

# MULTI-COMPANY PROGRAMMES CATALOGUE





FLAGSHIP PROGRAMMES



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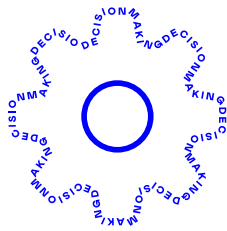
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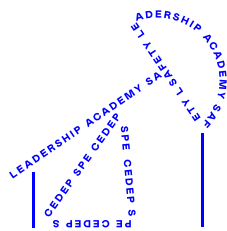


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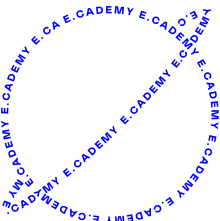
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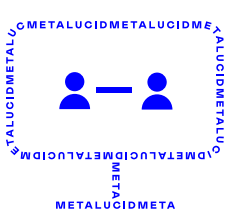
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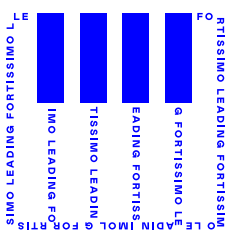
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# MEETING OF MINDS

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.





# FLAGSHIP PROGRAMMES





FLAGSHIP PROGRAMMES

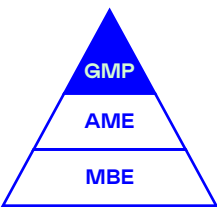
GENERAL MANAGEMENT PROGRAMME (GMP)

Creating innovative, high-value mindsets

OVERVIEW:

The CEDEP GMP is a fully-immersive executive agility and acceleration programme dedicated to top senior managers which takes place over 2 periods of 11 days, with a 3-month intersession.

Participants learn to lead and operate effectively in an ever changing and uncertain world and are equipped with proven comprehensive tools and frameworks. The red-thread of the programme are the participants’ strategic challenges. Participants bring real-life challenges they are facing at work, and continuously apply learnings directly to their challenges to develop solutions.



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

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

**IDEAL PARTICIPANT:**  
The CEDEP GMP Programme is for senior managers, in functional or managerial positions.

Ideal for 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.

**FORMAT:**  
In-person

**LOCATION:**  
CEDEP campus in Fontainebleau, France

**DURATION:**  
22 days of transformation  
2 periods of 11 days with a 3-month intersession

**LANGUAGE:**  
English

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

PROGRAMME DIRECTORS:



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



**GERLINDE SILVIS**  
Organisational consultant and executive coach with over 30 years of experience as a senior executive in financial services.







## MAIN OBJECTIVES:

This transformational, hands-on programme gives participants the keys to stay agile, motivated and efficient in a complex, rapidly changing environment. The programme awakens their management performance by helping them deconstruct fixed practices and reconstruct new ones to use immediately in the workplace. It gives them the time out, insights and focus needed to strengthen their organisation and make it more competitive in the future. Some of the topics include:

- 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. Participants learn new ways to inspire, collaborate and innovate so they become dynamic leaders who make better decisions.

## FLAGSHIP PROGRAMMES

### GENERAL MANAGEMENT PROGRAMME (GMP)

Creating innovative, high-value mindsets

## LEARNING JOURNEY:

The GMP gives senior managers the unique opportunity to be immersed in a stimulating 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 upon return to their organisation. The programme focuses on the common managerial challenges today's leaders are facing in order to develop high value employees. 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 their mindset, and take time to step back in order to evaluate their own performance.
- Participants will build awareness of the challenges of today's complex world and learn how to strengthen their organisation to make it more competitive for the future

### PERIOD 2 – Organisation & Implementation

- Focusing on their role as a leader
- Exploring personal development, behaviour and inter-cultural communication and collaboration
- Finding innovative ways to create and share value, ensuring their organisation grows sustainably and is seen as visionary for a greater society

The sessions are based on a variety of 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. After the programme ends, support is offered from the coaches (via at least 2 conversations over a 6-month period) to help implement change in the organisation.

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



## OVERVIEW:

The CEDEP AME is a fully-immersive 9 day programme that helps managers and functional leaders to develop a larger range of soft skills which are crucial to succeed in today's competitive globalised world where functional expertise alone is no longer enough.

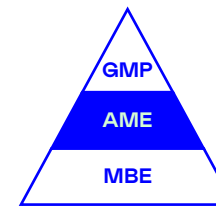
Managers are now expected to be more strategic, take an enterprise perspective and collaborate across functions, business units and regions. They need to connect to stakeholders beyond their functional specialty to get support for their ideas and ensure these ideas are being executed successfully. Since they usually don't have the authority over these people, soft skills become essential.

The red-thread of the programme are the business challenges of the participants. Participants will bring to the programme real-life challenges they are facing at work or a project they consider valuable and hasn't yet been brought to fruition. Throughout the programme, they will continuously apply the learnings directly to their own business challenge to develop these further and transfer their insights directly to their own context.

## FLAGSHIP PROGRAMMES

### ACHIEVING MANAGERIAL EXCELLENCE PROGRAMME (AME)

Soft skills for business



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

#### SUMMARY:

Soft skills for business to align stakeholders and eliminate barriers to innovation and change

#### IDEAL PARTICIPANT:

The CEDEP AME Programme is for managers and functional leaders. Those whose success depends on connecting and engaging people and teams, and working effectively across different functions, cultures and regions. They may also be in charge of implementing important initiatives within their organisation.

Ideal for high potential leaders who have gained managerial experience on-the-job and are ready to expand their horizons, breakdown silos, have more responsibility, and lead larger transversal teams.

#### FORMAT:

In-person

#### LOCATION:

CEDEP campus in Fontainebleau, France

#### DURATION:

9 days

#### LANGUAGE:

English

#### 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

#### PROGRAMME DIRECTOR:



**NANA VON BERNUTH**  
Professor and Business  
Coach with a  
focus on Leadership,  
Strategy and Innovation





## MAIN OBJECTIVES:

The highly-interactive training helps participants to adopt the right mindset and tools to foster collaboration and innovation based on their hands-on experience during the programme, their personality and their background.

It takes them on a journey to develop the soft skills needed to successfully make the shift from doing things themselves, to getting things done with and through others.

- Create the opportunity for innovation and change in your organization
- Navigate the corporate landscape effectively to engage commitment
- Explore emerging levers to thrive in a digitalized, diverse and complex world
- Develop the communication skills and performance skills to be an inspiring, dynamic leader

## FLAGSHIP PROGRAMMES

### ACHIEVING MANAGERIAL EXCELLENCE PROGRAMME (AME)

Soft skills for business

## LEARNING JOURNEY:

The unique immersive hands-on training is structured to network, share and learn from the experiences of other participants. By practicing with other managers from diverse cultures and industries, they will integrate the learnings and get the feedback needed to understand themselves, their behaviors and the effect of their current way of managing people.

Thereby showing them their constraints and how to break free of them, as well as giving them more clarity on how to solve problems and conflict in a variety of real-life situations.

Working away from their current work environment allows for the time and space to practice what they've learned and break free from their old patterns.

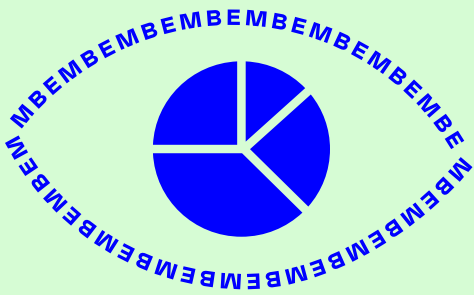
Incorporating a real-life business challenge with deep-dive learning, networking, and sharing with peers makes the programme a unique and powerful experience of personal growth and invaluable to creating high-impact, effective managers of the future.

- Acquire a deep knowledge of themselves, their decisions and other perspectives to better analyse situations and solve problems in a pragmatic way
- Learn how to effectively collaborate across functions, cultures and geographies and boost efficiency by turning inter-cultural differences into an asset
- Go back to work re-energised, with new ideas, and concrete actionable steps on how to drive their leadership challenge forward
- Have the skills and confidence to give their teams the support they need to implement a 'ripple effect' within their organisation

Collaborate  
effectively across  
functions, cultures,  
and geographies







## FLAGSHIP PROGRAMMES

### MASTERING BUSINESS EXCELLENCE (MBE)

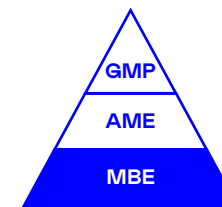
Gain a holistic view of the organisation and strengthen business fundamentals

#### OVERVIEW:

The CEDEP MBE is a 10-day programme that helps participants develop a deep understanding of the global organisation to design and implement value-creation strategies across functions to prepare for the next step in their career.

Through hands-on learning and in-depth discussions, the programme enables participants to strengthen fundamental business principles, gain a better understanding of the global organisation beyond their functional area, and gain the practical know how to grow into sharp, insightful managers who can work effectively across functions.

