



# GEDP GLOBAL EXECUTIVE DEVELOPMENT PROGRAMME 2009



## Welcome

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*At the Gordon Institute of Business Science our focus is on building personal and organisational business competitiveness. The Global Executive Development Programme is aimed at exposing senior executives to local and global best practice.*

The ever-changing global market place, rapidly evolving new technologies and challenging business environments are just a few of the issues facing South African business. Both present and future business leaders require management skills of a depth and breadth that cannot be achieved through work experience alone. Without doubt, new knowledge and skills will be needed to compete successfully in our new international environment, and we believe that the GIBS Global EDP will meet these demands effectively.

The 2009 programme will take place in Johannesburg, India and Dubai. The modules will be led by hand-picked faculty from top business schools around the world, who will cover a wide range of business disciplines in which best practice is a central component. Participants will be exposed to both local and international best practice alongside world-class faculty, fellow delegates and globally successful companies.

## INTRODUCTION

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The Global Executive Development Programme is a premier programme for executives and experienced senior level managers. It is designed to boost considerably your capacity to lead your organisation into the future. It will expand your horizons and enhance your understanding of the evolving role of senior leaders in today's organisation. It will immerse you in new ideas, re-energise your vision and provide you with the tools to strengthen your effectiveness as a senior executive.

This comprehensive programme extends from the context of global awareness and organisational wide thinking, through the challenges of leading change and transformation, to updating your knowledge and skill on the functional aspects of management, and finally through the personal journey of critically examining your leadership style and ability to build a culture of execution.

You will emerge with the ability to more effectively –

- Formulate strategic direction
- Lead self and others
- Build a strong performance culture.

## FORMULATING STRATEGIC DIRECTION

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Delegates will be able to:

- Bring a broad understanding of the global context to the strategic process
- Have insight into the specific challenges that face South African organisations and explore the opportunities which exist within this context
- Understand the main drivers to value creation and competitiveness and build strategic capability within the organisation
- Formulate a clear, powerful and attractive vision for the future of the organisation
- Analyse complex situations insightfully
- Comes up with effective solutions to problems
- Introduce his/her own creative and innovative thinking.

## LEAD SELF AND OTHERS EFFECTIVELY

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Delegates will be able to:

- Inspire a shared vision, set an example and build commitment that encourages and motivates individuals and teams
- Enable others to grow, develop and act
- Stretch others to develop beyond their comfort zone
- Create winning teams
- Lead transformation and act as an effective change agent
- Challenge existing ways of doing things
- Takes tough decisions when necessary
- Negotiate effectively which results in a 'win-win' outcome for all.

## BUILD A STRONG PERFORMANCE CULTURE

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Delegates will be able to:

- Effectively move from ideas to action
- Be personally committed to high standards of delivery and performance
- Insist on high standards of performance from all
- Implement consequences for non-performance
- Set up and improve systems, processes and structures to achieve optimal results
- Empower others to take initiative, make decisions and work effectively on their own.

## INTEGRATED LEARNING APPROACH

The GEDP is rooted firmly in an integrated learning framework which ensures coherence for the delegate. It drives real transformation and aims at delegates emerging with a new vision and a clear framework that will guide a different approach.

## ACTION LEARNING ORIENTATION

To ensure that delegates emerge with tangible value, opportunities are created for lessons to be applied to real situations at work:

### Integrative Action Learning Project

Delegates are required to complete a project which is work-based and which creates the opportunity to apply lessons from the GEDP, to further a current strategic objective of the organisation, and to involve the company mentor, and GEDP faculty in its development. This process ensures clear return on investment for the sponsoring organisation.

### Company mentor involvement

To ensure that the action learning project is relevant to the company's strategic objectives and has support from senior representation within the organisation, delegates are required to identify a senior manager within their company who will act as their mentor. The company mentors are involved in the conceptualisation, development and support for the implementation of the action learning project and are required to assist with grading the project.

### Highly challenging business simulation

This highly challenging business simulation requires that delegates, in teams, make regular and increasingly more complex decisions which ensure that the simulated business remains viable and competitive. This process simulates realistically the real-life business decisions which are demanded of executives daily and is an effective method of developing problem-solving and decision-making skills in complex business situations.

### Learning Log

The ability to reflect on lessons learnt is an important part of the action learning process and delegates are encouraged to do so regularly using learning logs and executive journals.

