



*General Brochure*  
**2009**

**The European Leadership Centre offers 30 years of experience in organising world-class seminars with some of corporate's best known figures and top business thinkers.**

In 2009 we are bringing our expertise to you, with a selection of seminars in Europe's most cultural cities and sought-after locations, including Barcelona, Paris, London, as well as Abu Dhabi and Al Khobar in the Middle East. Focusing on the hottest topics in business today, these interactive workshops cover every business unit in the organisation. From Marketing to Finance to Sales, as well as the essential people skills we all need to remain a highly valued member of our organisation.

We are pleased to invite you to join us during our "European tour", and most workshops will be followed by a free Haute Couture style event, designed to allow for networking opportunities as well as access to information, experience and knowledge we have been building for you during the last 30 years.

We look forward to seeing you there.

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# Leadership Excellence

## A Strategic Approach to Leadership

Kuala Lumpur, Abu Dhabi

*This workshop helps you make sense of the major leadership challenges you are now or will soon be facing through a simple yet powerful framework.*

### Workshop overview

After success in your functional area, perhaps as a technical or professional specialist, you now find yourself in a more senior leadership role, with responsibility for leading and aligning people to a functional strategy and perhaps with some limits to your familiarity with these new responsibilities. How should you, how do you, respond to this new role as a leader?

Many managers with a strong technical or functional background may rely on micromanaging, undermanaging, overmanaging and underleading. The result is usually the same – talented but demotivated people, capable of making a significant and valuable

contribution to the strategic objectives of the business unit or department. It should not come as a surprise to managers that what they want and ask to be done is delivered far short of the standards of excellence the manager hopes for.

This workshop helps you make sense of the major leadership challenges you are now or will soon be facing through a simple yet powerful framework. It provides you with the tools to meet those challenges, with the result that you are able to become a more effective, strategically aligned leader now and throughout your career.

### Who Should Attend

This programme is designed and suitable for executives from any function or business sector who wish to build on their influencing and negotiating skills in a creative and original environment. We view negotiating as an everyday leadership activity, not a specialist occasion between buyers and sellers. Whenever anybody asks anything of you, you can respond with a yes or no. Or, you might choose to negotiate.

Learning and benefits can be enhanced by the attendance of a group of 3-4 participants from the same company, specifically from the same team or department. "We view negotiating as an everyday leadership activity, not a specialist occasion between buyers and sellers."

### What business issues are addressed?

- How you can make a significant contribution to the development of company strategy
- How you lead your people to connect and then implement the company and local strategies
- How you will manage the changes required of you, structures, systems, processes and of your people
- How you should communicate to enable your people to understand what the strategy is, and then enable and motivate them to implement it

### Workshop Level

Managers who have experience in functional management but now occupy more senior positions in their organisation and wish to position themselves to address the challenge of ensuring that functional activities are fully integrated with corporate direction and strategies. Senior managers participating can expect to focus on the processes of strategy execution as well as strategy design.

### What will I be able to do after participating?

#### You will be better able to:

- 1 Align your department strategy to corporate strategy
- 2 Produce workable plans for strategy execution
- 3 Get your people's understanding and buy-in to the strategy
- 4 Enable your people to implement strategy by providing the right support
- 5 Motivate your people to implement the strategy
- 6 Apply analytical and planning tools to help you become more competitive
- 7 Assist you to manage the many changes that go hand in hand with the execution of strategy by providing the right rewards
- 8 Learn what you can do to attract, manage and retain high quality talent for your business
- 9 Plan your own further development as a strategic thinker and implementer
- 10 Add extra inspiration capability to your leadership attributes
- 11 Become a better leader

### What will I do during this workshop?

#### Before the workshop, you will

- Communicate with the Workshop Facilitator to identify your specific areas of interest and the issues facing you in your leader role
- Complete strategically focused background reading on some of the key concepts

The following indicate the principle areas we will be addressing. However, the workshop style of our four days provides opportunities for each participant to connect the tools, techniques and approaches covered with your own situation.