- How the global economy affects business and how strategy impacts value
- Gain a holistic view of the organisation and collaboration across functions
- Understand the different functions of the organisation in a virtual company setting
- Dedicated programme director to support participants through the course



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

#### SUMMARY:

The CEDEP Mini MBA: Understanding the full picture of the company and reinforce business fundamentals

#### IDEAL PARTICIPANT:

The CEDEP MBE Programme is for functional managers, high-potentials, identified for expanded responsibility. They stand out as individuals who could take on broader general management roles or larger team management responsibilities in a few years.

They have functional management experience that has generally been gained on the job, and typically do not have an MBA.

They are dedicated experts in their field, but perhaps in need of a refresher course in the business fundamentals.

#### FORMAT:

In-person

#### LOCATION:

CEDEP Campus, in Fontainebleau France

#### DURATION:

10-days

#### LANGUAGE:

English

#### 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

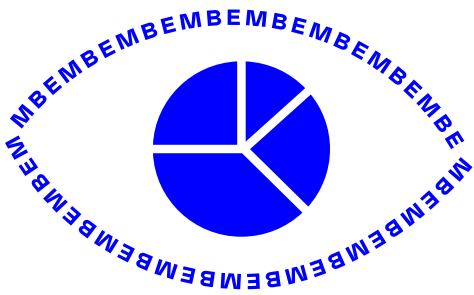
#### PROGRAMME DIRECTOR:



**GUIDO VERSWIJVEL**  
Co-founder and board member of BAN (Vlaanderen Business Angel Network in Belgium) and of Finpower consultancy, and owner and Managing Director of Gucy. Professor of Entrepreneurship at INSEAD







## MAIN OBJECTIVES:

The MBA inspired curriculum, driven by today's emerging real-life challenges, offers informed content, relevant actionable learning, and equips participants with practical advice and tools that will be invaluable to their day-to-day operations.

- Learn how to adapt business decision making from a narrow functional view to a holistic, big picture view focused on sustaining business growth for the long term
- Develop the ability to deconstruct business as a dynamic interconnected system operating in a complex, volatile strategic environment
- Understand how various functions – Finance, Operations, Marketing and others must work together to successfully execute a business strategy and broaden career opportunities

## FLAGSHIP PROGRAMMES

### MASTERING BUSINESS EXCELLENCE (MBE)

Gain a holistic view of the organisation and strengthen business fundamentals

## LEARNING JOURNEY:

The programme is a combination of theory and practice-based workshops in small, dynamic, highly participative groups designed to maximize the integration of the new concepts and management methods learned. At the beginning of the programme, participants are asked to present their company in order to accelerate the learning process and provide a deeper context for more effective peer group learning.

The programme includes engaging evening sessions with programme director or speakers coming from business who share their real-life challenges, failures and successes. Participants will:

- Learn how to better collaborate by identifying personality styles and understanding effective ways to engage stakeholders
- Get a strategic insight into connecting strategy and finance
- Create and adjust an effective strategy, taking into consideration its impact on other functions
- Learn how to negotiate
- Understand how to improve their organisations performance.

At the end, a fully-interactive simulation enables participants to put into practice all the competencies acquired during the training. The structure of the programme allows for sharing, and best-practice learning in a secure collaborative environment that enables participants to discover hidden strengths and build awareness. The time out for reflection forces participants to challenge themselves and expand their thinking.

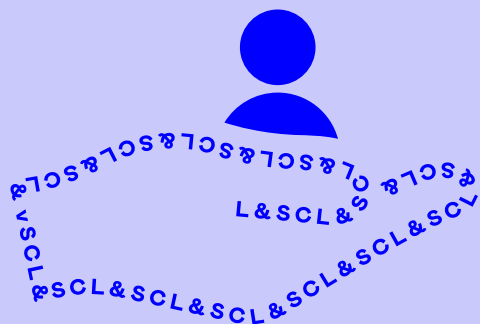
Gain a holistic view  
of the organisation and  
strengthen business  
fundamentals



# SPECIALIST PROGRAMMES







## SPECIALIST PROGRAMMES

### LEADERSHIP & SAFETY CULTURE PROGRAMME (L&SC)

Creating inspiring leaders  
who care

#### OVERVIEW:

The CEDEP L&SC is an immersive 4-day programme that changes participants' mindsets to create a positive culture that builds a high-performance and resilient organisation. The programme is dedicated to manufacturing and operations middle and senior managers, who strive to get safety just right and want to create a healthier, more engaged and effective workforce. It is one of our long-standing specialist programmes that has been running since 2008. Participants immerse themselves in a new dimension of thought leadership that mixes cutting-edge science and research with deep experience and practical application to help them create a safety culture within their organisation that reduces costly workplace accidents that are detrimental to productivity.

This transformational leadership journey gives participants the psychology, philosophy and powerful management skills to:

- Create inspired, high-performing teams
- Develop powerful management skills to become better, more respected leaders
- Develop a practical plan with strategies to implement

#### SUMMARY:

How to motivate people, influence behaviour, and be an inspiring leader who increases productivity through health and safety

#### IDEAL PARTICIPANT:

The CEDEP L&SC Programme is for managers and senior leaders from all industries who understand and recognise the benefits of setting the right tone to create a culture of care.

It is particularly useful for manufacturing and operations managers, HSE experts, safety and wellness directors, safety engineers and consultants, risk managers, security and environment managers, and executives involved in plant management or distribution. *Please note that we have a specialist programme for the Oil & Gas sector.*

#### FORMAT:

In-person and online

#### LOCATION:

CEDEP Campus, in Fontainebleau France

#### DURATION:

4 days for the in person programme  
2.5 days for the online programme

#### LANGUAGE:

English or French

#### 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

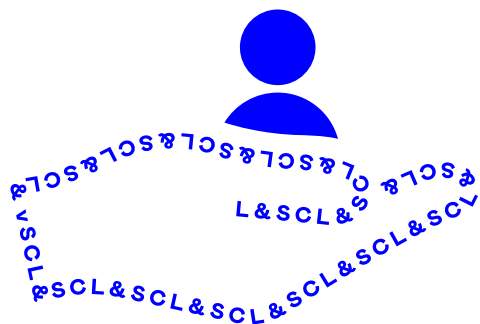
Highly personalised solution based on your culture, current business challenges and strategic issues

#### PROGRAMME DIRECTOR:



**ANDREW SHARMAN**  
CEO of the international culture and leadership consultancy, RMS, and Professor of Risk Management at the University of Zurich, Switzerland





## SPECIALIST PROGRAMMES

### LEADERSHIP & SAFETY CULTURE PROGRAMME (L&SC)

Creating inspiring leaders who care

#### MAIN OBJECTIVES:

Participants learn how to motivate people, influence behaviour, and be an inspiring leader who increases productivity through health and safety. The programme teaches managers from all sectors and industries to rise to the many challenges involved in creating a reliable and positive safety culture that boosts motivation, increases engagement, eliminates workplace accidents, protects the company's reputation, and really does lead to higher performance. The three pillars of the programme are combined to give participants the mindset, techniques and leadership behaviours to have an immediate, positive and sustainable impact upon their return to the organisation.

- Knowledge to nurture and sustain a safety culture and the human factors involved in risk adjustment and decision-making
- Skills & Performance to master behavioural economics, engaging stakeholders and leading change
- Behaviour from preventing accidents to leadership, safety and stress management

#### LEARNING JOURNEY:

In a peer group learning environment, our faculty of global thought leaders take participants through a series of workshops to learn the practical tools to create and sustain a 'culture of care' in their organisation, communicate the importance of a proactive safety culture, and build awareness of the safety challenges in today's complex business world. Participants will explore different aspects of safety in the workplace and acquire the new management skills to drive thriving organisations filled with inspired and committed workers that respect their managers and each other.

- Become more aware
- Reduce workplace accidents
- Increase team motivation
- Learn how to positively influence people
- Lead forward with the right-mindset
- Create a 'culture of care'
- Take away effective tools to use immediately.

Participants will work on a specific plan for their organisation to establish safety goals, develop resources, ensure team participation, identify and assess hazards, and prevent and control risks. Thereby, giving them a practical action plan to have an instant impact in their workplace

Learn how to positively influence people and lead forward with the right mindset





## SPECIALIST PROGRAMMES

### SAFETY LEADERSHIP ACADEMY PROGRAMME (SLA)

Oil and gas professionals  
co-creating the next generation  
of industry safety culture

#### OVERVIEW:

The SPE CEDEP Safety Leadership Academy, endorsed by the IOGP, is a professionally accredited training programme dedicated to the needs of the oil and gas industry. We have devised a three-phase approach: Phase 1 of the programme is an immersive 4-day residential session. Phase 2 is a 3-month duration intersession for participants to apply the learnings in their work environment. Phase 3 is a second immersive 4-day residential session to complete the programme. In this in-depth highly interactive programme, participants prepare for the challenges emerging in an industry experiencing significant changes and in a world, that is becoming more and more uncertain and complex. They explore cutting edge leadership concepts and safety management practices to build a new mindset and culture needed in the journey to get to zero accidents.

