



GENERAL MANAGEMENT PROGRAMME (GMP)



SHAPING (Y)OUR FUTURE:
probing, sensing, designing, acting
Become an adaptive and resilient leader
who will inspire your teams to face an
ever-complex world

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-competing 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

Five-month hybrid learning journey

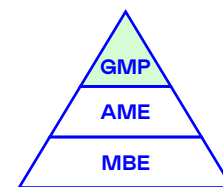
CEDEP campus in Fontainebleau, France and a global location

CREATING INNOVATIVE, HIGH-VALUE MINDSETS

The GMP NXT is an immersive executive acceleration programme dedicated to senior leaders. It brings together diverse executives, worldwide leadership experts and academics, and unique pedagogical approaches for a transformative experience.

You will embrace the challenges of a complex future and develop the leadership skills for navigating uncertainty. In a small and highly participative group environment, you will have the rare opportunity to network, strategize and reflect with your peers. The GMP NXT will energise you with a new way of thinking to lead your team through a rapidly shifting business landscape.

The GMP NXT is a five-month hybrid learning journey, with face-to-face modules as the grounded elements and virtual content capsules as the adaptable elements. Face-to-face modules take place both on our Fontainebleau campus and a global location.



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

THEMES INCLUDE:

- Industry 4.0 and the wider digital landscape
- Sustainable businesses and humanity
- Emerging strategy: renewal, reconstruction, learning from existing and future market spaces
- Open vs. closed management processes: from managing inputs to managing outcomes
- Managing people (self-awareness, the leader as a coach, emotional intelligence)

*Themes subject to change

MODULE 1 at Fontainebleau campus, France

The first module focuses on business Environment and Strategy, exploring approaches for participants to navigate complexity and preparing them to set up business experiments. Participants will gain a nuanced understanding of the ecosystems that their companies operate in and the potential strategies for tackling new market spaces.

TWO VIRTUAL CAPSULES

Adapted to each GMP group's needs, the themes for the Virtual Capsules will emerge from participant and stakeholder conversations, review of the Strategic Challenges and other insights.

Potential themes include Sustainability and Organisations.

MODULE 2 at a global location

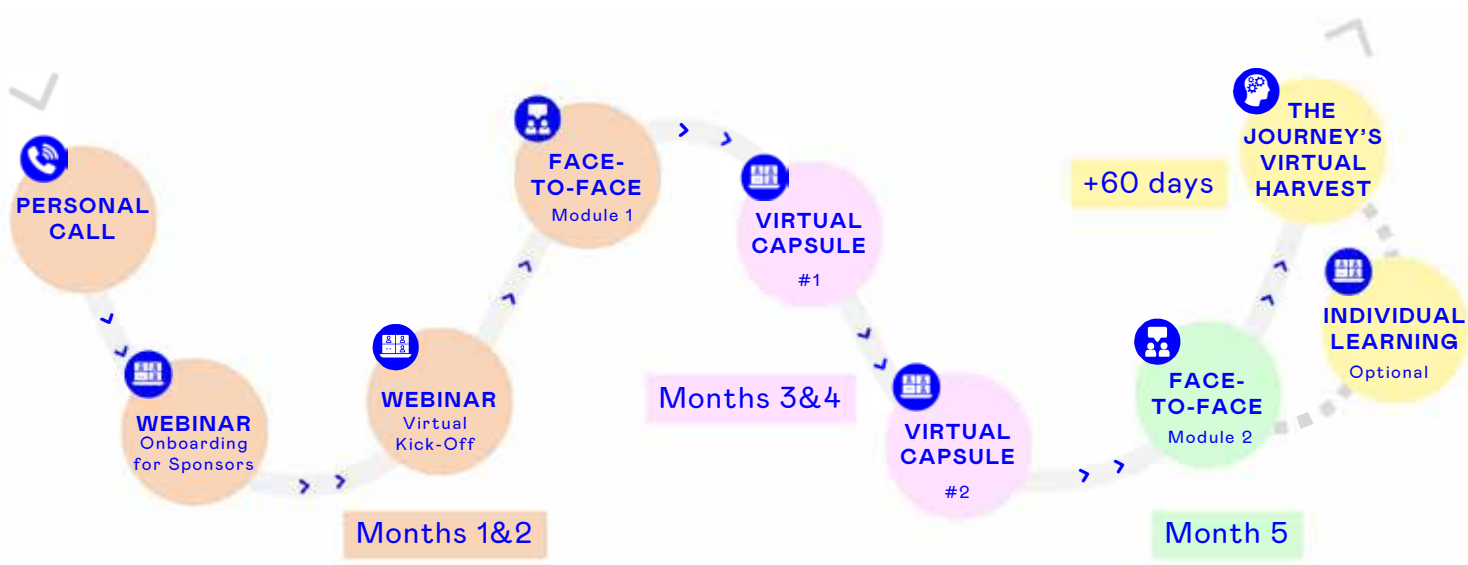
The second module focuses on Organisation and People, exploring approaches for participants to lead effectively and allowing them to take stock of their business experiments. Participants will dive into the multiple facets of the modern-day business leader and the emotional intelligence skills necessary for fostering teamwork.

