

## **ICEDR Forum—Developing Leaders at Every Level— Cascading Leadership Development & Building Organizational Cohesion**

Jointly Hosted by Suez and INSEAD

Fontainebleau, France ❖ October 13-15, 2004

### **Forum Speakers**



#### **Werner Braemscheute**

Deputee Director, Development Manager  
Tractebel S.A./Suez

Werner Braemscheute has more than 30 years of operational experience in Human Resources, acquired at different levels in a multinational environment: recruitment and training at Volvo Europe, organizational development at Union Carbide, HR for different Business Units in Electrabel and Tractebel, the energy division of Suez, and since 1998 as Corporate Executive Development Manager for Suez. His responsibilities include organizational and leadership development processes as well as coaching and counseling of leaders. He has a degree of doctor of law from the University of Ghent and followed the General Management Program at CEDEP at Fontainebleau. He is an active member of the Human Resources community, and he has been President of the Belgian Association of Personnel Management (ADP/VDP) since 1997 and he is also a guest speaker on HR matters at different universities.



#### **Soumitra Dutta**

Roland Berger Chaired Professor of Business Technology  
& Dean for Executive Education  
INSEAD

Soumitra Dutta is the Roland Berger Chaired Professor of Business and Technology, and Dean for Executive Education at INSEAD. Prior to joining the faculty of INSEAD in 1989, he was employed with Schlumberger in Japan and General Electric in the USA. Professor Dutta obtained his Ph.D. in computer science and his M.S. in business administration from the University of California at Berkeley. His current research is on business innovation and the management of technology. He has taught in and consulted with several international corporations. He is a fellow of the World Economic Forum.



#### **Jacques Escoufflaire**

Senior Vice President, Corporate Executive Career Management  
Suez

Jacques Escoufflaire is responsible for senior executive development & succession management of the top 400 senior executives. Jacques has 25 years of experience in people development. He joined Suez in its Energy Division as Executive Career Director in 2001, after nearly 6 years with EDF & Gaz de France with similar responsibilities. He started his career as a banker in Belgium before becoming HR Director. He was Managing Director of Wilson Learning Corporation for Benelux for five years, working with large multinational companies such as IBM, Ford Motor and Shell. Prior to joining EDF & Gaz de France, he was partner for 7 years in a consulting firm in Paris that specialized in career advice, coaching and

outplacement for senior executives. Jacques is a member of the ICEDR Advisory Board and is also a member of the Executive Development Network. He received his degree in law from the University of Louvain and has been in his current position since 2003.



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

Ann Ewing is BP's Vice President, Organisational Capability, and a member of the global HR leadership team. Ann has worked in a wide range of roles within BP in business, strategic planning and HR, principally in the refining and marketing, and also in the chemicals businesses. She ran the ethylene oxide business, a major chemical intermediate, and later project managed BP's strategic \$1.2bn chemical investment in China. Ann is now responsible for Group resourcing strategy, talent management, and career management of high potential staff. She also coordinates the annual Group wide review of capability.



***David Fawcitt***  
Head of Leadership Development  
HSBC

David Fawcitt joined HSBC in 1997 and is currently Head of Strategic Skills, Learning and Development. This is a Group role incorporating: Leadership Development, Marketing and Sales, and Relationship Management. His team covers Programmes, Individual Development and Assessment. Previously he was Head of Training and Development for CIBM, Asset Management and Group Private Banking. Prior to joining HSBC, David was Head of Training and Development for Morgan Stanley's European operation, and coincidentally spent the first ten years of his career in Household (now part of HSBC) in the UK subsidiary, in a variety of Branch and Head office roles. He has a BA in Theology is a member of the Chartered Institute of Personnel and Development.



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

As Associate Dean of Executive Education, Ian Hardie is responsible for the school's portfolio of open and custom programs and serves on the School's Management Committee. Previously, Ian was Director of the School's custom and consortia programs. Ian began his career in the manufacturing and defense sectors, first with the Dowty Group, then with major account sales at ICL. He took a business management degree at Aston University in Birmingham. Ian moved on to ASE, a UK-based IT consulting firm, then was Commercial Director of the University of North London's business school.



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

Gabriel Hawawini is Dean of INSEAD and Professor of Finance. Before joining INSEAD he taught at New York University, the City University of New York and

Columbia University. Gabriel is a member of the editorial board of several academic journals, and the author of twelve books and over seventy research papers. His books include *Mergers and Acquisitions in the US Banking Industry* and the second edition of *Finance for Executives: Managing for Value Creation*. Prior to his appointment as Dean of INSEAD he was on the board of several public companies and consulted with a number of firms on the implementation of value-based management systems. He has organized, directed and participated in management development programs around the world since 1982. Gabriel joined the Vivendi Universal Board in June 2003.



