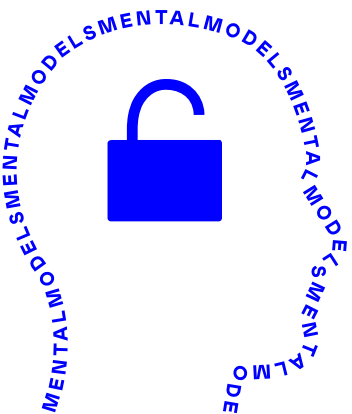




MENTAL MODEL STRATEGY PROGRAMME (MMS)



Question assumptions and
unlock yourself, your team, and
your organisation's potential

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.

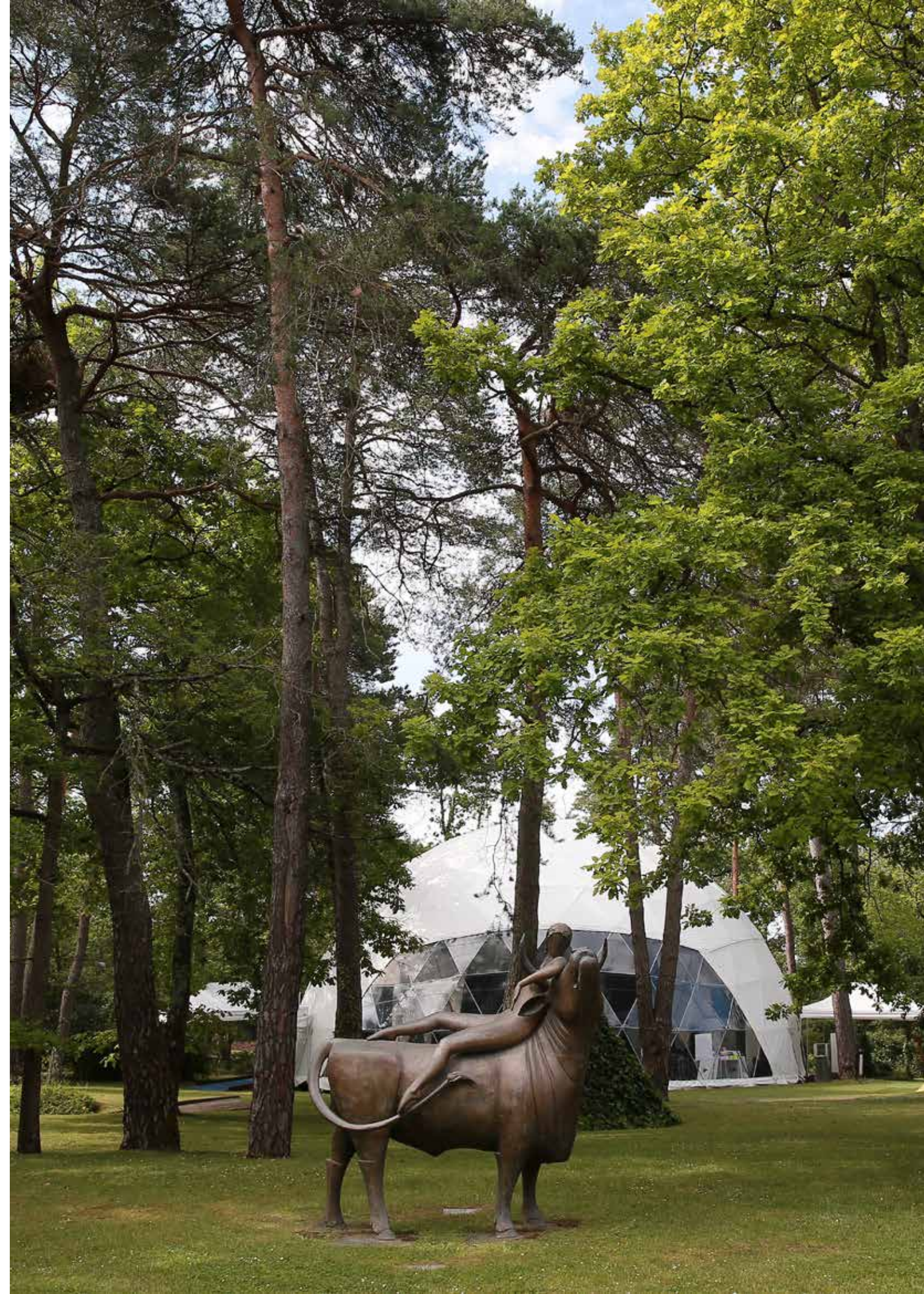
We are co-run by our member companies who believe in a humanist philosophy and approach. We focus on long term and lasting organisational development.