“I could develop the perspectives required to become and succeed as a CEO in a forward-looking organisation thanks to the GMP.”

STÉPHANE HEITZ
CEO, Transvalor

PROGRAMME ARCHITECTURE

FIVE-MONTH HYBRID LEARNING JOURNEY



MONTHS 1-2

Three virtual calls and webinars, followed by a 9-day face-to-face module on our Fontainebleau campus.

PERSONAL CALL

The Programme Director will set up a one-on-one call to provide you with an overview of the GMP NXT and discuss how it can fit your career objectives. The Director will help you identify your Strategic Challenge. Post-analysis of these calls will enable the programme team to build participant groups and identify themes for the virtual capsules.

VIRTUAL ONBOARDING FOR SPONSORS

You will require workplace support for the business experiments that you set up during the GMP NXT. This webinar is for your sponsor—a key stakeholder from your organisation—to make your learning journey a collective experience.

VIRTUAL KICK-OFF

This webinar brings together the GMP NXT class for the first time through a digital team-building exercise. You will get to know the participants and programme team during this icebreaker and ask any remaining questions before the programme begins.

FACE-TO-FACE MODULE 1

Module 1 will take place on the CEDEP campus in Fontainebleau and will anchor you into the GMP NXT learning environment. Dialogues, learning expeditions, activities and keynote speakers will be dependent on location.

MONTHS 3-4

Two 2-day virtual content capsules adapted to your group's needs: you will be immersed in a specific topic guided by our content experts.

VIRTUAL CONTENT CAPSULES

Adapted to your group's needs, virtual content capsules will immerse you into a specific topic. Their themes will emerge from conversations with you and your organisation, the identified Strategic Challenges and other insights.

MONTH 5

An 8-day face-to-face module at a global location.

FACE-TO-FACE MODULE 2

Module 2 will expose you to a different, yet progressive reality and will take place a global location. Dialogues, learnings expeditions, activities and keynote speakers will be dependent on location.

POST-PROGRAMME

A half-day virtual harvest takes place 60 days after the programme. Individual learning capsules adapted to your personal needs will also be available.

VIRTUAL HARVEST

60 days after the programme ends, this half-day check-in will help us assess how you progressed with your experiments, what roadblocks were in the way and how you overcame them.

INDIVIDUAL LEARNING CAPSULES (OPTIONAL)

Individual learning capsules recognise that each participant has a different starting point. This option allows you to identify one or two personal development needs and to work on them. Capsules may involve a masterclass with a content expert, access to self-service content or 3-4 coaching sessions.