#### Why Attend?

- Learning together with peers from other companies
- Exposure to a faculty of world class experts on leadership and safety
- A unique 3-phase structure for a proven reinforced learning experience
- Learning and personal development through coaching
- Ongoing access to a living learning community of leaders shaping the future of HSE management

In co-creation  
with the Society  
of Petroleum  
Engineers (SPE)

#### SUMMARY:

An in-depth highly interactive programme for leaders in the oil and gas industry to come together, explore innovative leadership concepts and safety management practice, and shape the future of HSE management.

#### IDEAL PARTICIPANT:

The SPE CEDEP Leadership Academy is for middle and senior-level leaders who play a role in the safety management and conditions in which their people work.

It includes operational managers, and Health, Safety Environment (HSE) managers in the oil and gas industry and its direct value chain

#### FORMAT:

In person but a part of the programme can be organized online

#### LOCATION:

The Safety Leadership Academy has its home campus at CEDEP in Fontainebleau and is also mobile and travelling to key oil and gas hubs around the world starting with Houston and Abu Dhabi in 2021.

#### DURATION:

2 residential sessions of 4 days with a  
3-month intersession in between and pre-course community building

#### LANGUAGE:

English

#### 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

#### PROGRAMME DIRECTOR:



#### MURIEL BARNIER

Founder of Lime  
Core Training and  
Communications  
Programs for HSE  
Leadership and Employee  
Engagement and highly  
recognized 12-year  
industry veteran in HSE  
learning communications  
and engagement.





### MAIN OBJECTIVES:

Develop leadership capabilities in oil & gas industry leaders to shift paradigms and make zero accidents a reality within their organizations and beyond, for the good of society. Based on key SPE, IOGP and ERM reports, the programme will address in particular, the 5 obstacles to achieving zero harm, identified in the SPE Getting to Zero Technical Report:

1. Ineffective leadership development
2. Insufficient alignment and application of human factors
3. Misalignment and confusion on the expectation of zero harm
4. Inaccurate identification and management of risk
5. Market pressure

### Participants will gain:

- Knowledge with cutting-edge concepts to develop skills that will influence behaviours and transform the safety culture of the workplace
- Practical Tools for leaders to convert the mindset shift into clearly defined and efficient actions. Activities will be organized all along the learner's journey to practice the skills and tools explored during the program.
- Personal transformation in the ability to lead and build safe performance conditions for your people and your businesses

## SPECIALIST PROGRAMMES

### SAFETY LEADERSHIP ACADEMY PROGRAMME (SLA)

Oil and gas professionals co-creating the next generation of industry safety culture

### LEARNING JOURNEY:

Community building is a key feature of the programme and will start prior to Phase 1 residential session. In a peer group learning environment, our faculty of thought leaders will facilitate a series of workshops that will include talks, practical activities to use tools and techniques, case studies and group challenges. Experiential learning will also lead the participants outside of the classroom and their comfort zone for an immersive experience to increase self-awareness and fundamental change. Your own reality and operational challenges will form the key material for your learning journey.

#### PHASE 1 – Leading Self & Others (4-day residential session)

- Industry Legacy and Vision
- Leading in a VUCA world
- Limits of modern management
- Mental Models
- Insight Fair
- Experiential learning through Community Project
- Human Factors and Human Performance
- EQ, IQ, AQ and Decision Making

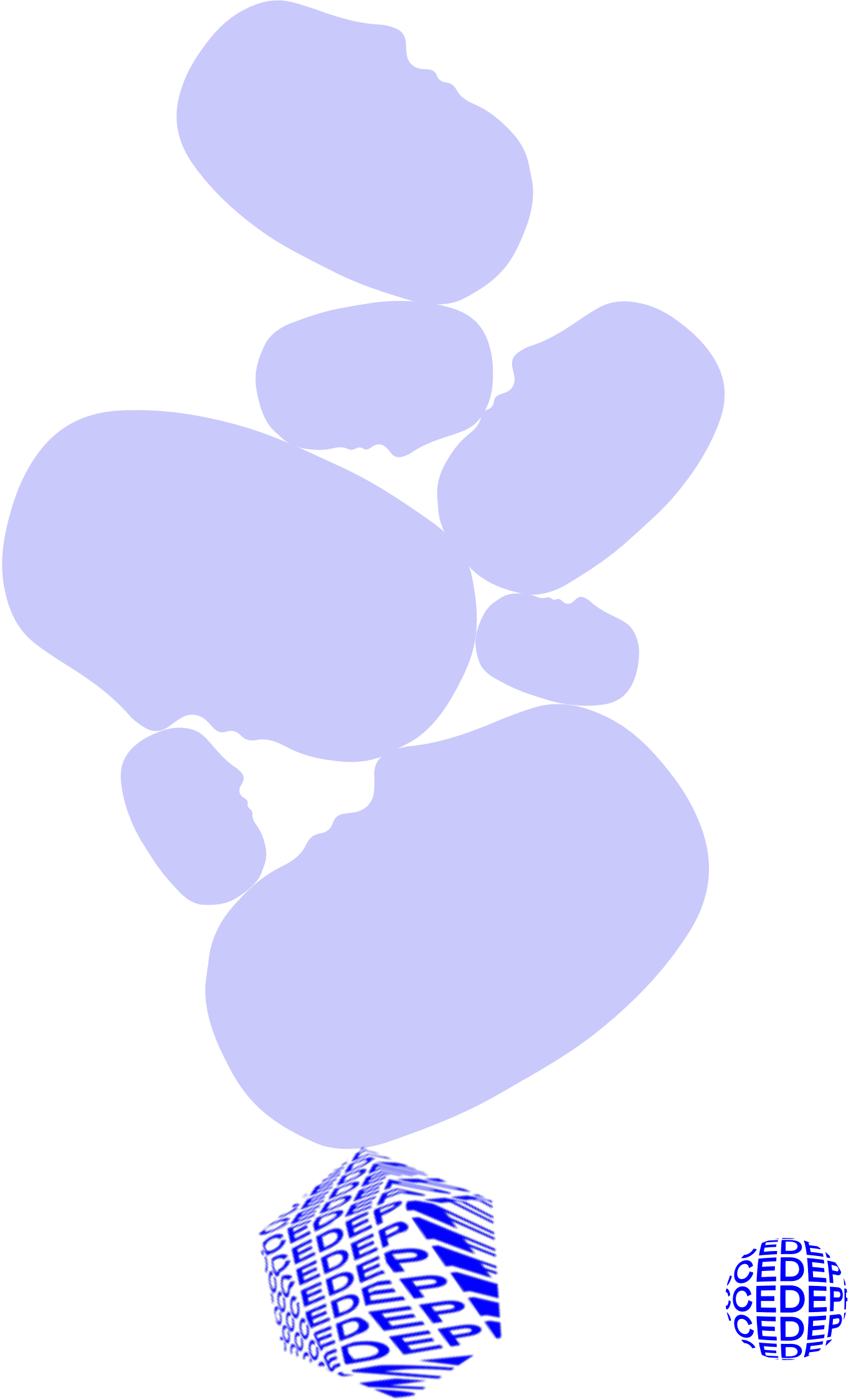
#### PHASE 2 – Apply the Learnings (3 months)

Participants return to their work environment and apply their learnings to strategic challenges. This will be supported by virtual meetings.

#### PHASE 3 – Influence & Change (4-day residential session)

- Rethinking HSE Communications – empowering your people
- Crisis Leadership
- Peer Coaching
- Observing differently
- Advocating for change in leadership culture and Influencing models
- Industry trends and how to turn challenges into opportunities

56 continuing education credits (CEUs) are awarded for the course.

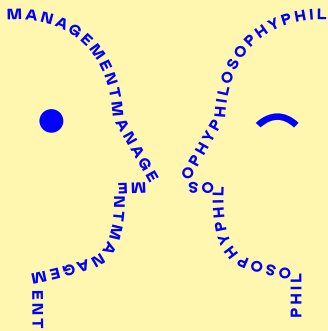




# GOING FURTHER WITH LEADERSHIP DEVELOPMENT







# GOING FURTHER WITH LEADERSHIP DEVELOPMENT

## MANAGEMENT & PHILOSOPHY PROGRAMME (M&P)

Creating inspired, visionary leaders

### OVERVIEW:

The CEDEP M&P is a thought-expansion programme that brings together 10 philosophers and 10 senior executives to share the ground-breaking new philosophical management techniques that are inspiring the most engaged and productive workplaces around the world. Participants learn to use philosophical analysis to break the current limits of contemporary management. The programme covers 10 of today’s most common managerial challenges, occupying one day per month over 10 months, with six of the sessions being held in Paris and four at the CEDEP campus in Fontainebleau, France.