## Day 1 The Leader's Strategic Context

- Leadership and management: preliminary definitions
- Analysing the context – the importance of environment scanning
- The pressure to balance both high performance delivery with building a people-focused culture
- Understanding strategic choices; review of the four categories of competitive strategy
  - » Price
  - » Product
  - » Product
  - » Solutions
- The Quest for Competitiveness – Differentiating ourselves, our product, our way of working and our brand, Creating uncontested market space
- Change management
  - » What happens when things change, and what management interventions can maintain productivity during a change process?
  - » Positive and negative reactions to change and their management
  - » Building a road map for change initiatives
  - » Building a powerful business case
  - » Stakeholder analysis and mapping
  - » Assessing the impact of strategic change
  - » Personal change leadership style – self analysis
- A Framework for Leadership
- The implications of strategic choice for leaders
- Case study: identifying strategic misalignment

## Day 2 Leading and Managing Strategy Execution

Throughout the day, you will explore our Leadership Model in depth, using a case study you have prepared, together with other business examples. You will compare their response to challenge with your own situation. The model looks at strategy implementation through the eyes of the people who are reporting to you, and the dimensions of analysis are:

- Customer Value Proposition: Why should customers buy from us?
- Strategy Commitment: What does the strategy mean for me and my job? What am I committing to? How can I mobilise that commitment?

- Leadership Behaviour: How do my leaders enable and support me to do the job they are expecting of me?
- Performance Metrics: How will I be measured and rewarded?
- Processes & Structure: What tools and procedures are in place to help me do the job that is expected?
- Culture: What are our values, and how do we do things around here?
- You will have the opportunity to assess the culture of your own organisation and how to manage the development of that culture to meet the strategic goals of your organisation

## Day 3 You As Leader

What factors influence leadership behaviour? How does your leadership style impact your effectiveness as a leader? How do cultural differences influence leadership? What do great leaders do – and what kind of leadership is required to execute your company's strategy?

This module focuses on you as an individual and as a leader.

- Personal styles and leadership
  - » Self assessment
  - » Introduction to personal styles; how to effectively communicate with and manage different types of people
  - » How to get different people to buy in to (strategic) change
  - » How to adapt your communication style to be more effective with your own team
- Cultural differences
  - » Review of national and organisational cultures. The challenge of the international organisation. Resolving the culture-related challenges of participants, using an analytical tool. Discussion.
- Managing Crises
  - » Building analytical capability to foresee crises
  - » Building your Plan B
  - » Handling the crisis when it hits
- Building your Leadership Brand
  - » The benefits of building the brand
  - » Developing the brand's personality to enhance competitive advantage
- Five practices of exemplary leadership, and practical tools and suggestions for each practice:
  - » Modelling the way: how to find your own voice and transmit your own values
  - » Inspiring a shared vision: how to motivate each individual based on their drivers
  - » Challenging the process: how to remove obstacles and keep momentum going

- » Enabling others to act: how to identify and develop the key skills needed in your team
- » Encouraging the heart: how to build trust and celebrate achievements
- Communicating your Strategy
  - » Examining the media and the tools needed to communicate your strategy to enable buy-in and mobilised commitment
- Linking leadership behaviours and practices to the type of strategy and the execution context. Adapting your style
- Developing your People
  - » Assessing the capability of your people
  - » Building learning solutions
  - » Talent management: Engaging your people with the strategic direction and process of the business
- Managing upwards: how to achieve strategic alignment with your boss and contribute to strategic decision making

## Day 4 Getting Into Action

Build your action plan for leading strategy execution and plan implementation. In the final sessions of the workshop, using the tools and approaches you have worked with over the previous sessions, you will consider how you will maintain the momentum of your action plan, modify if necessary by changes in the implementation environment and manage your energy to bring it to fruition.

- Communicating your plans
  - » Participants prepare to present their departmental or corporate strategy and receive coaching from faculty and from their colleague participants
- Action planning
  - » Participants prepare an action plan to enhance the strategic alignment of their team along each of the five dimensions of the Leadership Framework
- Plans are presented and discussed in the group
- Conclusion – summarising the key learning and commitment to use your Applications to add significant value to your company

January 11-14 2010

Kuala Lumpur

March 23-26 2009

Abu Dhabi

# 21<sup>st</sup> Century HR

## A Pre-emptive Approach to the Management of Human Resources

January 11-14 2009, London

*Deliver quality solutions in each of the major areas of HR activity.*

### Workshop overview

As an HR professional or as a line manager in a functional area, or maybe as a technical specialist, you now recognise that the responsibilities, challenges and opportunities involved in human resource management in business organisations are increasing daily.

#### How can you best respond to this new environment?

Whether you are already in a position of responsibility in your organisation's Human Resources function, or you simply want to become more professional in dealing with HR issues in another function, this intensive workshop provides you with an up to date understanding of the mission-critical activities, roles and processes involved.

You will examine the role of HR as a strategic partner and contributor to the company's success, your key role as a change agent, acting as an employee advocate to help employees achieve their goals whilst contributing to those of the organisation, your role as a developer of human capital, and acting as a functional expert in the day to day opportunities presented in managing people in your business.