“The GMP did not prescribe solutions, rather it inspired me with insights to think differently about what I was doing and what could be the best approach suited to my own context”

JAYANTA BANERJEE
Group Chief Information Officer, Tata Steel

PROGRAMME OBJECTIVES

The GMP NXT’s objective is to develop adaptive and resilient leaders who inspire teams to face an ever-complex world. You will explore innovative ways to create value, grow sustainably and have an immediate impact on your organisation.

Your journey revolves around your **Strategic Challenge**.

In the GMP NXT, you will share a real-life challenge your business is currently facing. With peers, you will work to dissect the challenge, broaden your perspectives and question underlying assumptions. You will also devise business experiments to conduct at your workplace, which will help drive your challenge forward. You will leave the programme with an action plan to implement within your organisation.

“The GMP was a huge step for me in my career as I went beyond being a leader, to enabling those around me to go beyond their possibilities. The GMP allowed me to gain new perspectives and academics insights to help solve current issues”

LIONEL JAILLET
VP Product Performance, Dacia Renault Group

Thanks to the GMP NXT, you will also:

- Understand how your organisation can grow from challenges facing businesses across different sectors
- Identify the changes necessary to foster value and strengthen your organisation
- Inspire employees and leverage your team’s skills to deliver growth
- Question your points of view and assimilate new managerial practices to make improved decisions

WHY CEDEP GMP?

PRAGMATIC

The GMP NXT addresses real-life problems faced by your organisation. The Strategic Challenges are the common thread tying together the steps of your journey and aim to produce tangible results within your workplace.

HOLISTIC

The GMP NXT recognises that today’s business realities require tackling problems with an interdisciplinary approach. Topics are covered from fields like sociology, economy, strategy and organisation.

ADAPTIVE

The GMP NXT is a leadership development intervention that reflects the dynamism of a fluctuating world. The structure of the face-to-face modules and virtual content capsules allows for real-time adaptation to emerging needs.

UNIQUE

The GMP NXT offers with an unmatched pedagogical architecture, refined over the course of CEDEP’s 50-year experience in Leadership Development. Designed for impact it is one of the richest development platforms in the world and delivers an excellent return on investment.