**SUMMARY:**  
Enlightening conversations about today’s fundamental management issues with 10 senior executives and 10 philosophers

**IDEAL PARTICIPANT:**  
The CEDEP Management & Philosophy Programme is for vice presidents, general managers and directors of units in all industries.

It is for professionals who understand that their leadership style has an enormous impact on their organisation – and for those who want to learn the skills to excel, enabling them to lead thriving organisations filled with inspired and committed workers that respect them, and each other.

**FORMAT:**  
In-person

**LOCATION:**  
CEDEP campus in Fontainebleau, France and Paris, France

**DURATION:**  
6 days in Paris  
4 days at CEDEP campus in Fontainebleau, France

**LANGUAGE:**  
1st session in French  
English

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

### PROGRAMME CO-DIRECTORS:



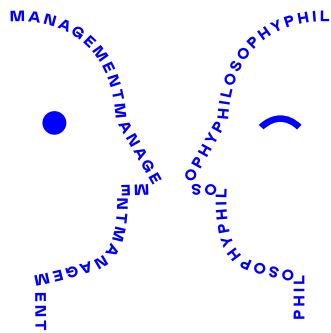
**PHILIPPE BILTIAU**  
Academic Professor,  
Former Dean of the  
Solvay Brussels School



**JULES GODDARD**  
Fellow of London Business  
School, Co-author of  
"What philosophy can  
teach you about being a  
better leader", Kogan Page,  
2019, member of the Council  
of the Royal Institute of  
Philosophy







## GOING FURTHER WITH LEADERSHIP DEVELOPMENT

### MANAGEMENT & PHILOSOPHY PROGRAMME (M&P)

Creating inspired, visionary leaders

#### MAIN OBJECTIVES:

This unique and innovative programme provides access to high-level discussions between top senior executives and renowned philosophers on how to approach fundamental management issues in today's ever changing and uncertain world. Participants will explore different currents of philosophical theory, such as:

- Commitment
- Truth
- Otherness
- Humanism in a digital world

Relating these notions to challenges experienced by top business leaders, participants will be able to confront their own views, giving them greater clarity on how to address difficult situations and solve problems in a pragmatic way. They will learn how to ask the right questions to the right people to find more effective solutions and ways forward.

Through analysing their managerial practices from unconventional angles, and participating in exchanges with inspiring world leaders of thought and business, they will leave each session with a new perspective on the way they manage themselves and their team.

#### LEARNING JOURNEY:

The M&P programme goes further and dives deeper than a traditional business school by using interrogation and contemplation of philosophical ideas that have had a profound impact on the world of today. Participants will learn how to:

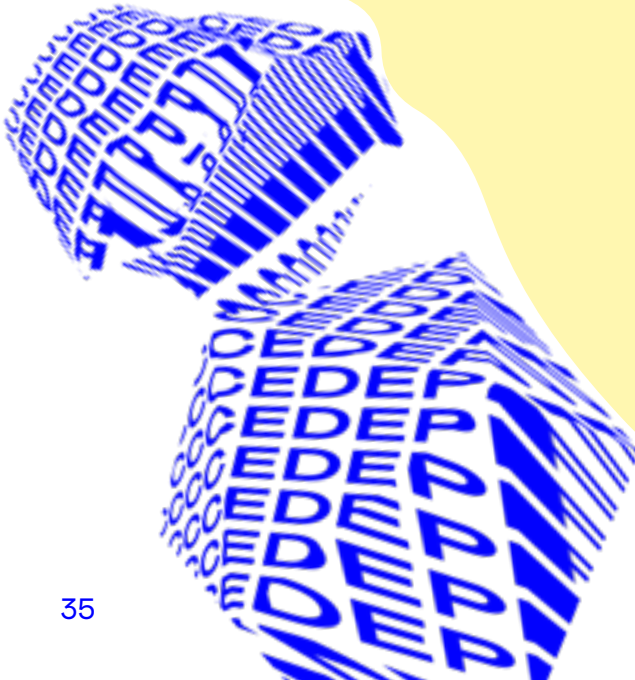
- Use critical thinking skills to question their points of view and managerial practices in order to make improved decisions and build a moral rationale for their organisation
- Become more aware: know themselves better, listen to others, create the right environment, better analyse situations and more skillfully manage relationships
- Open their mind so as to surpass their current self-limiting work beliefs
- Lead an inspired and fulfilled workforce with a deep sense of purpose and commitment
- Decipher and resolve problems in order to achieve expansive and positive outcomes
- Turn cultural and spiritual differences into an asset that helps people work together more effectively

In each session, one of the 10 senior executives shares his vision and business experience related to the theme of the day.

The philosopher then presents the philosophical concepts that relate to both the subject and senior executives remarks, explaining how these theories are relevant to modern management. Following this, there is an in-depth analysis of the essential issues raised from a managerial and operational perspective.

Each of the 10 days covers a different theme but has a similar structure. Profoundly moved by these discussions, participants will leave the programme inspired to take their personal life, career and organisation to a higher level.

A privileged time  
for sharing a unique  
experience with the  
leading names in  
international business  
and philosophy





GOING FURTHER WITH  
LEADERSHIP DEVELOPMENT

MENTAL MODELS  
STRATEGY  
PROGRAMME (MMS)  
Break the cycle of past thinking

OVERVIEW:

The CEDEP MMS is an innovative, highly relevant 2.5 day programme that gives participants a key strategy in helping organisations experience successful transformation in today’s ever changing and uncertain world – how to use and shift one’s 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. People construct these mental models of reality often without awareness of it, and because of this, mental models are difficult to understand and change.

<b>SUMMARY:</b> Question assumptions and unlock yourself, your team, and your organisation’s potential
<b>IDEAL PARTICIPANT:</b> 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.
<b>FORMAT:</b> In-person
<b>LOCATION:</b> CEDEP campus in Fontainebleau, France
<b>DURATION:</b> 2.5 days
<b>LANGUAGE:</b> English
<b>SET UP:</b> This programme can be experienced in two ways  <b>Multi-company programme</b> To share insights, experiences and knowledge with other companies across varied industries  Or  <b>Custom programme</b> Highly personalised solution based on your culture, current business challenges and strategic issues

<b>PROGRAMME CO-DIRECTORS:</b>	
	
<b>BÉATRICE ROUSSET</b> Specialist, consultant and speaker in individual and collective transformation issues	<b>PHILIPPE SILBERZAHN</b> Professor, EM Lyon Business School, recognised expert in innovation, entrepreneurship and corporate transformation







## GOING FURTHER WITH LEADERSHIP DEVELOPMENT

### MENTAL MODELS STRATEGY PROGRAMME (MMS)

Break the cycle of past thinking

#### MAIN OBJECTIVES:

This innovative, transformative hands-on programme will give participants a new managerial competence, the use of mental models, and how to use this competence to innovate and adapt in the new normal. Participants' will become more aware and make positive shifts in themselves, and as a consequence, in other people in their organisation in order to lead with a strategic edge.

Through analysis of their own mental models, participants will understand:

- Why people think, behave and react in a certain way
- The profound role mental models play at the individual, group and societal level
- The enormous impact mental models have on decision-making processes, operational efficiency and company outcomes.

Participants will learn new mental models and how to use these new models to unlock action, cut through the noise and identify the best decisions to make. They will be guided through different actionable tools, including alternative models that will provide them with a concrete roadmap to create change. After the programme, they will be able to recognise where models are creating obstacles in their 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 participants new insights on how to move their organisation forward.

#### LEARNING JOURNEY:

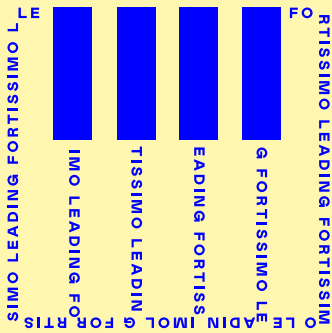
The programme is comprised of practice-based workshops driven by participants real-life challenges and questions. Through a series of exercises, participants will learn how to recognize their mental models and then understand the impact they have on how they process and comprehend information. After exposing their mental models that define how they operate, they will learn new mental models (new ways of examining situations) to broaden their framework for solving problems. They will then go through an exercise with different steps to become skilled at implementing innovation with a new mindset. Learning about mental models help participants:

- Identify mental model blocks and turn them into positive solutions
- Increase awareness to understand situations and people from wider angles to make better decisions
- Avoid stagnation by getting left behind using past methods and have the confidence and strategies to better optimize systems to instigate growth
- Create value by managing people differently
- Become a change agent to drive cultural change in their organisation

At the end of their learning, participants develop an approach to make incorporating mental models into daily operations a systematic change across their entire organisation.

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





GOING FURTHER WITH  
LEADERSHIP DEVELOPMENT

LEADING FORTISSIMO  
When music and leadership  
bond around the piano

OVERVIEW:

The CEDEP Leading Fortissimo Experience features fundamental lessons about leadership that professional musicians share and have been applying since the dawn of humanity.