It provides you with the tools to respond to these opportunities and to meet the challenges involved - adding further value to your organisation and to your own role.

### Who Should Attend

HR professionals and those in other functions who wish to enhance their understanding of the management of human resources.

### What business issues are addressed?

- How HR can make a significant contribution to your company's business success
- How you can understand your business strategy and contribute to its implementation
- How you can use the tools of HR to deal with important people and organisation issues

### Workshop Level

Managers who have experience in functional management but now occupy more senior positions in their organisation and wish to position themselves to address the challenge of ensuring that functional activities are fully integrated with corporate direction and strategies. Senior managers participating can expect to focus on the processes of strategy execution as well as strategy design.

### What will I be able to do after participating?

#### You will be better able to:

- 1 Assess the nature of the changing environment within which the Company and its people are now working
- 2 Make a strategic contribution to your company's management of a changing business environment
- 3 Manage internal HR and organisational initiatives using up to date human resource management tools and approaches
- 4 Developed your skills in supporting employees involved in and affected by a rapidly changing environment
- 5 Deliver quality solutions in each of the major areas of HR activity

### What will I do during this workshop?

#### Before the workshop, you will

- Communicate with the Workshop Facilitator to identify your specific areas of interest and the issues facing you in your HR role and which you will have the opportunity to address during the workshop
- Complete strategically focused background reading on some key concepts in HR Management

The following indicate the principle areas we will be addressing. However, the workshop style of our four days provides opportunities for each participant to connect the tools, techniques and approaches covered with your own situation.

## Day 1 The Business Context of HR

- Analysing the HR context – the challenges facing today's organisations
- Building a powerful business case for HR Excellence
- The impact of labour markets, demographics and open competition on the availability of human resources
- Building a Human Resource Plan: The forecasting challenge – demand and supply
- Providing people orientation to the company as well as performance delivery
- Human Capital – assessing human capital worth as a value adder to our business
- Understanding the nature of strategic decision making
  - » The HR Brand - differentiating ourselves
- The HR Role – strategic and leadership partner, employee advocate, change agent, functional expert and developer of human capital – analysing your company's HR strategic profile; Managing organisational politics – HR's role and skills in influencing the "right people" to invest their commitment in the "right things"
- Building a Vision for HR: What do we see in the cross wires? What is our all consuming core purpose? Where do values fit with all of this?
- A systems approach to HR – reviewing and connecting activities and processes to support corporate and function strategies
- The Communicators: HR's role in internal communications; getting difficult messages accepted; communicating your HR strategy; examining the media and the tools needed to communicate your strategy to enable buy-in and mobilised commitment

## Day 2 Planning the Assessment Process

Throughout the day, you will examine the activities, tools and techniques involved in obtaining the right people to take your business forward and how to assess You will use case studies and live material to familiarise yourself with the applications we will be discussing

- Human Resource Planning – making a significant connection with organisation planning
- Employee's Value Proposition : Why should they want to work for us? What makes some organisations attractive to potential employees?
- Attracting: A review of the major tools for assessing role requirements to meet the

- changing needs of your company, tools for online and other methods of attracting quality people; Becoming the Employer of Choice in a competitive labour market enable and support me to do the job they are expecting of me?
- Selecting: What makes some people attractive to employers? What do we assess? The assessment of mindsets, values, style and behaviour as well as skills, knowledge and professional competences. Gathering the information – the use of interview based methods and of assessment centres
- Tools for assessing candidates and taking the right decision: personality, ability, style and other psychometric tools
- A critical assessment of performance management and development systems to meet the demands for an efficient and effective system for managing performance which is both vertically and horizontally integrated
- The use of 360 assessment tools

## Day 3 Developing Performance Now & for the Future

What are the major issues around performance in your organisation? What results do you aim for and how do you monitor the performance process?

This module focuses on how you can develop individual and corporate performance through the use of up to date HR tools and thinking.

