GENERAL MANAGEMENT PROGRAMME (GMP)

Learn how to navigate in a complex world and create a strategy to make your organisation stronger and more competitive

MEETING OF MINDS

CEDEP is a global, executive education club, where minds meet, grow and succeed together.

We are a unique, well-established close and collaborative learning community of international members from diverse and non-competitive industries. Our members understand the value of building long-term relationships, active participation, open exchange and leveraging our collective intelligence.

We are rooted in the real world and driven by the real-life challenges of our community. We go further and dive deeper than a traditional business school, which leads to innovative, highly relevant and actionable learning.

Our independence means we are free to bring together experts and faculty from many of the world's top business schools and our extensive network of learning partners to work with our members.

We co-create highly-personalised custom programmes and open multi-company programmes focused on leadership development in small, dynamic and highly participative groups which can be delivered in person, online or as a blend of both.

We always challenge conventions and assumptions. We inspire new and empowering thinking from the inside out building internal capacity and ownership.

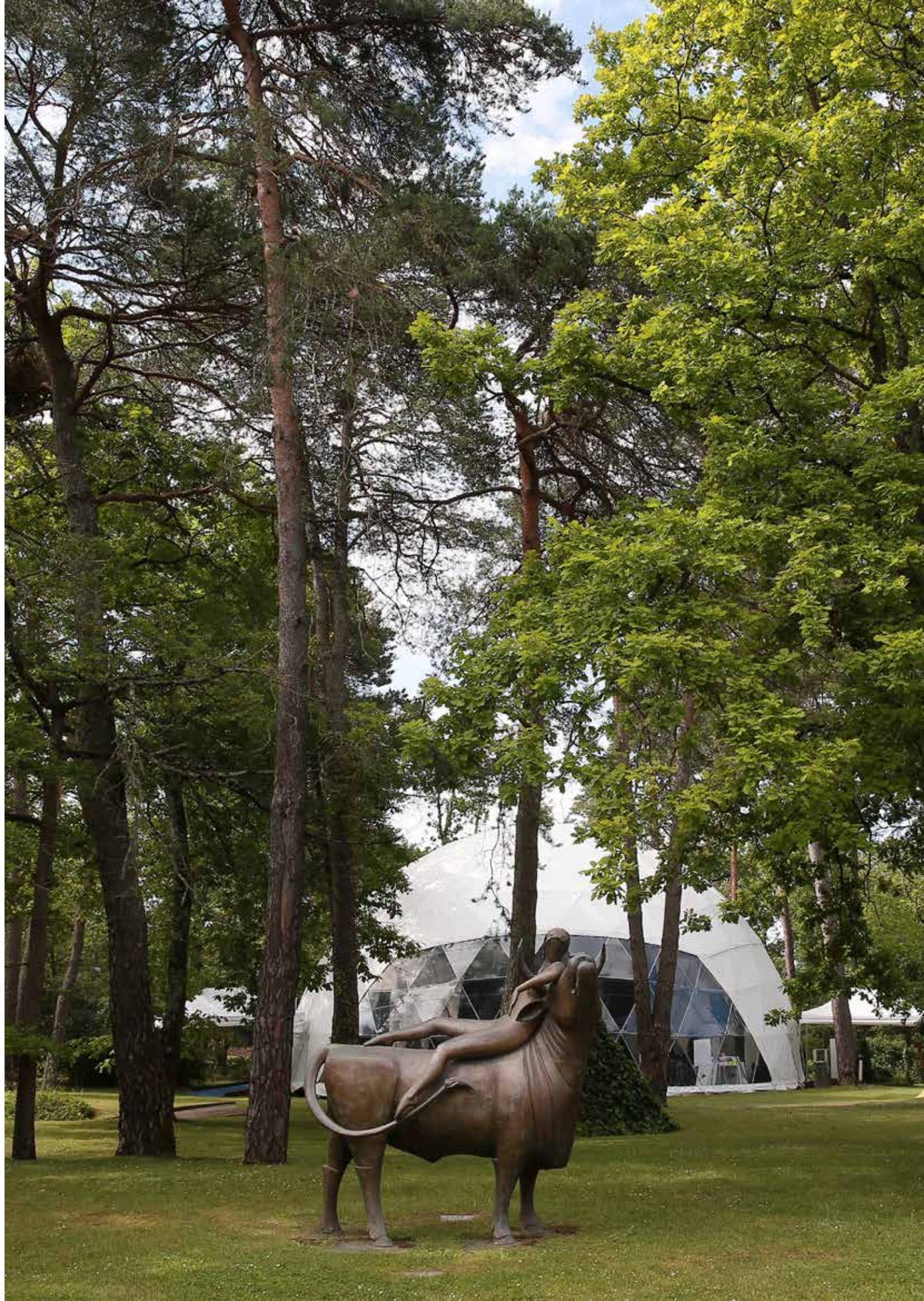
We are co-run by our member companies who believe in a humanist philosophy and approach. We focus on long term and lasting organisational development.