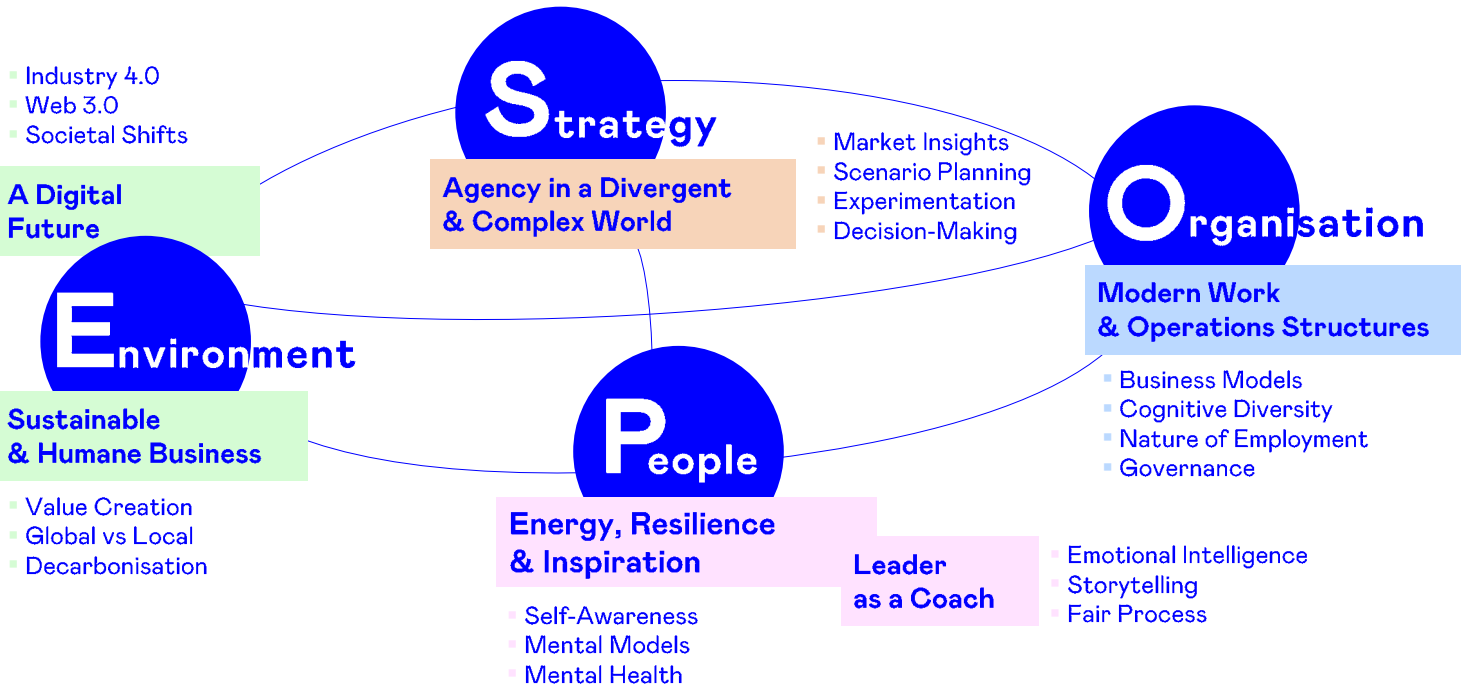
ESOP MODEL

At CEDEP, the ESOP model—**E**nvironment, **S**trategy, **O**rganisation, **P**eople—informs our programmes.

Traditionally, companies first react to the **Environment** they operate in. They proceed to define their **Strategy**, then make changes to their **Organisation** and lastly hire the right **People** for their needs. At CEDEP, we show participants not only how each component is critical to success, but also intertwined. What if we restructured (**O**) in accordance with current workforce skills (**P**)? Or identified the right talent (**P**) in view of the current marketplace (**E**)?

ESOP is a cornerstone of your GMP NXT journey. For example:

- In the Strategic Challenges, we urge participants to consider the reality (**E**) they operate in and how they can restructure (**S**) to confront it.
- Session themes can help you better grasp ESOP, from picturing your team's success (**P**) in a sustainable future (**E**) to allocating resources (**O**) for advancing technologies (**E**).



PROGRAMME CO-DIRECTORS



JENS MEYER

Jens Meyer is focused on innovation and organisational change. He explores managerial beliefs to reveal cognitive biases and the means to transform them. Jens has taught courses on Blue Ocean Strategy & Value Innovation, Fair Process & Change Management, Cyber-Entrepreneurship and Business Intelligence.

Jens is currently a CEDEP faculty member and an Adjunct Professor of Corporate Strategy at INSEAD. He was Deputy Director of CEDEP from 2009 to 2011, Director until 2015, and then Dean of Programmes until December 2019. At CEDEP, he was instrumental in turning the General Management Programme into an action learning, reality-driven experience, as acknowledged in the International Journal of Management Education. At INSEAD, he co-founded the Centre for Advanced Learning Technologies at INSEAD.

Jens holds an MBA in Innovation, Strategy and Information Technology from the French Business School Theseus at Sophia Antipolis.

“CEDEP’s GMP NXT represents a unique development platform for those leaders eager to create the future rather than to wait for it to happen.”

JENS MEYER
Programme director



NANA VON BERNUTH

Nana is a Professor and Business Coach with a focus on leadership, strategy and innovation. Her passion lies in helping people transform learnings into action.

Since 2003, she has been combining consulting, research activity, programme design and teaching at CEDEP and INSEAD, which allows her to remain at the forefront of the latest insights and developments in these fields.

