Wednesday Nov. 30	Thursday Dec. 1	Friday Dec. 2
<p>DIGITAL Amit Mukherjee</p> <p>More Than Meets the Eye: The Impact of Digital Technologies on Managers Discover the changes you need to make as digital technologies redefine the meaning of "work", transform the structure of organizations and change the rules of success.</p> <p>INNOVATION Charles Dhanaraj</p> <p>Global Innovation: Is Your Organization Ready? Are you leveraging your multinational presence? Find out how you can build a global innovation network in your company and why you should.</p> <p>STRATEGY Dominique Turpin</p> <p>Key Trends That are Shaping the New Competitive Landscape and How to Deal with Them Five mega trends are dramatically impacting the competitive corporate landscape. Explore how leading corporations are turning these challenges into opportunities.</p> <p>ORGANIZATIONAL DESIGN Misiek Piskorski</p> <p>Organizational Designs for the 21st Century Discover how large companies such as P&G become agile, running on social networks and culture rather than formal architectures.</p>	<p>LEADERSHIP INDIVIDUALS & TEAMS Amit Mukherjee</p> <p>Leadership and Teams in Globally Networked Companies Learn the leadership styles you and your team need to be successful, as companies become global and organizationally networked and gender and cultural balances change.</p> <p>INNOVATION Charles Dhanaraj</p> <p>Innovate Locally, Leverage Globally Explore how you can leverage your global presence into innovation hubs, overcome the potential challenges and win.</p> <p>FINANCE Arturo Bris</p> <p>Mastering the Fundamentals of Strategic Finance Learn the nuts and bolts you need to master your financial challenges, namely: capital budgeting, valuation, risk management and securities analysis.</p> <p>DIGITAL Michael Wade</p> <p>Competing in the Digital Vortex You acknowledge that your organization is vulnerable to digital disruption, you want to act, but you do not know how. Discover the key steps to building an agile digital business.</p>	<p>LEADERSHIP John Weeks</p> <p>Changing Bad Habits Discover how you can change your bad habits, and the habits of your people, so you deliver sustainable high performance and become your best self.</p> <p>INNOVATION Bill Fischer</p> <p>Innovation Forensics Despite the hype, most innovations fail. Join this "Innovation Crime Lab" to look at common causes of innovation failure and learn from them.</p> <p>LEADERSHIP Margaret Cording</p> <p>Building Asian Leadership in Multinational Corporations Many multinationals (MNCs) are unsatisfied with the proportion of Asian leaders in senior positions. This session explores organizational interventions that can help your corporation find solutions.</p> <p>LEADERSHIP John Weeks</p> <p>Winning Hearts and Minds Great leaders forge a connection with the hearts and minds of their people to get the most out of them and align to company strategy and purpose. Discover tools and examples that can help you develop your soft power.</p> <p>FAMILY BUSINESS Denise Kenyon-Rouvinez</p> <p>Navigating the Complex World of Family Business (starts 8:30) Understand and navigate family business challenges and explore strategies and structures that will ensure the continuity of your family-owned enterprise.</p> <p>STRATEGY Margaret Cording</p> <p>Structured Flexibility: Strategy Implementation in a Fast-Changing Environment Developing a strategy in a VUCA (volatile, uncertain, complex, ambiguous) world is hard. It is even harder to implement. Learn how you can build agility in your organization without sacrificing stability.</p> <p>INNOVATION Bill Fischer</p> <p>Innovation Fitness Innovation is a verb, not a noun. It is much easier to talk about than to actually do. For a business to be truly innovative, leaders must live innovatively.</p>	<p>8.00 – 15.00 MEGA DIVE</p> <p>Cyril Bouquet Bill Fischer Denise Kenyon-Rouvinez Amit Mukherjee Michael Wade John Weeks</p> <p>Solving Your Business Challenges with the Mega Dive The Mega Dive is an intense team collaboration which promotes out-of-the-box thinking to help solve critical business challenges. Join this deep dive into your strategic challenges and be ready to resurface in a short timeframe with deeper insights that can make a real difference to your business.</p> <p>15.15 – 16.00 FAREWELL DRINK</p>	

Afternoon Activities
Participate in a range of group activities.

Keynote Speakers
Be inspired by mind-expanding talks from renowned keynote speakers.

Networking Dinner
Build valuable relationships with other global executives.

- Fee 2016:
- ✓ SGD 15,900*
For the first participant
 - ✓ SGD 13,900*
Early bird deadline July 31, 2016
 - ✓ SGD 12,900*
For each additional participant from the same company and for IMD alumni
 - ✓ **Team offer 5th participant comes for free!**

*IMD reserves the right to modify the program dates, location and fee at any time. Singapore program delivered by IMD Southeast Asia Pte Ltd. GST (7%) to be added for Singapore registered companies and residents.



IMD is ranked **1st**
in open programs worldwide
(*Financial Times* 2012, 2013, 2014 & 2015).



The **IMD** Difference

IMD is a top-ranked business school.
We are the experts in developing global leaders through high-impact executive education.

Why IMD?

- » We are 100% focused on real-world executive development
- » We offer Swiss excellence with a global perspective
- » We have a flexible, customized and effective approach

www.imd.org

Alumni benefits

Completing an IMD program is just the beginning. You become part of an exclusive network of global executives worldwide:

- » 100,000 executives in 140 countries
- » 11,000 board level and C-suite

www.imd.org/alumni



Chemin de Bellerive 23
P.O. Box 915
CH-1001 Lausanne
Switzerland

Central tel: +41 21 618 01 11
Central fax: +41 21 618 07 07
info@imd.org