Because they operate in similar ‘organisations’ made of experts and strong characters, top-class musicians encounter the same challenges as corporate leaders, such as: managing egos, aligning groups, engaging audiences, knowledge transferal (hard and soft), and developing self-confidence to succeed.

When realizing that music has a much longer history than corporate management, that many of these leadership challenges have been addressed long ago, and that this millennium knowledge is still available in the minds of certain artists, what will you do? Ready to embark on a leadership journey around the piano?

With our  
learning partners  
Christophe Gillet  
& Yves Henry

**SUMMARY:**  
Music and Leadership: 15,000 years of shared history from management to leadership

**IDEAL PARTICIPANT:**  
The course is for all levels of managers and functional leaders. They may also be in charge of implementing important initiatives within their organisation.

Ideal for high potential leaders who have gained managerial experience on-the-job.

**FORMAT:**  
In-person

**LOCATION:**  
CEDEP campus in Fontainebleau

**DURATION:**  
Short version : 2 hours  
Long version: an evening (including the show, dinner discussion and an informal concert)

**LANGUAGE:**  
English or French

**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

LEARNING PARTNERS:



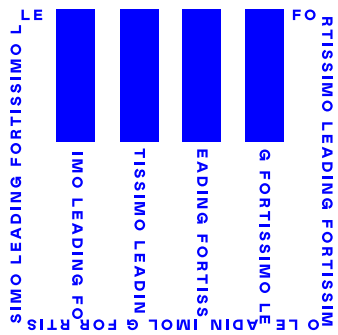
**CHRISTOPHE GILLET**  
Former head of Innovation for SONY Business Europe  
Innovation activist, Transformation agent, Anxiolytic at CEDEP, INSEAD, IMD, University Cape Town, Duke CE



**YVES HENRY**  
Pianist & composer, 1st Grand Prize of the Schumann Contest, Laureate of Seven 1st prizes of the Paris CNSM music school, prof at the CNSM, President of the Nohant Chopin festival, jury at the Chopin contest in Warsaw.







# GOING FURTHER WITH LEADERSHIP DEVELOPMENT

## LEADING FORTISSIMO WHEN MUSIC AND LEADERSHIP Bond around the piano

### MAIN OBJECTIVES:

No presentation, no speech. Just a top-class musician, a facilitator, a piano and a (corporate) audience making the show, asking their own questions around examples such as:

- Aligning groups and managing egos
- Giving a sense to what they do
- Handling resistance
- Engaging (and keeping engaged) audiences
- Transferring knowledge (hard & soft / process & emotion)
- Adapting leadership styles to the particular context
- Developing self-confidence and being prepared to win
- and much more ...

### LEARNING JOURNEY:

Somewhere between a testimonial, a concert and a management training, we propose this innovative approach to "executive" teaching that brings to light how high-level musicians are confronted with the same issues as business leaders and have long had the answers to some of these issues.

Sharing experiences and testimonials are at the core of the learning journey. The innovative course offers an illustrated dialogue where music comes into play through the testimony of a world-renowned concert performer, Yves Henry (illustrating his words on the piano) and a professional trainer and businessman, Christophe Gillet (teaching practical tools and concepts).





GOING FURTHER WITH  
LEADERSHIP DEVELOPMENT

INTENTIONAL  
LEADERSHIP  
& COMMUNICATION  
WORKSHOP

E-Colors

OVERVIEW:

Equilibria is one of CEDEP’s Academic Partners. They developed the E-Colors tool, which is a Personality Diversity Indicator (PDI) designed to help improve communication skills, analyze behaviours and determine working and learning habits to help managers work at a more effective level.

The communication workshop is an introduction to one of the three essential areas of organisational behaviour with a focus on individual behaviour. In this area, largely inspired by the work of psychologists and using Equilibria’s E-Colors tool, the workshop will explore the field of personality and how managers can use their Emotional Intelligence to influence the behaviour of their employees, and positively impact their performance at work. Emotional Intelligence refers to a set of faculties, soft skills and competences that impact on how people respond to the pressure and needs of the environment. Managers who can understand their own emotions and analyse those of others are likely to be more effective at work.

Today, managers must now include emotional intelligence in their skills, especially when their position requires a significant amount of social interactions.

With our learning  
partner Equilibria

**SUMMARY:**  
Soft skills for business to give managers the ability to perceive emotional signals and manage behaviours in order to enhance performance through Personality Diversity

**IDEAL PARTICIPANT:**  
The workshop is for managers and functional leaders. Those whose success depends on connecting and engaging people and teams, and working effectively across different functions, cultures and regions. They may also be in charge of implementing important initiatives within their organisation.

Ideal for high potential leaders who have gained managerial experience on-the-job and are ready to expand their horizons, breakdown silos, have more responsibility, and lead larger transversal teams.

**FORMAT:**  
In person and online

**LOCATION:**  
CEDEP campus in Fontainebleau

**DURATION:**  
2 hours

**LANGUAGE:**  
English or French

**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

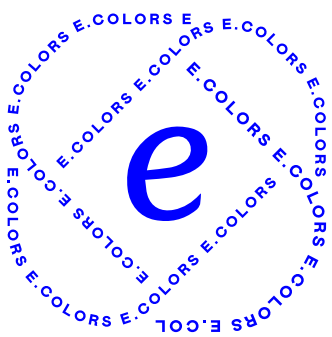
LEARNING PARTNER:



GEORGES LANDES  
INSEAD Executive  
Coach Global Facilitator  
for Transformation







# GOING FURTHER WITH LEADERSHIP DEVELOPMENT

## INTENTIONAL LEADERSHIP & COMMUNICATION WORKSHOP

E-Colors

### MAIN OBJECTIVES:

Learn about the basics of the E-Colors and understand Personal Intervention Tools that will enable you to:

- Improve self-awareness and manage individual behaviour to make the right choices, enhancing intentional actions and leadership
- Improve relationships and team efficiency
- Enhance communication skills
- Improve team communication
- Have fun learning about different personality styles

### LEARNING JOURNEY:

- Equilibria and E-Colors foundation
- Understanding the history behind Personality Diversity
- Perception
- Foundation Personality exercise
- Effective communication
- Personality & Character
- Personal Intervention - a behavioural management tool
- Team communication
- How to lead intentionally
- Explore practical applications
- Wrap up and takeaways
- Acquire a deep knowledge of yourself
- Explore new ways to make decisions
- Discover new tools to better analyse situations and solve personality conflicts
- Learn how to effectively communicate inside a team and boost efficiency by turning personality diversity into an asset
- Have the skills and confidence to give your teams the support they need through better understanding of the team personality

# ONLINE PROGRAMMES CEDEP LIVE





# CEDEP LiVE EXPERIENCE

## The CEDEP LiVE journey

### IN-PERSON WHEREVER YOU ARE IN THE WORLD:

Some of our programmes can be delivered online through ‘CEDEP LiVE’ which stands for ‘Learning in a Virtual Environment.’

The CEDEP LiVE Journey is designed to engage participants and bring the “smell of the place” energy and invigoration of the Fontainebleau campus experience to a virtual environment. Our live programmes are built to deliver the same world-class, thought-provoking, and enriching experience, while maximising the power of peer learning. Our learning portal enables each participant to easily access content and achieve and track learning objectives. A mixture of learning approaches to maximize engagement include live sessions, simulations, asynchronous self-study and reflection, with community building and experimental methodologies to connect participants along the learning journey. Our live virtual format can connect global cohorts to individuals in the interactive learning journey with a high-level of peer engagement and networking.

### FLEXIBLE LEARNING:

CEDEP LiVE offers a flexible path to learning. Access to programme content is completely flexible and available through multiple devices with the ability to go deeper on certain topics on your own time from anywhere in the world.

### FLEXIBLE DESIGN:

The learner-centric flexible design provides the opportunity to create a unique learning journey tailored to your organization’s needs. Co-design and develop rigorous online sessions with customized course modules and add components from your organization, such as videos and real-life projects to demonstrate the practical application of learning. A dedicated design team works closely with you to design the content and format that best meets your needs, through intense co-design sessions. Our team can adapt and integrate your company modules and use your preferred tools.

### ENGAGE VIRTUALLY:

Interactive sessions with faculty, experts and our extensive network of learning partners enable participants to experience lively discussions and interactions throughout the live learning journey. Connect and collaborate with your peers virtually through our user-friendly online learning platform. Assignments are often linked to participants’ real-life business challenge for highly relevant, actionable learning.

### CEDEP LiVE CONTAINS:

- Real life projects and issues for hands-on application through simulations
- Live sessions with experts and faculty from the world’s top business schools
- Synchronous and asynchronous content
- Novel tools and methodologies to keep the learning journey interactive
- New experimental methodologies to bring the energy, self-reflection, community building and networking from the Fontainebleau campus experience to participants
- Active support from learning partners and delivery team
- Recorded video lectures
- Moderated discussions with learning managers and partners
- Class materials: articles and videos





With content inspired by the MBA, the programme enables participants to appreciate business strategy, its connection with finance, the role of markets & customers, and an approach to analyse operations.