Nana collaborated with Morten Hansen and Jim Collins on their books ‘Collaboration’ and ‘Great by Choice’, respectively, as well as with Herminia Ibarra on her book ‘Act Like a Leader, Think like a Leader’ on how to successfully step up to leadership. Her work on ‘The 100 Best-Performing CEOs in the World’ is published each year in Harvard Business Review.

Prior to her academic career, Nana was a senior management consultant with KPMG Corporate Finance in Berlin and Milan. Companies she has worked for include: LG Electronics, Johnson & Johnson, Santander, Starwood Hotels, Renault, EdF, Lego, as well as a lot of small and medium-sized companies.

Since 2016, she has been on the board of the Artificial Intelligence company Addventa, Paris.

At CEDEP, Nana leverages her deep experience in designing leadership development programmes globally.

KEY THEMES:

FACE-TO-FACE MODULE 1

(FONTAINEBLEAU)

LEADERSHIP AND ENERGY

Navigating yourself and your teams through complexity is hard work that demands large amounts of energy. You will master the secrets to optimising your own energy and energising others.

BEYOND EXPERTISE AND COLLABORATION

In a guided, yet competitive scenario, you will construct an asset for a charity with peers. You will work together towards a stretch goal while reflecting on team dynamics and collaborative leadership.

INSIGHT FAIR 1

Through an active listening exercise, you will present your Strategic Challenge and learn from other participants' questions. You will find that your view of a problem may not always be the right one, and that there is immense gain from an outside perspective.

DECONSTRUCTING COMPLEXITY

In the modern business world, answers to situations do not already exist, but gradually emerge from a mix of dialogue, reflection and analysis. Using the Cynefin framework, you will understand your Strategic Challenges more deeply in order to make contextual decisions.

A DIGITAL FUTURE

Business leaders need a sharper appreciation of advancing technologies to guide their teams towards creating viable solutions. You will reflect not only on how digital technologies can deliver business outcomes but also on their societal impact.

FUTURE FICTIONS

Drawing conclusions about the future is fraught with risk. You will consider alternative future scenarios of how the world may unfold and widen your view of the possibilities ahead.

UNDERSTANDING CUSTOMERS AND MARKETS

Tackling a customer question in this exercise, you will need to seek the right data, develop insights, agree on initiatives and then implement your plans in the marketplace. The objective is to balance the customer's human needs with modern tools.

ECOSYSTEMS STRATEGY

Fulfilling customer needs requires organisations to step out of traditional boundaries and take part in different business ecosystems. You will apply a practical framework to develop an ecosystem strategy and reflect how your organisation can broaden its value proposition.

FAIR PROCESS LEADERSHIP

Fair Process is a management philosophy that ensures employees are treated fairly and with respect. You will discover the mechanics behind open communication and transparent decision-making.

BUSINESS EXPERIMENTATION

GMP NXT participants need to develop the imagination and courage to disrupt conventional or obsolete industry practices. Using your Strategic Challenge as a base, you will design business experiments to conduct at your workplace.

EXPERT DIALOGUES

Designed around emerging topics of interest, these dialogues with experts will highlight different and unusual facets of the global economy. Past speakers have included politicians, geo-political experts, macro-economists, social entrepreneurs and investigative journalists.

**Themes subject to change*



VIRTUAL CONTENT

VIRTUAL CONTENT CAPSULES

The themes for the virtual capsules will be adapted to each GMP NXT class. Ongoing conversations have already identified two potential themes: Sustainability and Organisations.

CAPSULE 1 - SUSTAINABILITY


Masterclasses and deep dives may explore sub-topics such as Developing a Sustainability Mindset, The Performance-Progress Tension, De-carbonisation and Circular Economy.

CAPSULE 2 – ORGANISATIONS

Masterclasses and deep dives may explore sub-topics such as Strategies of Actors, Cognitive Diversity, Challenges of Intergenerational Workforces and Emerging Organisational Forms.

INDIVIDUAL LEARNING CAPSULES (OPTIONAL)

Individual learning capsules are dependent on each participant. Preliminary conversations have helped us determine interests in financial acumen, macro-economics, e-commerce and personalised coaching.