- The Case for Performance Management: Securing vertical and horizontal connection; defining the limits to performance management – a systemic approach
- Performance Metrics: What do we measure? How do we measure? The challenge of monitoring and measuring behaviour as well as performance; translating KPIs into individual indicators
- Building and applying an HR Scorecard
- HRs contribution to corporate and business unit performance reviews
- Individual performance reviews and the incentive connection; handling the review meeting and providing constructive feedback, the use of coaching and mentoring skills
- Talent Management: The challenges of the business environment and their specific impact on the processes of managing our important people resource; discussion of why this is a critical issue for our business; the direct impact of talent planning on your business – establishing what is vulnerable, manageable and what is low risk
- Learning & Development: An examination

of all major tools for identifying individual and corporate needs and for finding the right solutions; building self ownership into the equation

- Career Management: Connecting personal career plans with plans for succession in line with corporate strategy and a changing organisation; how do we help our people manage their careers?
- Developing our Organisation: Can HR manage OD, or must we always use consultants? The core issue of culture change; analysing your own companies culture and assessing its appropriateness for a rapidly changing business and social environment

## Day 4 Getting Into Action by Managing Change

Build your plans for leading HR strategy execution and plan implementation. In this final day you will have the opportunity to review the tools and approaches you have explored and to apply your selection of them to your choice of HR issue within your organisation; you will include the challenge of maintaining the momentum of your plan and modify where necessary; you will receive help from the Workshop Facilitator and from your peers on the programme.

- Change management: What is our role in change – do we lead or do we manage?
- HRs support and influencing role when faced with negative reactions to change and ambiguity
- Practical tools: Assessing the case for change and presenting it to secure internal commitment and resourcing; analysing and getting buy-in from key stakeholders; envisioning and preparing for a successful future
- Building a road map for change initiatives
  - » Action planning: Participants prepare an action plan to achieve their departmental or corporate HR strategy plan
  - » Communicating your plans: Participants prepare to present their plans with coaching from faculty and from their colleague participants
  - » Plans are presented and discussed in the group
- Reviewing the role of HR: In the light of the workshop what needs to be the focus of HR within your organisations? What repositioning is required? How can this be achieved?
- Conclusion – summarising the key learning and commitment to use your enhanced HR knowledge and capability to add significant value to your company

January 11-14 2010  
London

# Leading for High Performance

## How to Implement Strategy to Get High Quality Results

June 2009, Barcelona

*Secure the highest level of performance delivery, consistent with corporate strategy and integrated across your organisation's borders.*

### Workshop overview

As a team or function leader responsible for strategy implementation in your unit, how can you get your people aligned to deliver on the department goals? What leadership processes and leadership behaviours can you deploy to motivate and enable your people to play an active role in the delivery of corporate, business unit or department strategy?

Your team or function has a significant contribution to make to the overall competitiveness of your company. It's your job to make sure

that your department's objectives are clearly aligned to corporate strategy, and to lead your people to implement strategy through their function and to execute their role flawlessly.

MEMC's "Leadership for High Performance" workshop can help you plan the leadership processes you will put in place, and the leadership behaviours you will develop, to secure the mobilised commitment of your people to implement strategic decisions.

### Who Should Attend

This programme is designed specifically for middle managers who face the challenge of turning strategies into focused and successful delivery. Research indicates that strategy fails mainly in the process of execution. This intensive programme provides managers with a toolkit to enable them to secure the highest level of performance delivery, which is consistent with corporate strategy and which integrates across their organisation's borders.

### What business issues are addressed?

Recent research has shown that only 12% of companies successfully implement their strategies. Securing and maintaining connectivity between your unit's strategy and the corporate strategy is a major responsibility for every manager and at the core of high performance delivery. You are accountable for aligning your own team with the successful execution of strategy and so for achieving the planned for results.

Your task is made more challenging by the fact that you need to secure the support of your senior management, as well as the cooperation of your peers, suppliers and often that of your customers to make the strategy work. What should you do, as a leader, to align your people, and how can you lead other key stakeholders over whom you have no authority?

### What will I be able to do after participating?

**You will be better able to:**

- 1 Lead your team to implement strategic decisions
- 2 Make the strategy understandable and accessible to your team, so they can decide and are empowered to act accordingly, rather than waiting for your instructions
- 3 Work with your team and other key stakeholders toward the achievement of shared strategic objectives
- 4 Reinforce with your team those behaviours that are strategically focused and reduce undesirable ones
- 5 Where appropriate work to develop a high level of empowered self-management within your team
- 6 Align your departmental goals with company strategy and cascade it to team and individual objectives
- 7 Leverage processes and structures in the company that can assist with both the building and implementation of strategy, steering around or lobbying to change the ones obstructing it
- 8 Monitor your own leadership behaviour and style, understand how it encourages or discourages people from implementing the strategy
- 9 Manage all of the above as an integrated system, rather than as a set of separate elements
- 10 Through action-planning and implementation of the above system, build the productive and supportive relationships and a culture to better support your strategy.

