

Paris 2018

May 16: The Changing Rules of Strategy: New Mindsets for a New World

In this session, Professor Hewitt will present a practical model of "disruptive foresight". This will enable participants to do five key things: (1) spot and decipher early signals of competitive disruption in their industry; (2) analyse the forces driving disruption and their likely consequences; (3) consider realistic strategic options to benefit from disruption; (4) ensure the organization acquires the capabilities to handle game-changing challenges; (5) drive a deep mind set shift throughout the organization, well beyond the legacy of traditional change management models.

Professor Gordon Hewitt is widely acknowledged as one of the world's leading authorities on the challenge of competing and creating value in dynamic, complex markets. He has been involved in major strategy and top leadership development programs for corporations such as Pfizer, Sony, Honeywell, Time Warner and IBM. In addition, he has chaired meetings of European and American CEOs and Board Chairman to discuss the future of corporate strategy and governance.

Jul 10: Critical Thinking: A Key Element Necessary to Reach the Best Decisions

High quality decisions have always been essential for strong business performance. Yet with the increasing speed, complexity and data availability in today's competitive environment, superior decision skills are more important than ever. This workshop will help you improve your decision-making skills by offering behavioral insights into how people actually think and make decisions. It then teaches the advanced critical thinking skills and creative strategies needed to manage unfamiliar, highly complex problems or decisions that involve significant uncertainty.

Dr. John Austin is an award-winning teacher and facilitator with experience working with executives and practicing managers on six continents. He also teaches executives at The Wharton School's Aresty Institute of Executive Education, Georgetown University, and Duke Corporate Education. His work has been mentioned in a number of media outlets including CNN, The Wall Street Journal and Barron's. He is the author of *Unquestioned Brilliance: Navigating a Fundamental Leadership Trap*.

Aug 29: Persuasion: How to Sell Ice to Eskimos

Participants will gain insight into how different persuasive styles work and which ones work best for them. The persuasion techniques to be discussed were extracted by Pacelle van Goethem and her team, among others, by extensively studying the most successful influencers in speeches, meetings and conversations. Some of the techniques will be presented as ultra-short exercises so that participants can quickly and easily try them out. In the end you will better understand how persuasion works, what persuasive style you have, and how quickly you can learn various persuasion techniques.

Pacelle van Goethem, president and founder of Pacelle van Goethem Persuasion, is recognized as the leading Dutch expert in the field of Persuasion, Influence and Voice. Her bestselling book on the psychology of persuasion, *IJs verkopen aan Eskimos*, is considered to be the Dutch standard work on persuasion. She is working on a new book on influence. Pacelle lectures in Holland and throughout Europe and is regularly asked to appear as an expert on persuasion on national radio and television, and in many other on- and offline media.

Sep 12: Becoming the Leader that Others Want to Follow: Essential Skills for Building Engagement, Teamwork, and Results

Leaders are challenged to not only recruit and select top talent but also to retain their best in an environment of uncertainty and change. As 'A players' search for the best companies - and continually hone their resumes - a key strategy to retain them is to fully engage them. This session will share the state of engagement in today's workplaces including how each generation views work and their place in it. Strategies and techniques will include enhancing your leadership acumen, building effective and trusting teams, engaging all generations of employees by understanding their needs and maintaining your personal resilience to be the very best leader that you can be.

Dr. Jan Ferri-Reed is a seasoned consultant and President of KEYGroup, a 28-year Pittsburgh-based speaking, education and assessment firm. She has presented a variety of programs to thousands of managers and employees in a diverse range of organizations across the globe. She provides guidance, wisdom and wit to leaders who want to create productive and profitable workplaces.

Oct 04: The Art of Diagnosis: Solving the Right Problem the First Time

The Art of Diagnosis provides new insights into how individuals and teams can solve the right problem the first time. The critical challenge is that all too often when tackling problems, individuals and teams suffer from a set of biases and impediments that cause them to focus prematurely on problem solving and "jump to solutions". In contrast, this program focuses on the art of comprehensively formulating problems before solving them. Participants will learn a variety of specific and proven processes to help them and their teams solve the right problem the first time.