We are based in the Fontainebleau forest and share a campus and origins with INSEAD. We were created 50 years ago by pioneering entrepreneurs as the first membership organisation dedicated to executive education. We are now an independent, not-for-profit club with international members.

In an ever changing and uncertain world we choose to work together to make the world a better place for us all.

Together, we are better.
Together, we are stronger.

Together, we are CEDEP.



OVERVIEW

22 days of transformation

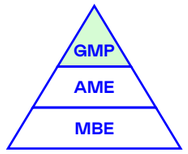
2 periods of 11 days
with a 3 month intersession

CEDEP campus in
Fontainebleau, France

The CEDEP GMP is the third tier of our flagship programmes. It is a fully-immersive executive agility & acceleration programme dedicated to top senior managers that takes place over 2 periods of 11 days, with a 3-month intersession. Currently available at the CEDEP campus in Fontainebleau, France.

The programme inspires you to lead and operate effectively in an ever changing and uncertain world. It equips you with proven comprehensive tools and frameworks, as well allowing time for reflection.

It is set in a small, dynamic and highly participative peer group learning environment, so you will have the unique opportunity to network, strategise, compare challenges and reflect with like-minded executives, leadership experts and senior academics. This transformative experience will re-energise you with a new way of thinking to help you lead your organisation in an agile way into its productive and innovative future.



The CEDEP GMP is the third tier of our three flagship programmes which are designed to complement each other or taken individually

PERIOD 1: The New Normal Environment & Strategy

LEARN HOW TO NAVIGATE IN UNCERTAINTY

Understanding complex systems and exploring the global landscape in order to learn how various dimensions affect your decision-making such as the digital world, sustainability, ethics and diversity. And consider them through strategic, organisational and operational angles.

EVALUATE YOUR PERFORMANCE AND WHERE YOU STAND

Using knowledge from an immersive training and feedback session where you present your real-life strategic challenge to your peers, you will unlearn past practices by reflecting on previous experiences to create a new mindset and open new perspectives.

PERIOD 2: Organisation & Implementation

CREATING VALUE AND CONVERGENCE

Rethinking how to create and share value by using strategic questioning. Leverage the group dynamics and think beyond impacting your company, to impacting the world.

PERSONAL DEVELOPMENT

Understanding how to continuously learn from failures and experimentation, convey purpose, face your emotions, and understand your personal energy and other people's perceptions.

Transforming, inspiring and creating innovative, high-value mindsets

PROGRAMME OBJECTIVES

This transformational, hands-on programme gives you the keys to stay agile, motivated and efficient in a complex, rapidly changing environment. Going further and diving deeper than a traditional business school to inspire and awaken your management performance by helping you deconstruct fixed practices and reconstruct new ones to use immediately in your workplace that are centred around collaboration and exchange. It gives you the time out, insights and focus needed to strengthen your organisation and make it more competitive in the future.

Some of the topics studied are:

- → Moving from a financial to a more agile strategy.
- → Identifying strengths and weaknesses to improve communication and efficiency.
- → Breaking established models and use change to innovate.
- → Understanding intercultural communication, planning and sustainability.
- → Create different perspectives to build awareness of opportunities and challenges.
- → Using collaboration to achieve the best results.
- → Learning to inspire, empower and motivate teams.

The GMP also combines personal development techniques to learn new ways to inspire, collaborate and innovate so you become a more dynamic leader and makes better decisions.

Solving your real-life strategic challenge project

The red-thread of the GMP Programme is your real-life strategic challenge project. Throughout the programme, you will continuously apply the learnings and transfer your insights to solve your own challenge. Studying the real-life challenges of your peers together as a group gives you invaluable input from top leaders in a variety of industries to open your mindset, develop creativity and formulate ideas for a new company strategy to make your organisation stronger and more competitive.

"Our GMP is a decisive moment in the development of global senior leaders: a giant step for personal growth"

GERLINDE SILVIS
Programme Director

WHY CEDEP GMP?

Exceptional leaders can make a difference in an organisation. They share their knowledge, develop and inspire their teams. They also build hope in the most challenging and complex of times. But it takes time, effort, failures and training to get there.