With a curriculum constantly refreshed to reflect emerging concerns, the newest version of the MBE will incorporate in-depth discussions on the impact of Digital Transformation and the need to take a sustainable view of business operations.

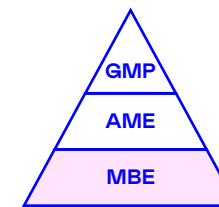
- 4 interactive modules over an 8-week period for time-bound learning
- 12 faculty LiVE sessions & 3 industry expert discussions for shared learning and interactions
- Industry experts and practitioners offering multiple industry insights
- Cross-business group activities and exercises to develop stronger networks
- Dedicated programme director to support participants through the course

## ONLINE PROGRAMMES

# CEDEP LIVE

# MASTERING BUSINESS EXCELLENCE PROGRAMME (MBE LiVE)

## Business acumen and strategy for tomorrow



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

**SUMMARY:**

## Key business fundamentals to drive forward sustainable business in your company

**IDEAL PARTICIPANT:**

The online MBE programme is for senior functional managers who want to refresh their business acumen and strategic perspective.

Individuals, who by nature of their roles – corporate functions, business partners, business analysts – are required to demonstrate an enterprise level mindset while addressing operational challenges.

High potential employees, identified by the organization for a general management career track, will also benefit from the programme, which focuses on developing business savvy.

The programme is well suited for those who have developed functional expertise thanks to their education and professional experience, but may not possess a formal education in Business Management.

**FORMAT:**

Online

**DURATION:**

8 weeks with

4 interactive modules

2x 90-minute LiVE sessions per week

(including 12 interactive sessions with faculty + 3 industry expert discussions)

3 hours per week for individual work

(asynchronous learning with reading, videos, reflection and application)

**LANGUAGE:**

English

**SET UP:**

### Multi-company programme

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

**PROGRAMME DIRECTORS:**







## ONLINE PROGRAMMES

### CEDEP LIVE

#### MASTERING BUSINESS EXCELLENCE PROGRAMME (MBE LiVE)

Business acumen and strategy  
for tomorrow

##### MAIN OBJECTIVES:

The MBA inspired online curriculum, driven by today's emerging real-life challenges, offers informed content, relevant actionable learning, and equips participants with practical advice and tools that will be invaluable to their day-to-day operations.

- Learn how to adapt business decision making from a narrow functional view to a holistic, big picture view focused on sustaining business growth for the long term
- Develop the ability to deconstruct business as a dynamic interconnected system operating in a complex, volatile strategic environment
- Understand how various functions – Finance, Operations, Marketing and others – must work together to successfully execute a business strategy and broaden career opportunities

##### LEARNING JOURNEY:

Participants receive access to the MBE LiVE learning space on the CEDEP 360 Learning environment, which will be their virtual “home” for the duration of the programme. The CEDEP learning portal enables each participant to easily access content and achieve and track learning objectives. The programme will follow a blended online learning methodology, consisting of self-study videos, live online sessions and group exercises to apply the learning. Participants will also have an opportunity to interact with executives from multiple organisations to experience first-hand the application of concepts in real life.

##### 4 interactive modules:

- Theory of the Firm
- Customers and Markets
- Managing Operations
- Financial Acumen

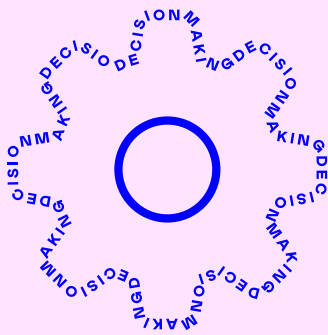
##### Additional Learning Support:

- Offices hours with faculty
- Cohort cafés with the Programme Director
- Assessments for knowledge check and to reinforce understanding

Participants will also become part of the CEDEP Alumni network. This will provide continued access to professional and personal development. For example, as an MBE alumnus you will have an opportunity to attend an interactive webinar on an emerging topic every two months.

Gain a holistic,  
big picture view of  
the organisation and  
strengthen business  
fundamentals to drive  
sustainable growth





ONLINE PROGRAMMES  
CEDEP LIVE

DECISION-MAKING  
IN UNPRECEDENTED  
TIMES PROGRAMME

Leading for continuous  
relevance

OVERVIEW:

To thrive in an unstable and unpredictable environment, companies must build relevance and resilience into their business. Strategic decisions made by leaders are fundamental to achieving this, yet strategic decision-making has never been as challenging as it is today!

The newly created CEDEP programme, “Decision making in unprecedented times” aims at developing the necessary understanding, mindset, behaviour, skills and methodologies to enable leaders to make relevant strategic decisions, for the future success of the organisation.

**SUMMARY:**  
Thrive through powerful decision-making that builds relevance and resilience into the business

**IDEAL PARTICIPANT:**  
The CEDEP Programme is for all senior leaders who make strategic decisions on issues that contributes to setting the course of an organisation, function, or strategic teams.

**FORMAT:**  
Online

**DURATION:**  
22 hours online session spread over 8 weeks  
  
1.5 hour per week for individual work

**LANGUAGE:**  
English

**SET UP:**  
This programme can be experienced in two ways:

**Custom programme**  
Highly personalised solution based on level of attendees, functions attending, your culture, current business challenges and strategic issues

Or

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

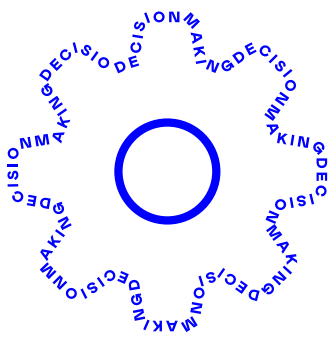
**PROGRAMME DIRECTOR:**



**LIRI ANDERSSON**  
Founder of this fluid  
world boutique  
business consultancy,  
business coach







## ONLINE PROGRAMMES CEDEP LIVE

### DECISION-MAKING IN UNPRECEDENTED TIMES PROGRAMME

Leading for continuous  
relevance

#### MAIN OBJECTIVES:

Leaders face the challenge of keeping one eye firmly on the now, while making strategic decisions that build relevance and resilience into the organisation.

During the interactive online programme, participants will have the opportunity to hone their future facing decision making skills by:

- Obtaining a solid overview of key drivers behind the extraordinary shifts we are facing in the world today, their impact on business, as well as the out of ordinary opportunities and threats that are emerging
- Having traditional business understanding and norms tested, and alternative ones encouraged (business, industry, company, function, discipline, team, leadership philosophies)
- Letting go of assumptions and biases, expand the mindset and embrace new mental models to assist relevant information gathering, understanding and prioritisation
- Stretching the range and types of questions and solutions considered, as well as select relevant decision-making criteria
- Raise awareness of methodologies, processes and tools that facilitate relevant decision-making, in line with the new realities identified

#### LEARNING JOURNEY:

This virtual future-facing programme assists leaders in making relevant business decisions in these unprecedented times. Participants are taken on an intense and inspiring learning journey that combines, lecturing, expert speakers, facilitated interaction, group work, and individual exercises between sessions. The total hours of on-line (LiVE) learning is 22 hours over 8 weeks, with activities off-line such as: applying learning in day-to-day activities, researching, reading and preparation: ranging from 10 to 12 hours during the programme.

Increase your success  
and effectiveness in  
strategic decision-  
making in complex and  
uncertain times





ONLINE PROGRAMMES  
CEDEP LIVE

REMOTE LEADERSHIP  
PROGRAMME

New ways of working and  
leading remotely

OVERVIEW:

The new CEDEP Remote Leadership programme accelerates the time to adopt and implement the new ways of working and leading remotely in the post COVID-19 era. The programme reduces or eliminates the anxieties associated with virtual distance and cross virtual distance management. Instead of the traditional focus of theoretical lessons and advice, the emphasis of the programme will be experiential to learn the skills and behaviours needed for remote leadership.

**SUMMARY:**  
Develop the skills and mindset needed to succeed as a remote leader.

**IDEAL PARTICIPANT:**  
All senior managers and leaders who remotely manage teams or individuals and want to develop new skills and a new mindset in excelling in Remote Leadership.

