

## **Developing Leaders at Every Level— Cascading Leadership Development and Building Organizational Cohesion**



**ICEDR FORUM  
October 13-15, 2004**

**Fontainebleau, France**

**Jointly hosted by  
Suez and INSEAD**

### **Forum Overview**

Regardless of whether a company has 40,000 or 400,000 people, leaders of today's large, complex organizations face similar and often daunting challenges. They must implement their enterprise and business unit strategies simultaneously in the midst of high uncertainty. They must execute mergers and acquisitions and then integrate them into already hyper-stressed organizations. They must articulate and "live" a set of core values that would serve as a force that provides organizational cohesion. And while striving for integration and cohesion, these same leaders must lead the charge for change that will facilitate a healthy sense of organizational revitalization and renewal.

In the face of mounting uncertainty, one realization is strikingly clear: top teams have no hope of implementing these significant enterprise challenges alone. They need help...lots of help...and from every level of their organizations. Developing Leaders at Every Level - Cascading Leadership Development and Building Organizational Cohesion is the theme for this important ICEDR Forum.

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## Learning Objectives

- Examine what leading companies are doing to build highly effective top leadership teams
- Learn how these leadership teams identify and develop their next generation of leaders
- Explore approaches used by companies and business schools to build a powerful sense of organizational cohesion with regard to their companies' competitive strategies and core values
- Examine what approaches companies and schools are using to develop leaders at every level and build organizational cohesion
- Learn about specific examples of action learning, blended learning and leader-led development efforts that have resulted in building a vastly improved enterprise-wide leadership capability.

## Forum Topics

- Building high performing top executive teams
- Creating cohesion among the top team and the enterprise leadership team
- Aligning strategy, capabilities, values, brand and people
- Rebuilding a cohesive leadership team after mergers and acquisitions
- Using action learning, leader-led development and blended learning to align leaders at every level with your organization's top strategic priorities
- Numerous company and business school case examples of enterprise-wide leadership development initiatives

## Forum Schedule

### Wednesday, October 13

(Note: Forum begins at 16:00)

- Group Dialogue: Developing Leaders – Why Is It So Important?
- Evening Reception and Dinner sponsored by INSEAD

### Thursday, October 14

- Building high performing top executive teams
- Creating cohesion among the top team and the enterprise leadership team
- Using action learning, leader-led development and blended learning to align leaders at every level with your organization's top strategic priorities
- Special Evening Social Event – Sponsored by Suez

### Friday, October 15

- Aligning strategy, capabilities, values, brand and people
- Rebuilding a cohesive leadership team after mergers and acquisitions
- Company and Business School Case Examples
- Forum Adjourns at 15:30

**Please register via [www.icedr.org](http://www.icedr.org).  
Refer to page 4 for complete  
registration details.**

## Forum Speakers

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**Werner Braemscheute**  
Deputee Director, Development  
Manager  
Tractebel S.A. / Suez



**Emmanuel van Innis**  
Member of the Board  
Suez



**Gail Campbell Davenport**  
Lead Management Consultant  
The World Bank



**Peter Kirschbauer**  
Member of the Extended  
Management Board  
SAP AG



**Soumitra Dutta**  
Professor and Dean for Executive  
Education  
INSEAD



**Nadine Lemaître-Rozencweig**  
Président de Suez University  
Suez



**Jacques Escouflaire**  
Senior Vice President, Corporate  
Executive Career Management  
Suez



**Douglas Ready**  
President  
ICEDR



**Ann Ewing**  
Vice President, Organisational  
Capability  
BP



**Blair Sheppard**  
President and CEO  
Duke Corporate Education



**David Fawcitt**  
Head of Leadership Development  
HSBC



**Barbara Simpson**  
Head of Talent Management  
HSBC



**Ian Hardie**  
Associate Dean Executive Education  
London Business School



**Heinz Thanheiser**  
Professor of Strategy and  
Management  
INSEAD



**Gabriel Hawawini**  
The Henry Grunfeld Chaired  
Professor of Investment Banking  
Professor of Finance, Dean  
INSEAD



**Pavita Walker**  
Director of Organisation & Leadership  
Barclays



## Forum Registration

The program begins at 16:00 on October 13 and ends at 15:30 on October 15. Participants are expected to attend the entire Forum.

Registration for the Forum and your hotel reservation may only be made through ICEDR. Due to space limitations, partner corporations may send 1-2 participants. Partner institutions may send 1 participant. Please register early.

Please register via [www.icedr.org](http://www.icedr.org)

Your Forum registration also reserves your hotel room. We have made arrangements with two hotels in Fontainebleau located within walking distance of INSEAD. The room rate is between €100-120 per night for single occupancy which includes room and breakfast. If you wish a double occupancy room there will be a modest additional charge for breakfast for the extra person in the room. The two-night minimum stay (the nights of October 13 and 14) is required. No discounts can be offered for late arrivals or early departures.

**Please note –**

We cannot make your hotel reservation without a valid credit card number and expiry date. Hotel cancellations may not be refundable.



## ICEDR Partners

ICEDR is an international, partnership-driven alliance of approximately thirty-five leading global corporations and twenty exemplary academic institutions. ICEDR has emerged as the world's premier resource for the professional development of development professionals. Through ICEDR, partner companies and business schools engage in the highest-quality exchange in the areas of

- The global management of talent
- Building and sustaining global organizational capability
- Innovations in change leadership
- Effective approaches to advising the top management team

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### Partner Institutions

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UVA Darden Graduate School of Business