In order for leaders to prepare to expand their careers and make a bigger impact in their organisations, they need an opportunity to exchange, learn, reflect and grow. A time away from the organisation to develop the right mindset and knowledge for the complex strategic challenges they face.

The GMP gives senior managers the unique opportunity to be immersed in a stimulative environment with creative, strong and knowledgeable leaders from diverse backgrounds and industries. Taking them on an inspiring and personalised journey where they explore innovative ways to create value, grow sustainably and have an immediate impact on their organisation.

Through challenging conventions and assumptions, studying failures, understanding personalities and deconstructing practices, you will gain clarity on how to address difficult situations. And you will be able to identify the necessary changes needed to develop effective collaboration methods in order to solve problems in a pragmatic way.

The innovative, highly relevant sessions are based on a variety of real-real life scenarios faced by the diverse business leaders in the group. Participants leave the programme with tangible new strategies to implement with confidence in their workplace.

Our forest campus in Fontainebleau creates a comfortable and quiet atmosphere for reflection. And the intensity of the programme means that leaders develop not only personal growth and business solutions, but they come back to work re-energised with new lifelong friends and colleagues.

PROGRAMME BENEFITS

Through deep interrogation and contemplation, you will:

→ See clearly how your organisation can learn and grow from the opportunities and challenges facing business across varied sectors and geographies in today's complex world.

→ Be able to identify the changes necessary to lead more effectively, develop value and make your organisation stronger and more competitive.

→ Learn to develop the behaviour of effective employees, and leverage the skills of your teams to deliver growth through collaboration.

→ Understand the perspectives of those around you and appreciate differences to help people to work better together and enhance your skill as an effective cross-cultural leader.

→ Learn how to instil inspiration, motivate teams, and provide yourself with mindfulness tools in the face of challenges.

→ Learn to question your own points of view, see different perspectives, identify your strengths and weaknesses, and learn new managerial practices to better plan, execute and make improved decisions.

Time out to develop the right mindset and knowledge to face complex strategic challenges

PROGRAMME CO-DIRECTORS

WIM WUYTS

Wim is the CEO at WTS Global, founder of the International School for Tax Leadership, and author of several books and publications on tax and business leadership.

He has over 20 years of experience leading tax organisations and heading up major corporate reorganisation programmes around the world.

Previously, he was Vice-President at Bekaert. And before that he worked for the Belgian Government, Arthur Andersen, Levi Strauss, Baxter and Agfa-Gevaert.

He is also in high-demand as an international speaker at conferences, business schools and leadership programmes.

Wim studied in Brussels (EHSAL/ICHEC) and Paris (Sorbonne/INSEAD).

He is a longstanding and founding member of CEDEP, Programme Director of CEDEP's Tax Leadership Programme and GMP17 Alumnus.

GERLINDE SILVIS

Gerlinde is an organisational consultant and executive coach with over 30 years of experience as a senior executive in financial services. Previously, Gerlinde was Rabobank's former Chief Human Resources Officer, and now consults in topics around leadership and organisational change.

She has managed large organisational transitions in the area of strategic, commercial and governmental topics and has been a board member.

She has extensive experience in designing programmes including many on leadership development and talent development and learning strategy.

In addition to financial services, Gerlinde has experience in healthcare and the arts.

She holds on a bachelor's degree from Utrecht University and a master's degree in Organisational Psychology from INSEAD.

"Our GMP is designed to develop senior executives to lead at the edge of our current geo-eco-political complexity."

WIM WUYTS
Programme Director

A COLLABORATIVE LEARNING COMMUNITY

The CEDEP GMP brings together experts and faculty from the world's top business schools and a network of learning partners to work with you throughout the programme.

ALAIN GOUDSMET
Renowned expert in sports mental coaching and training, Founder of Mentally Fit Institute, author

DEAN VAN LEEUWEN
Expert on the future world of work, Co-founder and CEO of TomorrowToday Consultancy, entrepreneur

CHRISTOPHE GILLET
Specialist in innovation, transformation, change management and leadership, ex-Director Business Innovation & Amsterdam Operations at SONY Europe

JENS MEYER
Adjunct Professor of Corporate Strategy at INSEAD, Co-founder of Strategy Regeneration Ltd.