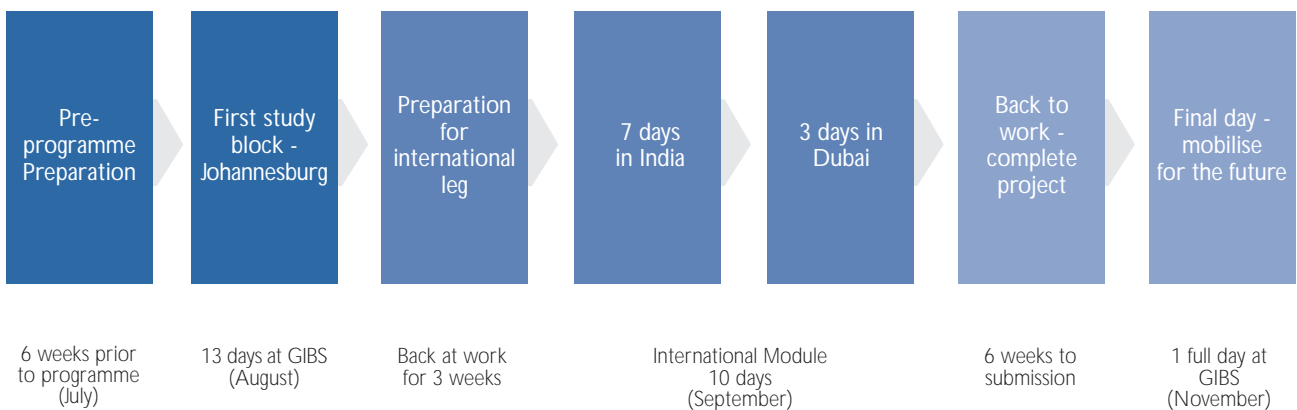
### First-hand experience of Global Best Practice

Delegates will experience global best practice first-hand through their personal interaction with leading global corporations and their senior management on both the local and international modules. These personal experiences are often what remain as enduring lessons.

### Group learning

Delegates will find themselves on the programme with experienced and highly skilled fellow delegates who will provide the opportunity for significant learning and sharing. A large proportion of the learning occurs within carefully designed syndicate groups in which issues are debated.

## GLOBAL EDP PROGRAMME STRUCTURE



## PROGRAMME OUTLINE AND CONTENT

### PERSONAL DEVELOPMENT PLANS

Psychometric testing and 360 degree feedback  
Development of a Learning Log  
Reflection sessions  
Development of a Personal Development Plan

### ENVIRONMENT OF BUSINESS

Macro Economic theory  
Supply and demand analysis  
How markets function  
The political environment  
The business/government interface



### LEADERSHIP AND TRANSFORMATION

What do leaders really do?  
The role of top management  
Organisational culture and values  
Organisational politics  
Why do transformation efforts fail?  
Revolutionary change  
Institutionalising change

### COACHING FOR BUSINESS SUCCESS

A model for executive coaching  
The process of coaching  
A personal strategy for coaching

### NEGOTIATION

The nature of negotiation  
The impact of the agenda  
A Bargaining Model  
The behaviour of successful negotiators

### BUILDING STRATEGIC CAPABILITY

The context for competitive strategy  
Competitive strategy  
Value creation  
Defining core competitive capabilities

### BUSINESS INNOVATION

The drivers of change in the business environment  
Organisational change  
Entrepreneurship and intrapreneurship  
Discontinuities and limits  
Introduction to innovation  
Creativity  
The agile and entrepreneurial organisation

### GLOBAL COMPETITIVENESS

The basis for global competitiveness  
Business models that open up the global firm  
Lessons from companies and countries that have moved from emerging status to high income developed status

### STRATEGY IMPLEMENTATION AND GENERAL MANAGEMENT

Structure, systems and culture  
Designing high performance organisations  
Leading organisational change from ideas to action  
Integration of strategy and organisational design

### STRATEGIC MARKETING AND BRANDING

Developing and delivering a Total Value Proposition  
Distribution and channel management  
Brand leadership and brand positioning  
Relationship marketing

## OPERATIONS MANAGEMENT

Processes used to create efficient and lean operations  
Aligning operations to market needs  
Functional vs. corporate strategy  
Alternate delivery systems  
Focusing on problems