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

2.5 days of mental model mastery

CEDEP campus in Fontainebleau, France

A key strategy in helping organisations experience successful transformation in today's ever changing and uncertain world is to shift your mental models.

Mental models are how we interpret the world, solve problems and simplify complexity. They are the framework of our decision-making. If we use the wrong mental model, important problems become impossible to solve. Mental models don't only exist in our minds but also lead to actions that become established into organisational business practices by leaders and employees who have shared mental models. We construct these

mental models of reality often without awareness of it, and because of this, mental models are difficult to understand and change.

Through participating in the CEDEP Mental Model Strategy Programme you will understand your mental models and how they represent the practices, actions and reality formed by the organisation, its employees and collaborators. You will also learn how to shift and use mental models to improve business decisions that lead to strategic growth, and be an agent of change.

Learn how to use mental models to break the cycle of past thinking and innovate

01

BREAK THE CYCLE OF PAST THINKING – GROW AND INNOVATE

Challenge current models (in yourself, your team and your organisation) to identify blockages, and break free from the 'business as usual' mentality that causes stagnation and many company failures. Be open and ready for new ways of thinking and novel business models. Learn to innovate and adapt in the new normal.

02

MAKE BETTER DECISIONS BY LOOKING AT PROBLEMS FROM DIFFERENT ANGLES

Gain new perspectives for a more accurate view of reality to see problems from all sides. Use mental models to increase your clarity of understanding, provide direction for the choices you need to make, and to think through significant disruptions. Use this expanded view to improve your performance.

03

BECOME AN AGENT OF CHANGE AND TEACH OTHERS

Change the mindset in your workplace. Train your entire organisation to use mental models as an essential component of strategy to improve decisions and change company dynamics.

PROGRAMME OBJECTIVES

This innovative, highly relevant, hands-on programme will give you a new managerial competence, the use of mental models, and will teach you how to use this competence to innovate and adapt in the new normal. You will become more aware and make positive shifts in yourself, and as a consequence, in other people in your organisation in order to lead with a strategic edge.

Through analysis of your own mental models, you will see why people think, behave and react in a certain way. You will understand the profound role they play at the individual, group and societal level, and the enormous impact they have on decision-making processes, operational efficiency and the outcomes of your company.

You will learn new mental models and how to use these models to unlock action, cut through the noise and identify the best decisions to make. You will then be guided through different actionable tools, including alternative models that will provide you with a concrete roadmap to create change.

After the programme, you will be able to recognise where models are creating obstacles in your organisation, and how to drive mindset and operational change to overcome them.

Learning to use these mental constructs is a required skill for the future in order to reposition oneself and the team quickly when facing challenging situations. It will give you new insights on how to move your organisation forward.

By knowing how to constantly enrich and update mental models to guide strategic thinking, you will be able to spread this capability across your entire organisation as a true agent of change.

The Mental Models Strategy programme taught me how to “crack” my own way of thinking and is helpful each time I have to make strategic decisions, especially now in a world being reshaped by COVID, this approach has been so relevant!

BRUNO GAYE
VP Body Design Equipment, Renault

WHY MENTAL MODELS?

To make sense of an impossibly complex world with infinite choices and outcomes, the brain abstracts information, and then processes it based on ways it has learned to interpret the world – the mental models.

These mental models are the mind’s basis for making decisions. They define not only the prism through which we see the world but determine also how we think and react.

Mental models are necessary to perceive the world, the key is to be aware of them. Individual and collective mental models are the source of blocking organisations but they are also the entry point to get them back in motion, so understanding and using mental models is crucial.

The skill of using mental models in the decision-making process is essential to the success of a business and even more so today: crisis such as pandemics disrupt old ways of doing business and expose business leaders to the limitations of managing operations and growth. The accelerated pace of change is now constant and unpredictable, and leaders must learn to constantly adapt: change perspectives, make decisions and act quickly. They can only do this with an aware state of mind, which mental models allow for.

“The Mental Models Strategy program helps you to crack your own convictions and assumptions that are holding you back from growth and gives you all the practical tools for transformation as well as driving innovation and change in your organization.”

GAËLLE BABOUCHE
Talent Management Director EMEA & LATAM

PROGRAMME BENEFITS

The CEDEP MMS Programme gives you different perspectives to view the world. It will also increase your likelihood to succeed and avoid mistakes. Learning about mental models will help you:

→ **Identify your mental model blocks and turn them into positive solutions**

Reveal current constraints that may prevent strategic intentions from becoming reality.