**FORMAT:**  
Online

**DURATION:**  
3 months

With 10 LIVE sessions (Total 22h)

- 1 x 240 min LIVE session
- 5 x 120 min LIVE session
- 2 x 180 min LIVE session
- 2 x 60 min of Round table

1 hour of individual work, before & after each LIVE session (Total 30h)

**LANGUAGE:**  
English

**SET UP:**  
This programme can be experienced in two ways:

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

Or

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

PROGRAMME DIRECTOR:



**JENS MEYER**  
Adjunct Professor of  
Corporate Strategy at  
INSEAD, Dean of CEDEP  
until December 2019





# ONLINE PROGRAMMES

## CEDEP LIVE

### REMOTE LEADERSHIP PROGRAMME

New ways of working and leading remotely

#### MAIN OBJECTIVES:

The innovative programme will raise awareness for the levers available and required for remote leadership, as participants observe the benefits emerging from a new behavioural approach. Over the entire experience participants will let go of some old behaviours and methods, develop, experiment, and then constantly apply the new learnings in their daily work environment, and receive regular feedback. The 3-month journey consists of carefully designed off-and-online phases of asynchronous vs. synchronous moments to allow participants to explore the emerging management dimensions. Offline, asynchronous learning permit participants to enter the practice phase – providing space and time for the necessary exploration and experimentations in order to let the practical lessons emerge.

#### LEARNING JOURNEY:

The learning journey is designed along three dimensions and phases.

##### Phase 1: The Self in Context

The programme begins by exploring the participants context of their corporate team, and the individual challenges and concerns. Further exploration of their mental models and looking at the two sides of empathy through the manager and the employee.

##### Phase 2: Teams in Motion

The second phase strategizes and maps out the virtual managerial landscape – by progressing towards the do’s and don’ts of virtual teaming. The bonus part of this section is the instalment of the newly emerging networking landscape – extending the take-away beyond the boundaries of the team, direct reports and peers.

##### Phase 3: Practice & Progress

The third phase is the implementation and adaption of newly developed routines, that allow participants to create a sustainable set of behaviours matching their organisation’s needs and desires. This phase also includes a series of small group coaching sessions to ensure the practical aspects of managing is achieved.

Each section is followed by a series of conversations supported by either the participant’s senior leadership team – serving as sounding board and framing mechanism for future steps or by the programme team or programme director, serving as reflective pitstops on the way to progress. The end of the journey is dedicated to the sharing, acknowledgment of the re-framing and initialization of the new management behaviour. Similarly, a virtual fair of participants and their senior leadership team will present the results, share their perspectives, and provide feedback.





ONLINE PROGRAMMES  
CEDEP LIVE

FINANCE FOR MANAGERS  
Master the essentials of finance  
& value creation and  
optimize your decision making

OVERVIEW:

E-Cademy is a constantly evolving finance and value creation e-training platform to increase financial performance and margin growth in an ever-changing world. It is the first permanent online platform with a horizontal and transversal view of corporate finance.

Every month, new valuable content is added in the form of vidcasts, educational videos, courses, exercises, contemporary case studies and blog posts.

With our  
learning partner  
E.CADEMY

**SUMMARY:**  
Master the essentials of finance and create value in your organization with corporate digital training tool

**IDEAL PARTICIPANT:**  
Finance for non-finance managers

Directors or managers who want to hone, develop or refresh their knowledge of finance

**FORMAT:**  
Online

**DURATION:**  
3 months to 1 year  
with 4 transversal and 10 vertical video modules over a one-month period with story-telling multimedia (vidcasts and educational film)

**LANGUAGE:**  
English or French

**SET UP:**  
Custom programme  
Highly personalised solution based on your culture, current business challenges and strategic issues

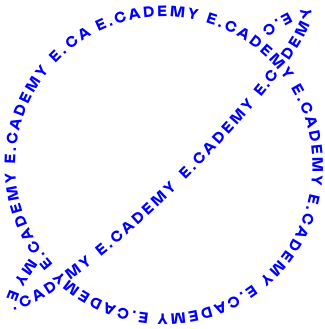
LEARNING PARTNER E.CADEMY:



**DOMINIQUE JACQUET**  
Creator, Professor of Finance at CEDEP, HEC Montreal, Ecole des Ponts and INSEAD







## ONLINE PROGRAMMES

### CEDEP LIVE

#### FINANCE FOR MANAGERS

Master the essentials of finance  
& value creation and  
optimize your decision making

#### LEARNING JOURNEY:

During the first month, users will have access to video e-learning modules to understand fundamentals which include:

##### 4 Transversal modules:

- Financial Performance
- Performance and Value Creation
- Growth Financing
- Boosting Performance with Operational Levers

##### 10 Vertical modules:

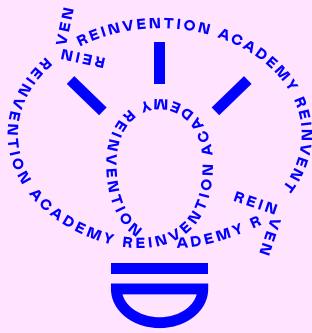
- The Balance Sheet
- Profit & Loss Statement
- Cash Flow Statement
- Practical examples
- The Cost of Capital
- Evaluating the Financial Performance of a Business
- Investment Analysis and Value Creation
- Company Valuation
- Profitability, Growth and Value Creation
- Financial Leverage, Operating Profitability and Growth Financing

Users will also be offered new content each month to memorize the learning through story-telling and real-life cases:

- 15-20-minute vidcasts (podcasts plus videos) on a real-life case
- 30-35-minute educational film on the long-term perspective of a business situation

Increase financial  
performance and  
margin growth in an  
ever-changing world





ONLINE PROGRAMMES  
CEDEP LIVE

**REINVENTION ACADEMY**  
Turn constant disruption  
into opportunity with power,  
speed, and lasting results

**OVERVIEW:**

Seventy-five percent of all transformations fail. This does not have to be your number.

The Reinvention Academy is not just another change management programme. It's a powerful field-tested combination of strategy, foresight, innovation, agile, design thinking, leadership, continuous improvement, organizational development AND change management - put together into a simple easy-to-use framework.

It's time to make reinvention your company's superpower - so that you can turn any disruption into your competitive advantage. Today.

With our  
learning partner  
**Dr. Nadya  
Zhexembayeva**

**SUMMARY:**  
Turn constant disruption into reinvention opportunity with power, speed, and lasting results

**IDEAL PARTICIPANT:**  
Executives in charge of product/business unit/company transformation and looking for proactive cross-functional business-result driven approach to getting the company future-ready.

Managers at every level of organization engaged or soon to be engaged in strategic-change initiatives within their organizations.

Small teams facing significant level of uncertainty and disruption and seeking a unifying field-tested research-backed framework to align the team, develop common language, and accelerate results.

**FORMAT:**  
Online

**DURATION:**  
6 weeks  
4 modules with 17 on-demand videos & worksheets combined with 6 live Q&A sessions  
Videos are 3 minutes to 1 hour  
Live session are 60-90 minutes  
2-3 hours of individual work per module

**LANGUAGE:**  
English

**SET UP:**  
This programme can be experienced in two ways:

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

Or

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

**LEARNING PARTNER:**



**DR. NADYA  
ZHEXEMBAYEVA**  
Founder, Reinvention Academy, Author "The Chief Reinvention Officer Handbook: How to Thrive in Chaos"







## ONLINE PROGRAMMES

### CEDEP LIVE

#### REINVENTION ACADEMY

Turn constant disruption into opportunity with power, speed, and lasting results

#### MAIN OBJECTIVES:

Running a successful business amidst constant change is overwhelming. Just as we handle one disruption, another crisis looms on the horizon. How do you survive and even thrive?

This online programme helps you address this question by giving you research-backed tools to:

- Create a wide range of possible directions and formats of reinvention across products, processes, business models, and more to build a portfolio of reinvention efforts fit for your specific needs
- Drive change to results by building a proactive future-proofing system of anticipating, designing, and implementing change
- Turn resistance into buy-in by diagnosing your organization's ability to adapt and reinvent - and then creating a custom-made path to engagement

#### LEARNING JOURNEY:

The 6-week programme combines theory with practice via:

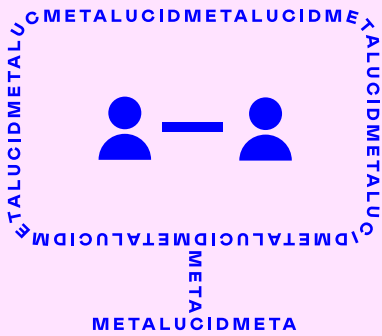
4 modules with 17 pre-recorded on-demand videos and worksheets to work on your own schedule

- **MODULE 1:**  
**WHY COMPANIES SINK:**  
Activating your reinvention foundation
- **MODULE 2:**  
**WHAT TO DO TO STAY AFLOAT:**  
Developing a variety of reinventions for you to choose from - and then making a right choice for the start
- **MODULE 3:**  
**HOW TO MAKE YOUR COMPANY AND CAREER WATERTIGHT:**  
Strengthening your ability to execute and deliver
- **MODULE 4:**  
**SO WHAT? HOW DO YOU GO FROM IDEA TO ACTION:**  
Getting it done

6 live Question & Answer sessions to deepen the learning and make the material relevant to your reality

A range of assignments to turn new learning into practice right at your workplaces

Make reinvention  
your superpower  
and turn disruption  
into a competitive  
advantage



# ONLINE PROGRAMMES

## CEDEP LIVE

### VIRTUAL MANAGER DEVELOPMENT PROGRAMME

Facilitator-led sessions

### OVERVIEW:

Meta-LUCID is one of CEDEP’s Academic Partners. They develop leadership potential for managers, with a focus on Growth Mindset theory.

