

No organisation has gone untouched by the turmoil in economic conditions over the past few years. But while most firms have merely survived, thanks to a careful management of cost, a select few have actually created leadership positions through anticipating the dangers and uncertainties. The leaders of these firms are comfortable with ambiguity. They look for signals that don't fit existing norms or patterns within their industries, and create a nimble decision making process to address strategic challenges and opportunities. They channel their innate curiosity to uncover disruptions and take best advantage of them.

This unique seminar will engage a select group of senior leaders on the practice and process of vigilant leadership, where they will apply the concepts and tools to gain key insights for their own businesses. Led by strategy expert Dr. Roch Parayre, participants will have the opportunity to engage in critical dialogue with other executives seeking to improve and capitalize on this increasingly important capability.

KEY TOPICS

- Are we ready to weather further global downturn? And to profit from a rebound?
- How can I predict recovery and change in my own industry?
- What are the global uncertainties that may affect the future complexion of my environment?
- What are the scenarios for recovery in my industry?
- What contingency plans should I be considering?
- What signals should I monitor to better prepare for future changes?
- How do I profit from uncertainty?
- How are other companies balancing survival with forward-looking investments?

YOUR TAKE-AWAYS

- ▶ Insights; tools and methods for determining near-term actions
- ▶ Enhanced vigilance and risk management capabilities
- ▶ Peripheral vision.

COMPANY BENEFITS

- ▶ An opportunity to wrestle with cross-industry macro-environmental issues
- ▶ Lessons learnt from successful and not-so-successful approaches
- ▶ Experience gained from a unique networking and peer learning opportunity with a group of seasoned senior executives.

WHO SHOULD ATTEND

Senior executives with strategic decision making responsibility.

TUITION FEE

€2,800

Prices are subject to change. Full-board accommodation on the Fontainebleau campus costs €165 per day.



CEDEP is a collaborative learning community created in 1971 by a group of major European companies.

Its international team of highly experienced Faculty, superb setting in the peaceful forest of Fontainebleau and dedicated staff contribute to make **CEDEP** an exceptional educational environment.

CEDEP operates in association with **INSEAD**.

PROGRAMME CONTENT

This two-day action-learning programme provides key insights on how to lead your organisation through turmoil. Working in industry teams, you will apply practical tools relevant to your own business environment.

■ DAY 1 : INTRODUCTION

- ▶ Setting the stage to build vigilant leadership
 - The need for Vigilant Leadership
 - Characteristics of long-lived organisations
 - Balancing Learning and Performance
 - Focus on framing strategic problems.
- ▶ Adaptive strategic planning
- ▶ How to embrace uncertainty
 - The case for planning under uncertainty
 - The adaptive planning process
 - Understanding potential change in the external environment.
- ▶ Development of Future Scenarios
 - Industry Examples
 - Introducing the Methodology
 - How to build useful scenarios
 - Discussion of the key uncertainties affecting your industry
 - Scenario building
 - What are the potential recovery scenarios in your industry.

■ DAY 2 : STRATEGIC STAKEHOLDERS

- ▶ Who do we serve and how will their needs change?
 - Identifying unique stakeholder groups
 - Review of potential needs, opportunities and requirements across scenarios.
- ▶ Strategic Implications
- ▶ What is required for the future?
 - Testing core assumptions about industry patterns and organizational models
 - Identifying Key Success Factors (KSFs):
 - What an organisation must have in order to survive and thrive across scenarios and stakeholder groups
- ▶ Implications for participants.
- ▶ Increasing Vigilance as an Organisation and a Leader
 - Identifying signals to better prepare for future shocks and disruptions
 - Considering the Killer Competitor to test strategies and investments
 - Adopting a portfolio process for contingencies
 - Leadership diagnosis: how vigilant are you as a leader?
- ▶ Supporting an ecosystem and culture for maintaining vigilance in your organisation.

ABOUT THE FACULTY



Dr. **Roch Parayre** is a scenario-planning expert and a Senior Partner with Decision Strategies International Inc. (DSI) and a Senior Fellow at the Mack Center for Technological Innovation at the Wharton School, University of Pennsylvania. He teaches executives at CEDEP, at the Wharton School, at Duke Corporate Education and for the Institute for Management Studies. He is an expert in the areas of scenario planning, decision analysis, the psychology of decision making, and creativity and innovation. He was previously on the faculty at the Cox School of Business at SMU, where he won numerous MBA teaching awards. He holds a Ph.D. in Business Strategy from the University of British Columbia, and a Master's Degree in Engineering-Economic Systems from Stanford University.

YOU MIGHT ALSO BE INTERESTED IN

- Finance for the Non-Finance Manager
- Mastering International Negotiation
- Safety and Leadership
- Value Innovation in Human Resources

FOR MORE INFORMATION

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