→ **Increase awareness**

Understand situations and people from wider angles to make better decisions; bring clarity to your team by sharing the context of change and the reasoning behind those decisions.

→ **Avoid stagnation**

Do not get left behind by using past methods. Have confidence your strategies will be better designed to optimise systems, instigate growth, innovate and prepare your organisation to take advantage of the changing world.


→ **Create value by managing people differently**

Understand what drives and hinders your teams and be more efficient in managing and composing them; understand how (or find a new way) to reach objectives faster; learn to identify inhibitors for individual and collective performance and levers to develop them; learn to consider a holistic view for a more efficient day-to-day business.

→ **Become a change agent**

Drive cultural change in your organisation.

Break the cycle of past thinking
– grow and innovate



Learn to innovate and adapt in the new normal by challenging current mental models in yourself, your team, and your organisation to identify blocks

PROGRAMME CO-DIRECTORS



BÉATRICE ROUSSET

Béatrice is a specialist, consultant and speaker in individual and collective transformation issues.

She regularly intervenes on these questions with companies and public actors through conferences, seminars or coaching and consulting missions.

She has 20+ years of experience in large organisations such as KPMG, HSBC and AXA.

“Chief among the causes is being stuck in an obsolete way of perceiving the world and ourselves i.e. our mental model.”

BÉATRICE ROUSSET
Programme Director



PHILIPPE SILBERZAHN

Professor at EM Lyon Business School, Philippe is a recognised expert in innovation, entrepreneurship and corporate transformation. His work focuses on how organisations manage situations of radical uncertainty, from a managerial and entrepreneurial perspective.

He has authored and co-authored several books in French and English on entrepreneurship, innovation, and strategy as well as many academic articles on these topics.

As a consultant, keynote speaker and management educator, he works with large, multinational companies confronted to disruptions in their markets.

He holds a PhD from Ecole Polytechnique in Paris, France, a MSc in Artificial Intelligence from the University of Caen, France, a MS in Management from the Sorbonne University, and an MBA from the London Business School.

Programme Directors Beatrice Rousset and Philippe Silberzahn are co-authors of the book: ‘Mental Model Strategy’.



Question assumptions and
challenge conventions.
Learn from two specialists
in the field.

PROGRAMME CONTENT

After the initial introductory theory, the CEDEP MMS Programme is comprised of practice-based workshops rooted in the real world and driven by your real-life challenges and questions.

Through a series of exercises, you will learn how to make your mental models explicit, thereby understanding them and the impact they have on how you process and comprehend information.

After exposing the mental models that define how you operate, you will learn new mental models (new ways of examining situations) to broaden your framework for solving problems. You will

then go through an exercise with different steps to become skilled at implementing innovation with a new mindset.

Lastly, you will learn to become an agent of change. Teaching others how to use mental models to drive cultural change, stimulate growth and make positive strategic choices.

You will develop an approach to make incorporating mental models into daily operations a systematic change across your entire organisation.

The CEDEP MMS Programme is comprised of practice-based workshops centred around your real-life challenges.

Produced
in small, dynamic and
highly participative
groups.



PROGRAMME STRUCTURE

Day 1 Understanding

The programme starts in the evening of day one, when participants share their own real-life workplace challenges with the group. Transformation and the challenges of mental models: individual, collective and societal. *Why are we stuck? Why is our organisation stuck? Why is society stuck?*

Day 2 Practicing

Practicing the META model: Mental models, Exposing, Testing and Adjusting at the three levels (individual, organisational and societal). Workshops based on participants' real-life situations. Developing participants' skills, confidence and desire to use mental model management.