### MAIN OBJECTIVES:

Learn effective communication skills to create a high-performance team. Develop critical and practical skills in order to hold skillful conversations, provide timely and effective feedback and coaching to optimise employee potential.

### LEARNING JOURNEY:

Pework with preparation activity and an optional standalone Growth Mindset module.

- In Module 1, participants will acquire skills to lead conversations connecting them to their employees to create better results.
- In Module 2, they will develop appreciative and developmental feedback methods to fast track to reach objectives.
- In Module 3, they will learn and apply a simple and effective coaching method, using the GROW process, leading to a higher team performance.

A facilitator-led Virtual Series with coaching is provided throughout the various steps of the programme (individual and group coaching).

Each series is adapted to the context of the company, using the technical requirements of the specific company (Zoom, Webex, etc.).

16 key modules are adapted through a co-design treatment with each client to ensure context and specific needs met.

### Leadership development modules include:

1. Adaptive Planning and Organisational skills
2. Aligning Vision and Strategy
3. Building Credibility and inspiring others
4. Breaking Down Silos
5. Coaching
6. Creating an Engaging Culture
7. Creating Team Spirit
8. Delegation & Building Accountability
9. Developing Growth Mindset
10. Engaging & Motivating a Diverse Team
11. Leading & Managing cross-culturally, multi-nationally and virtually
12. Leading Change
13. Leading High Performing Teams
14. Managing & Measuring Performance
15. Measuring Returns on Investment
16. Topgrading: hiring, deploying, developing and retaining A-players

With our  
learning partner  
META-LUCID

**SUMMARY:**  
Growth mindset techniques to enable people to “think and execute” beyond their current limits

**IDEAL PARTICIPANT:**  
First-line managers, supervisors and team leaders

**FORMAT:**  
Online

**DURATION:**  
16 weeks with 3 x 3-hour modules  
(with an option for 4 modules)

**LANGUAGE:**  
English

**SET UP:**  
Custom programme  
Highly personalised solution based on your culture, current business challenges and strategic issues

### LEARNING PARTNER:



**CHRISTINA PRICHARD**  
MetaLUCID co-founder, strategic facilitator, senior-level coach



**MARK MCCARTHY**  
MetaLUCID co-founder, certified Growth Mindset practitioner strategy development

### Self-development modules include:

1. Building Beliefs
2. Collaboration
3. Constructive Conflict
4. Creativity, Innovation and Transformation
5. Dealing with Ambiguity
6. Decision Making (at senior level)
7. Emotional Intelligence
8. Improving Resilience
9. Influencing Others
10. Managing Yourself through Change
11. Managing Organisational Politics
12. Mastering your Motivation
13. Networking
14. Problem Solving
15. Skillful Communication







# ONLINE PROGRAMMES

## CEDEP LIVE

### BOOC

Video magazine for corporate leaders

#### OVERVIEW:

The Online BOOC is a CEDEP hybrid learning tool, at the intersection between a BOOK and a MOOC, designed as an online magazine. It was created by CEDEP’s team of sociologists, philosophers, educators and corporate executives. It can be used online on a Mobile, Tablet or PC. It features key knowledge to enable anyone to understand their reality and thus act efficiently on it. Our BOOC tackles various sets of business problems and will help corporate leaders capture the essence of their problem.

#### MAIN OBJECTIVES:

The BOOC was developed to help managers who struggle to operate smoothly and harmoniously in a tough corporate environment involving more and more processes, procedures, KPIs, and control mechanisms.

#### LEARNING JOURNEY:

The BOOC has the flexibility to be read the way users need, creating their own learning path, in a non-linear way. It features a range of short impactful videos on the key learning points of major corporate themes:

- New World Management
- Transformation
- Innovation
- Diversity and more

In the Lost in Management BOOC, 5 key New-World Management topics are explored:

- Power and Hierarchy
- Collaboration
- Empowerment
- Trust
- Rules and Procedures

Other BOOCs are developed around additional topics such as Transformation, Post Digital, Dealing with Uncertainty.

Relevant, quick, stimulating and human-centric, the BOOC is made by experienced learning professionals and management leaders. The contributors are selected in a network of business leaders, soft science researchers and executive education professors.

**SUMMARY:**  
A video magazine where you can learn what others don't know yet and only what matters to you most

**IDEAL PARTICIPANT:**  
Corporate managers, all levels

**FORMAT:**  
Online

**DURATION:**  
60-90 minutes of short videos (max 5 minutes)

**LANGUAGE:**  
English

**SET UP:**  
Used as Inter-Modular activity, pre-work or post work for Open Enrolment Programmes or Company Specific Programmes.

As simple as a book, with the connectivity of a MOOC, the BOOC is designed for use on smartphones, tablets, or computers offline





# CAMPUS EXPERIENCE





# CAMPUS EXPERIENCE

## Facilities

### OVERVIEW:

The CEDEP campus is located in the Fontainebleau forest, outside of Paris, and shares a campus with INSEAD. The premises are designed exclusively to encourage inspired learning and reflection. The serene vast forest surroundings of the CEDEP facilities provide a private retreat in nature that allows individuals to really disconnect from the day to day office work to refocus, network with peers and brainstorm. Participants feel invigorated and engaged each day by the “smell of the place” context in which the CEDEP experience provides for leadership development.

The unique architecture creates a large variety of original education spaces that can be tailor-made to each programme and are often informal, original and unexpected. Among our facilities are 3 amphitheatres; 6 flatrooms, 25 breakout rooms; a special digital design room for video and audio recording, webinars and web conferences; an excellent restaurant; 126 hotel rooms and a fitness centre.

All buildings are wheelchair accessible and we continuously strive to reduce the environmental impact of our operations.

Guests can benefit from a full board package which includes accommodation, breakfast, lunch, and buffet dinner. Learning spaces are also available for daily rental.



### SPACES FOR INSPIRATIONAL LEARNING:

Unlike many renowned business schools centred in large urban campuses amongst tall buildings, the CEDEP campus consists of inspirational learning areas around every corner of the formal education spaces. One of those spaces is the CEDEP dome. The dome is an impressive structure creating an exceptional experience of working outside/inside. The dome can be used to host all types of events, including traditional conferences, workshops, cocktail events and dinners. It has the same high-quality IT facilities as our other spaces.

The unique architecture creates a large variety of original education or meeting spaces that are informal, original, and unexpected for distinctive hands-on approaches to learning and meeting.

Programmes can be set up in traditional teaching rooms or organised in an informal manner; guest speakers can welcome participants around the fireplace, or during a wine and cheese event or a themed evening.

### RESTAURANT & BAR:

CEDEP has its own modern and spacious restaurant which can accommodate up to 120 guests (84 guests with COVID restrictions). The restaurant is run by a team of chefs who prepare both a buffet and choice of set menus. There are also two bars offering coffees, teas or fruit juices for breaks

during the day and a relaxing social venue in the evening, offering a choice of cocktails.

There is also a terrace for al fresco dining in the spring and summer months, where CEDEP often organises cocktails and barbecues outside.

### HOTEL:

The 126-room hotel residence on the CEDEP campus has a free underground car park with spaces for electric cars. Bedrooms are equipped to make guests feel at home and can be rented individually or included in a full board package with the formal learning space rental, breakfast, lunch, buffet dinner and coffee breaks.

Participants enjoy walking and biking in the forest, visiting the Fontainebleau Château and gardens, as well as shopping in the beautiful town centre. The hotel is also equipped with a gym, sauna and jacuzzi. It also offers fun activities like darts, snooker, table football, a pinball machine and a video games console for use in the bar during evening networking!

### ACTIVITIES:

CEDEP works with local businesses on a regular basis to organise various team-building activities – we can help you plan any of your event needs!

### CONTACT INFORMATION:



For information please contact our Sales & Marketing Assistant, Aurore Tournier.

E aurore.tournier@cedep.fr



Learning spaces:  
Amphitheatres



Breakout rooms



Learning spaces:  
Flat rooms



The dome experience:



Recreations spaces  
& coffee break



Restaurant & bars



Campus hotel



Residential campus



Activities





**Muriel Paillex**

For information or registration  
in our programmes  
please contact Muriel Paillex

E: [muriel.paillex@cedep.fr](mailto:muriel.paillex@cedep.fr)  
M: +33 (0) 7 85 45 63 18

CEDEP  
Boulevard de Constance  
77305 Fontainebleau  
Cedex – France



The CEDEP has the label of  
the French government  
QUALIOPI which certifies  
the quality of the processes  
implemented in our programmes  
for talent development



# 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