Dr. Jackson Nickerson is the Frahm Family Professor of Organization and Strategy at Washington University in St. Louis Olin Business School. He also is the Associate Dean and Director of Brookings Executive Education and a Senior Non-resident Scholar in Governance Studies at the Brookings Institution. A prior systems engineer at NASA's Jet Propulsion Laboratory with a BSME from Worcester Polytechnic Institute and an MSME from U.C. Berkeley, Jackson combines his engineering systems knowledge with an MBA and Ph.D. in Business Strategy both from U.C. Berkeley's Haas School of Business. Jackson has published numerous papers in leading academic journals and is the author or editor of four books. His latest book is entitled *Leading Change from the Middle: A Practical Guide to Building Extraordinary Capabilities* (Brookings, 2014). He consults with business, government, and nonprofits on problem diagnosis, strategy, and leading change. In addition to serving on corporate boards, Jackson is a co-founder and business director of NFORMD.NET, a new media company that provides sexual assault prevention programs to universities and the U.S. Army.

Nov 20: Critical Thinking: Managing Uncertainty and Anticipating the Unexpected

The higher you are in the organization, the more complex problems become. This fast-paced class focuses on developing advanced skills in critical thinking and breakthrough problem-solving. Discover how to increase the quality of your decisions, and those of your team, with particular emphasis on the importance of critical thinking skills to mitigate the effect of our own cognitive biases, as well as an emphasis on making decisions with little or ambiguous information and deep uncertainty. This seminar will help you leverage your team's immense untapped wisdom to get better results. If you are responsible for improving productivity, strategy, quality, or safety you can't afford to miss this class!

Kathy Pearson, Ph.D. is Founder and President of Enterprise Learning Solutions, a firm focused on executive development and learning across industries. An award-winning educator, Kathy is heavily involved in Executive Education at The Wharton School and Duke CE. In addition to her executive development work, Kathy consults to senior leadership teams in the areas of strategic formulation, complex decision making under uncertainty, and strategic execution.

Kathy received her B.S. degree in theoretical mathematics from Auburn University, her M.S. degree in Decision Sciences from Georgia State University, and her Ph.D. in industrial engineering from Northwestern University.

Dec 12: Become a Persuasive Negotiator: Best Negotiating Practices

In this highly engaging workshop, participants explore how to effectively respond to offers, turn your counterpart's no to a yes, overcome the two greatest obstacles to success, and manage concessions to create and capture value at the bargaining table. With your own negotiation challenges addressed and equipped to use negotiation tools on the job, participants leave this workshop as more competent and confident negotiators.

Leslie Mulligan is a proven business leader and negotiation expert who has trained around the world with Fortune 500 companies, US federal government agencies, and universities with Watershed Associates Best Negotiating Practices program. She is a much in-demand keynote speaker and workshop facilitator, having worked with clients such as AARP, Apple, Chevron, Emory University, FDA, GSA, Halliburton, KIND Snacks, Intel, NASA, Nike, Novo Nordisk, OMB-Executive Office of the President, Pew Charitable Trusts, Rockwell Collins, SAP, Silicon Valley Leadership Group, US Cellular, US Federal Courts, Volvo, Yale University, and Women in Technology, among others.

Leslie spent 15 years in Silicon Valley before joining Watershed, where she led sales and marketing teams, negotiating with customers and partners to accelerate growth. Leslie's experience spans diverse roles: marketing, sales, business development, product management, and general management. Most recently, she was the Worldwide Director of Marketing for the Mobile team at the \$4B Fortune 500 Company, NVIDIA Corporation. Prior to that, Leslie was VP/GM at Immersion Corporation, and held senior roles at Wind River, Quantum and Raychem Corporations, where she negotiated and crafted innovative business agreements.

Leslie served as an Officer in the USAF early in her career after graduating with a B.S. in Mathematics from the University of Notre Dame. She earned an M.B.A. from the University of West Florida and an M.S. in Applied Mathematics from Harvard University.

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