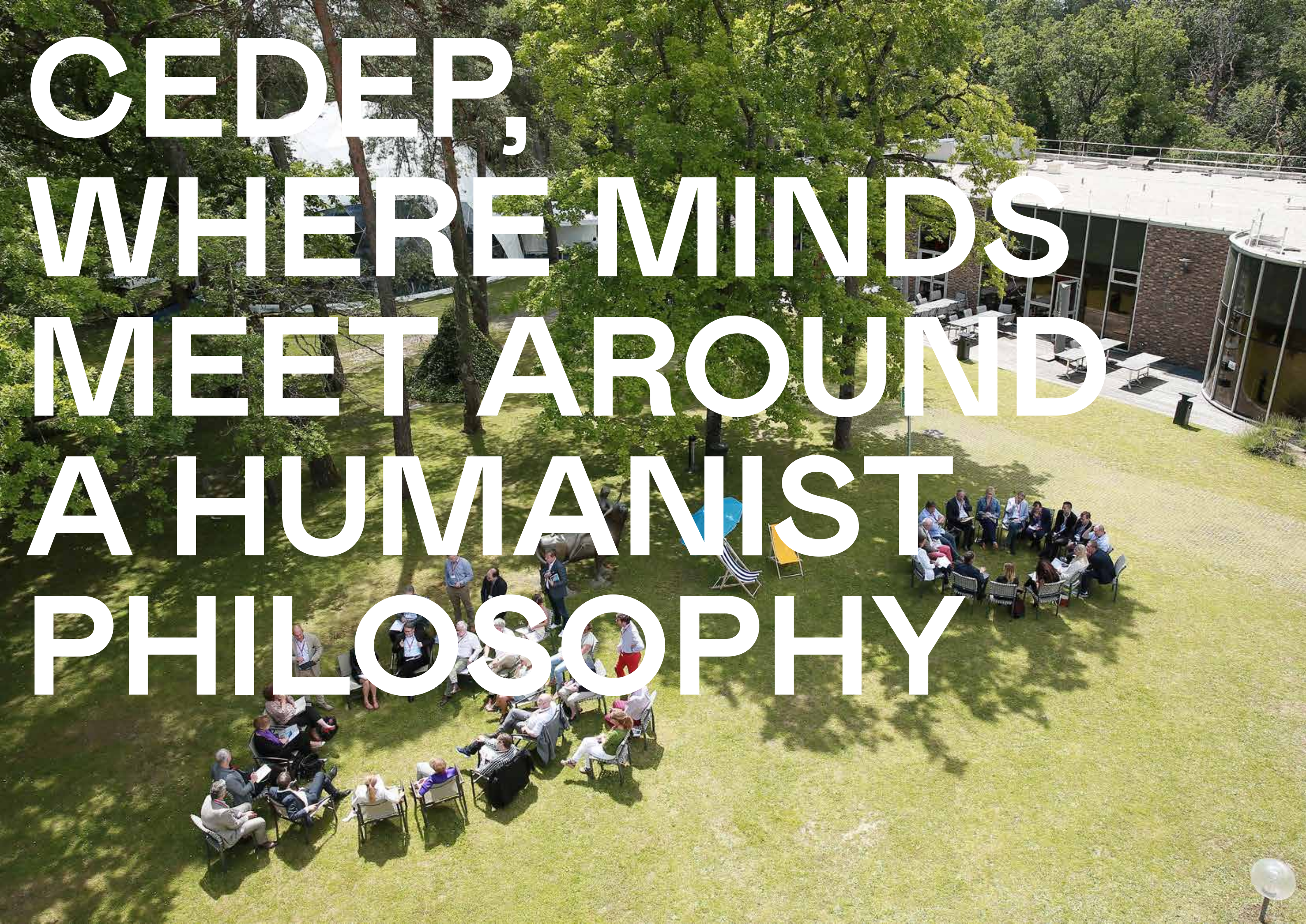
Day 3 Scaling

Mental models becoming participants' story. Workshops on telling your mental model story to your friends, your team, your community. Workshop on spreading the practice. Transformation at scale. Mental models for good.

“The program helped me to identify the mental model I developed during my career path and how to look at it from a different angle that opened up new ways for me to solve challenges efficiently, which facilitated my management of the massive COVID-19 challenge for the supply chain.”

ADRIEN RENS
Senior Director Supply Chain Northern Europe & Benelux
at Bramble





CEDEP, WHERE MINDS MEET AROUND A HUMANIST PHILOSOPHY

PROGRAMME DETAILS

SET UP

This programme can be experienced in two ways

Multi-company programme

To share insights, experiences and knowledge with other companies across varied industries

Or

Custom programme

Highly personalised solution based on your culture, current business challenges and strategic issues



 RÉPUBLIQUE FRANÇAISE

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

"A 'training' unlike anything else!
More of an introspective journey...
A real opportunity to take a step back and analyse our individual and collective behaviours... Not only to better understand how we work, but above all, to help us look for concrete, better adapted, sometimes disruptive alternative approaches. Very inspiring and enlightening!"

PATRICK SEGA
Innovation and Scientific Development Director, VALEO

FORMAT:
In person and online

LOCATION:
CEDEP campus in
Fontainebleau, France

DURATION:
2.5 days

IDEAL PARTICIPANT
The CEDEP MMS Programme is for leaders, transformation managers, human resources managers at the senior executive level in an organisation.

It is for senior executives who understand that their leadership style and decisions have an enormous impact on their organisation. They want to learn the skills to improve their contextual understanding of situations, and interaction with others, to drive growth and take advantage of change.

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





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