Time out to become an
adaptive and resilient leader
who will inspire your teams
to face an ever-complex
world

KEY THEMES:

FACE-TO-FACE MODULE 2

(GLOBAL LOCATION)

COMPLEX ADAPTIVE LEADERSHIP (CAL)

CAL links complexity science to adaptive leadership: the outcome is a dynamic approach to leadership that gets better results with less effort. CAL will guide you through complexity both within and outside your organisation.

INSIGHT FAIR 2

The second insight fair will help you take stock of your business experiments. Beyond the successes and failures, the Insight Fair urges you to share the leadership processes behind integrating the experiments into your organisation. What went well? What didn't?

EMOTIONAL INTELLIGENCE (EI)

EI skills are critical for team building and conflict resolution. You will use the Emotional Quotient Inventory to assess your own EI. Individual briefs will provide insights into your emotional make-up whereas facilitated group coaching will help you formulate a personal EI plan.

SELF-AWARENESS

Using the Global Executive Leadership Mirror (GELM ©) 360-degree questionnaire, you and your teams will evaluate your performance across fifteen dimensions. You will then work with a coach to analyse your assessment reports and devise a development plan.

THE LEADER AS A COACH

The default managerial behaviours for tomorrow's leaders will be those of a coach, with a more conscious rebalancing of ASK & TELL behaviours. Having already been coached in previous exercises, you will now take part in a scenario and apply the same techniques you were exposed to.

INSPIRATIONAL LEADERSHIP

In a theatrical scenario, you will step into a new role, gather a team, agree on a project together and overcome difficulties on the road to victory. You will reflect on how to communicate effectively and to build trust.

THE STORYTELLING LEADER

You will exercise your voice of leadership through stories, which serve as a bridge between yourself and your organisation. You will narrate your own stories, whether it be to instil inspiration, to clarify complex messages, to build culture or to align your teams to act.

PERSONAL AGENCY AGENDA

You will process feedback from across your learning journey to define a *"Personal Agency Agenda."* This agenda operates across four dimensions: Focus of Agency (Where do I start?), Preparation (What insights, knowledge or skills should I acquire?), Network (Who should I bring in?) and Experiments (What should I try out?).

**Themes subject to change*





CEDEP,
WHERE MINDS
MEET AROUND
A HUMANIST
PHILOSOPHY

PROGRAMME DETAILS

SET UP

Multi-company programme

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

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

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

FORMAT Hybrid (combining face-to-face and virtual)
LOCATION Two locations for the face-to-face seminars: CEDEP campus in Fontainebleau, France Global location
DURATION 5 months A 90-minute virtual kick-off A 9-day face-to-face seminar at the Fontainebleau campus 2 x 2-day virtual content capsules A 8-day face-to-face seminar located in a global location. Half day of journey’s virtual harvest

IDEAL PARTICIPANT Ideal GMP NXT participants include senior leaders with 15 to 25 years’ experience who have recently taken up a GM role or are on a GM track. The programme is also ideal for leaders who head up or in the succession plan to head up a global function, or who manage corporate transformation projects. <i>As one of our three flagship programmes the CEDEP GMP Programme on strategy can be followed as a complement to the CEDEP AME Programme on soft skills for business to obtain a comprehensive set of leadership and managerial skills.</i>

OUR MEMBERS AND ECOSYSTEM

MEMBERS

Bekaert, Biomérieux, Brambles, BMS, CGG, Daher, Garrett, ITT, L’Oréal, Moët Hennessy, NNE, Renault, Safe, Tata Steel, Transvalor

ECOSYSTEM

Adisseo, Aditya Birla, Crédit Agricole, Danone, Europool, Havas, Honeywell, HSBC, Orange, Prevor, RATP, Renault Truck, SCOR, Sodexo, Total, Sanofi, Valeo, WTS Global





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