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

Emmanuel van Innis was both a Director of Tractebel and a member of the Board of Société Générale de Belgique until these two companies merged, when he became Director of the new entity, SUEZ-TRACTEBEL. In addition, he serves as Executive Vice-President of SUEZ in charge of Human Resources. Previously, he was a member of the Tractebel General Management Committee, responsible for the Corporate Administration, Finance and Control Directorate General. He is also Vice-Chairman of Electrabel and member of the boards of various other SUEZ-TRACTEBEL Group subsidiaries in Belgium and abroad, as well as Director of the Federation of Belgian Companies (FEB/VBO). He is a Doctor of Law and participated in the General Management Programme (CEDEP) at Fontainebleau.



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

Peter Kirschbauer is a member of the Extended Management Board of SAP AG. As a computer scientist, he joined SAP in 1982. Since July 2003 he has been responsible for the Business Solution Group Services Industries (BSGS). He also is a member of the Field Management Board and the Product Technology Board of SAP.



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

Nadine Lemaitre-Rozencweig has been president of Suez University since 1999. She took her first degree in engineering, and later completed her Ph.D. in applied economics. Her career has focused on human resources, including such positions as Director of Human Resources, Member of Operational Committee with Bull Europe, and General Manager in charge of HR for Générale de Banque. Her positions have included such responsibilities as designing human resources for the company's growth strategy, labor-management relations, development, and succession planning. She also teaches several courses at the Solvay Business School of the University of Brussels.



***Doug Ready***  
President  
ICEDR

Doug Ready founded and leads ICEDR, the world's premier global learning network in human resource development. Doug is an active consultant, helping CEOs, top teams, and senior executives develop organizational and leadership resources, and HR development practices, to sustain global competitiveness. He has recently worked with the top teams at HSBC, Westpac Banking, RBC Financial Group, and PricewaterhouseCoopers, helping them build the leadership and organizational capabilities for their newly reconfigured firms.



***Oscar Rosendahl***  
Head of Corporate Human Resources, A.P. Moller–Maersk,  
& Chairman, ICEDR

Oscar Rosendahl, born 1956, is the Head of Corporate Human Resources. He joined A.P. Moller in 1977 as a trainee and has been Head of Corporate Human Resources since 1990. Oscar has participated in several leadership programs and is a member of ICEDR, IMD, and the GHRMC, The Conference Board.



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

Blair Sheppard, former Senior Associate Dean of The Fuqua School of Business is founding President and CEO of Duke Corporate Education. DukeCE was created on July 1, 2000, to serve the management education needs of global organizations and includes a range of academics from schools around the world, learning practitioners from leading global firms, a global network of faculty and the architects of Fuqua's path-breaking, internet-mediated learning platform. He has consulted to over 100 companies and governments in the areas of corporate strategy, relationship management, structure, and leadership and has published over 100 books and articles on those topics.



***Barbara Simpson***  
Head of Talent Management  
HSBC

Barbara Simpson joined HSBC in October 1988 and is currently Senior Manager, Talent Management for the Group. Previously she held the position of Head of Human Resources for the Global Equities business in the Investment Bank. Barbara has previously supported the Treasury and Capital Markets businesses in London, New York and Hong Kong with particular emphasis on the HR aspects of integrating businesses and legal entities. Prior to joining HSBC, she worked in the HR division of Citicorp Investment Bank in London for 6 years and in the marketing team of Rolls Royce Aero Engines Ltd.



***Heinz Thanheiser***

Professor of Strategy and Management  
INSEAD

Heinz Thanheiser is Professor of Strategy and Management at INSEAD. Since joining INSEAD in 1972, he has taught strategy and business policy in many of the school's programs, written case studies and articles on strategy and planning, directed numerous executive programs, and from 1980 to 1985 served as Dean of INSEAD. The focus of his current work is on competitive revitalization and leading change in multinational corporations. A recent paper, "The Art and Science of Corporate Renewal" (*Mastering Strategy*, with Yves Doz) draws conclusions from a wide variety of corporate renewal processes.



***Pavita Walker***

Director of Organisation & Leadership  
Barclays

As Director of Organisation & Leadership Development, Pavita Walker leads the talent, executive resourcing, leadership, and OD practice. Pavita has ten years experience in the retail sector, both in HR and operational roles. Previously, Pavita spent four years with Shell in a number of global roles. Pavita joined Shell Retail to build capability within the global operating companies and went on to work within the internal consulting unit implementing the global retail strategy. Pavita's last role was as the Head of Transformation in Consumer Marketing and Innovation, piloting new business ventures and building innovation capability within the team. In her current role, Pavita focuses on driving the strategic leadership agenda for Barclays and building organizational capability across the group, with particular emphasis on the top 100.