## STRATEGIC HUMAN RESOURCE MANAGEMENT

The evolving role of the human resource function  
How human resource strategy complements the company's strategy  
The challenge of talent management

## FINANCIAL MANAGEMENT

Understanding and use of financial statements  
Valuation of financial assets and liabilities  
Cash flow analysis  
Capital budgeting  
Using financial statements for decision-making

## SOCIETAL RESPONSIBILITIES

Black Economic Empowerment  
HIV/Aids in the workplace  
Triple bottom-line

## CORPORATE GOVERNANCE

Corporate governance and managing risk  
The role of Board Members  
Legal obligations and governance practices and standards  
The role of corporate governance in business decision making

## IN SUMMARY THE GIBS GLOBAL EDP OFFERS YOU:

- A high-powered and challenging experience that sets the benchmark for modern day executive performance, and global best practice
- An integrated, highly relevant two-week programme at GIBS, led by top local and international faculty; ten days in Dubai and India and visits to best practice companies in Johannesburg, India and Dubai to experience, first hand, why they are successful
- An opportunity to challenge and develop your personal leadership skills
- A balanced combination of lectures, teamwork, skills practice, discussions, simulations and networking
- Guest lectures by achievers in business
- An action learning approach with emphasis on skills development and immediate application of learning into your organisation
- An opportunity to meet and interact with South Africa's top executives and companies.

## THE FACULTY

Full-time members of the Gordon Institute of Business Science and international lecturers from the world's leading business schools with excellent track records of best practice expertise will teach this programme. Their combined skills bring a sound and challenging academic component to the course.

## KEY FACULTY

Professor Nick Binedell	Gordon Institute of Business Science
Professor Mike Ward	Gordon Institute of Business Science
Professor Dave Beaty	Gordon Institute of Business Science
Mr Jonathan Cook	Gordon Institute of Business Science
Mr Herman Singh	Gordon Institute of Business Science
Mr Jack Quinlan	Gordon Institute of Business Science
Dr Raj Raina	Gordon Institute of Business Science
Dr Prem Shamdasani	National University of Singapore

## TARGET GROUP

Company executives and senior managers with the potential to be promoted to an executive level position within the short term.

## QUALIFYING FOR ADMISSION

Enrolment is limited to senior-level managers in private and public organisations. Admission is selective and based on professional achievement and organisational responsibility. No formal education qualifications are required, but an interview may be necessary as part of the selection process.

The admissions committee reserves the right to accept only those applicants who are likely to benefit from the programme and are able to make a full contribution to group activities.



## APPLYING FOR THE PROGRAMME

Please submit your application form to: The Programme Manager, Global Executive Development Programme, Gordon Institute of Business Science, PO Box 787602, Sandton, 2146, South Africa, or fax it to her on 0866 380 539.

For an online application form please go to [www.gibs.co.za/ee/gedp](http://www.gibs.co.za/ee/gedp).

Applications should reach GIBS no later than 10 June 2009.

## DURATION AND DATES

13-day local study school at GIBS in Johannesburg: 15 – 28 August 2009

10 day overseas study school in India and Dubai: 18 – 30 September 2009

Final day and closing ceremony: 26 November 2009

Please note that participants are expected to participate on all of the above dates to successfully complete the programme.

## FEES

R140 000

The fee covers the cost of all course materials, functions and excursions, lunches and teas on the local module, as well as all travel, meals and accommodation costs on the overseas module. It does not include accommodation costs on the local module. Please note that GIBS does not charge VAT on tuition fees.

No enrolments will be confirmed without payment

## CANCELLATION POLICY

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Delegates who cancel their registration after the 10 June 2009 will be liable for 50% of the programme fee. Those who do not arrive for the programme or cancel attendance once the programme has commenced will be liable for the full fee.

Delegates who cancel before 10 June 2009 will be liable for a R500 administrative fee. All who postpone attendance must return the course material intact.



## ILLOVO LODGE ACCOMMODATION

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Out-of-town delegates are encouraged to reside on the campus at the Illovo Lodge for the duration of the local module. To book please call Tel +27 11 268 5565 or e-mail [illovolodge@gibs.co.za](mailto:illovolodge@gibs.co.za).

## CONTACT DETAILS

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