NANA VON BERNUTH
Adjunct Professor of Innovation, Change and Leadership at INSEAD and CEDEP, business coach, author

LIRI ANDERSON
Global business strategist, lecturer, consultant, Founder of this fluid world

DOMINIQUE MOISI
Political scientist, writer, Senior Advisor of the French Institute of International Relations (IFIR) Paris

LUDO VANDER HEYDEN
Chaired Professor of Corporate Governance and Strategy at INSEAD, Founding Director of INSEAD's Corporate Governance Initiative

THOMAS HELLWIG
Adjunct Professor of Organisational Behavior at INSEAD, consultant, executive coach, trained physician, Director of the International Teachers Programme (ITP)

CHRISTIAN RAUCH
Founder and director of STATE Festival that builds cultural programmes at the intersection of science, art and innovation, former researcher in applied physics and nanotechnology

NADYA ZHEXEMBAYEVA
Expert in the 'reinvention' of people and organisations, entrepreneur, Chaired Professor of Sustainable Development at IEDC – Bled School of Management, author

JULES GODARD
Fellow of the Centre for Management Development at London Business School, where he taught competitive strategy and creative marketing for over 30 years, author

NICK OBOLENSKY
Expert in organisational leadership development, talent development, strategy and change, Founder of Complex Adaptive Leadership, Ltd., author

FRANK AZIMONT
PhD. The Market Shaping Institute.

MILTON BENNET
Fondateur, Intercultural Development Research Institute

LOIC SADOULET
Affiliate Professor of Economics at INSEAD

ALBERT ANGEHRN
Professor of Information Technology at INSEAD

ANIL SACHDEV
Thought leader in talent management, leadership development and organisational transformation, Founder and CEO of the School of Inspired Leadership, India.

YVES DOZ
Professeur de Stratégie, INSEAD

PROGRAMME CONTENT

The programme focuses on the common managerial challenges facing today's leaders in order to develop high value employees with a clear, practical focus for an immediate business impact on their return to work.

It is divided into 2 periods of 11 days, with a 3-month intersession

PERIOD 1 The New Normal Environment & Strategy
Learning how to navigate in uncertainty, open your mindset, and take time to step back in order to evaluate your own performance. You will build awareness of the challenges of today's complex world and learn how to strengthen your organisation to make it more competitive for the future.

PERIOD 2 Organisation & Implementation
Focussing on your role as a leader. Exploring personal development, behaviour and inter-cultural communication and collaboration. And finding innovative ways to create and share value, ensuring your organisation grows sustainability and is seen as a visionary for greater society.

Your Strategic Challenge & Action Plan
Each participant shares a real-life strategic or complex challenge they, or their business are currently facing. In this safe space, the group works together to dissect the challenge, add new perspectives, and develop an innovative growth-based solution and action plan to make each of their organisations stronger.

Follow-up Support
Following the programme, support is offered from the coaches (via at least 2 conversations over a 6- month period) to help implement change in your organisation.

KEY THEMES: PERIOD 1

WEEK 1

Mentally Fit
Heroes are teams! Learn how to go from individual performance to team performance,
and how to optimise your energy as a manager and therefore generate the energy of your teams.

Team Building and Leadership
A construction project is carried out in a charity. The exercise serves as an ice-breaker and
is the basis for reflection on team dynamics
and leadership.

Insight Fair
Each participants presents their 'Strategic Challenge' and learn from questioning.

Innovation in a Digitalised World
Presenting the impact of digital on past and present organisations and management, as well as the criteria for success in the 21st century.

Electives and evening session
These sessions serve to show different facets of the global economy. A dialogue is initiated between the participants and a specialist of a topic, such as Africa or Geopolitics on macro and microeconomic trends and its challenges and experiences, or ethics in business.

Managing Complexity
How operating environments are becoming
more and more complex and why the answer
to complexity is not yet more complexity.

Common Nonsense and Uncommon Sense
Make the distinction between 'common sense' (things that everyone does and that make
sense) and 'common nonsense' (things that
don't necessarily make sense but that we do
anyway). The aim of this session is to underline usual methods or behaviors.

How Aligned Are You?
Helping you find your strategic positioning in
view of the elements discussed during week 1
by identifying the changes needed in your function,
company or industry (in order) to
create and develop value.

Lectures
Conference on a topic with a different perspective from that presented in mainstream media to stimulate new ways of thinking.

WEEK 2

Understanding the Powers at Work in your Industry
The Powers at Work in Your Industry
How industry is changing, including the transfer of responsibilities between stakeholders, and the power shift that is taking place in the departments of a society.

Putting Innovation to Work
Incorporating what has been learned in previous sessions to break established models, innovate and give value in terms of products, alliances etc.

Challenge Workshop
Reviewing your strategic challenge in the light
of what has been learned to assess whether it should be modified.

Fair Process
Exploring the relationship between leaders and their followers, understand what a fair process is and set-it up. Consider the importance of leadership, and the role of the environment in stimulating leadership.

Takeaways & Re-entry
Continued reflection on your strategic challenge and establishing the action plan for its implementation upon your return to work.

Wrap-up
Conclusion of the first period and explanation
of the content of the second period.

KEY THEMES: PERIOD 2

WEEK 1

Complex Adaptive Leadership
How to adapt your leadership to complexity. Topics include 'Decision Biases': understanding stakeholders' varied perceptions to break down prejudices and navigate the organisation more effectively.

Insight Fair
Presenting your strategic challenge to each subgroup (as in the previous period) with a synopsis of what you did, learned, and what worked or not during the 3 month intersession.

Introduction to Coaching 360°
Aims to explain the process of individual and group coaching.

Practicing Coaching 360°
Participants identify their strengths and weaknesses, understand the perception of those around them and set up an action plan.

What a Day!
A simulation to train in decision-making under constraints.

Inspired Leadership
Putting your strategic project into context: how to instil inspiration and motivate teams, and how to provide yourself spiritually in the face of the challenges with tools such as mindfulness.

Leading in a Matrix Organisation
Explaining a matrix organisation and putting it into context to uncover effective work methods: how to navigate in a complex context such as, multicultural or change.

WEEK 2

Strategic Analysis
Understanding the company sociogram to better understand its dynamics and where the problems may come from.

Storytelling
Learning to use effective communication to create a positive environment and generate commitment and enthusiasm for projects where all stakeholders understand the challenges.

Tides of Change
Integrating the knowledge acquired on navigating complex organisations: helping you identify your objectives as a leader with the principles of the matrix environment, adaptive leadership and storytelling.

Market Insights
Studying market practices within the individual components that form total infrastructure such as, institutions, standards, stakeholders, processes and performance indicators.

Intercultural Communication
How to work with diverse and remote teams, different cultures and age groups relative to political correctness. Adapt workplace diversity to your own company context.

Challenges
Integrating the new learnings from this session into your strategic challenge and establishing the action plan for its implementation upon return to your company.

Flying the Nest
Finalising the action plan for your strategic challenge by incorporating the lessons learned from the whole programme and applying them to your specific context.

"The GMP is an outstanding programme for senior corporate leaders providing an amazing opportunity to learn from other participants from diverse industries and geographies."

SANDEEP KUMAR
Managing Director,Tata Metaliks

CEDEP, WHERE MINDS MEET AROUND A HUMANIST PHILOSOPHY

PROGRAMME DETAILS

SET UP

Multi-company programme
To share insights, experiences and knowledge with other companies across varied industries

Qualiopi processus certifié

RÉPUBLIQUE FRANÇAISE

La certification qualité a été délivré au titre de la catégorie d'actions suivante:
"ACTION DE FORMATION"

"At CEDEP we benefited from an in-depth understanding of tomorrow's business, helping us to develop our leadership with useful tools for a globalized landscape. But what made this program very special were the classmates of senior executives coming from different sectors and parts of the world!"

EVA IVARS
CEO Afflelou Spain - Global Digital Transformation Director - Corporate Governance

FORMAT:
In person

LOCATION:
CEDEP campus in Fontainebleau, France

DURATION:
2 periods of 11 days with a 3 month intersession

IDEAL PARTICIPANT
The CEDEP GMP Programme is for senior managers, in functional or managerial positions.
Ideal participants include senior executives, regional directors or country managers, heads of business units, and general managers.
With a minimum of 10 to 15 years' management experience, who have already accomplished significant influence in their organisations.
And now wish to sharpen their business acumen and ability to react in a complex business environment

As one of our three flagship programmes the CEDEP GMP Programme on strategy can be followed as a complement to the CEDEP AME Programme on soft skills for business to obtain a comprehensive set of leadership and managerial skills.

OUR MEMBERS AND ECOSYSTEM

MEMBERS

Bekaert, Biomérieux, Brambles, BMS, CGG, Daher, Garrett, Havas, Honeywell, ITT, L'Oréal, Moët Hennessy, NNE, Renault, Safe, SCOR, Valeo, Tata Steel

ECOSYSTEM

ADISSEO, Aditya Birla, Crédit Agricole, Danone, Europool, HSBC, Orange, PREVOR, RATP, Renault Truck, Sodexo, Total, Sanofi, WTS Global

Muriel Pailleux

For information or registration
in our programmes
please contact Muriel Pailleux

E: muriel.pailleux@cedep.fr
M: +33 (0) 7 85 45 63 18

CEDEP
Boulevard de Constance
77305 Fontainebleau
Cedex – France

→ cedep.fr