### What will I do during this workshop?

This is a flexible workshop, continuously updated as business trends change and adjusted to the concerns of every individual participant group. Time will be set aside every day for peer-to-peer coaching, where participants can share challenges and experiences. In this way, many participants have gained valuable solutions to difficult problems.

**Before the workshop, you will**

- Complete background reading on the key concepts
- Prepare a short case study about a real leadership situation facing you and come to the workshop prepared to address it
- Gather information about your current strategy and performance drivers
- Gather any leadership or behavioural feedback you have received in your company
- Use each of these to help you conduct some preliminary thinking about your leadership action plan.

The following indicate the principle areas we will be addressing. However, the workshop style of our four days provides opportunities for each participant to connect the tools, techniques and approaches covered with your own situation.

## Day 1 Start with a Clear Strategic

The first day is about setting the context for leadership. Topics will include:

- Strategy and the Leadership role
  - » What do we mean by “Strategy” and “Leadership”
  - » What are the major strategic challenges facing us as leaders?
  - » What are our major execution challenges to deliver high performance against our strategic goals
  - » The Global trends and drivers impacting our strategy implementation
- What is your Business Model?
  - » What is the logic that explains how you deliver value to your customers whilst producing an acceptable value stream for your business?
  - » Defining required results
- Factors at the centre of strategy
  - » Customers’ Value Propositions
  - » Business drivers
  - » Our core competences
  - » Our Critical Success Factors
- Core Processes for Strategic Execution
  - » The Strategising process
  - » The Operations process
  - » The People process
- The role of Vision
  - » Vision and mission as components of the process of delivering against your strategy
- The “Strategy House” to provide clear direction – an holistic and integrated approach
- Strategic toolbox
  - » Building deliberate strategy and taking control of emergent strategy
  - » Different strategies require different internal management practices
- Introducing our Leadership Model for strategy implementation
  - » Building a workable concept of strategic leadership

## Day 2 Align Processes and People to Strategy

75% of companies that outperform others in their sector have a formal process for communicating strategy to their employees. You will become familiar with those aspects of leadership which will enable you to engage your people to deliver against strategic goals. You will do this through group discussion around your case studies and other business examples.

You will address the challenge of balancing day-to-day operational issues with the

building and implementation of longer term strategy. You will examine the application of strategic leadership to securing consistently high performance. Topics include:

- Aligning people with the Customer’s Value Proposition, focusing your organisation on the customer’s experience of your company
- Communicating your strategy in a way people can understand, buy into, and know what to do to deliver
  - » Principles of corporate communication – the impact of effective and ineffective communication
  - » Choosing the best media
- Managing your people for high performance
  - » Giving understanding of the strategy-individual connection – building “line of sight”
  - » Leading to empower
  - » Motivating for results, commitment and retention
  - » Operating the performance management system
  - » Matching people’s attitudes and behaviours with company values and culture
  - » Talent management – attracting, deploying, developing and retaining your high quality talent
- Developing and aligning performance metrics
  - » Operationally defining and measuring the right things
  - » Ensuring KPI’s are helping you to managing the strategy execution process and not taking people’s attention away from the main job
  - » Measuring behaviour and qualitative-based performance
- Obtaining and sustaining the balance between strategy and daily operational matters
- Aligning decision-making and other processes to the strategy so people are helped in implementing the strategy and not hindered.

## Day 3 Building Your Role

You will examine your own leadership style and behaviours and the culture you need to implement your strategy. Topics include:

- Exemplary leadership practices
  - » Best practice, what works, what doesn’t
- Your leadership style and behaviour
  - » Self assessment and managing and adapting your style to produce results
  - » Inspirational leadership – fact or fiction?
- Influencing – looking through the eyes of your stakeholders
  - » Accommodating and managing the

- » stakeholders’ perspectives
- » Managing your sources and types of power
- » Lobbying and consulting
- Handling Conflict and Diversity
  - » The positives and the negatives
  - » Learning how to adjust your style to handle difficult situations and difficult people
  - » Harnessing the strength of diversity in your team
- Coaching and developing others
  - » A framework of techniques for managers to coach their team members
  - » Using mentors to enhance individual’s capability
  - » Learning & development solutions
- Leading across cultures
  - » The role of values, values translated into behaviours to build the right culture
  - » Tools and approaches for influencing culture change

## Day 4 Getting Into Action

You will build your learning into a personal action plan for implementation on your return to your organisation, informed by feedback from the workshop facilitator and from your peers. Topics include:

- Creating your plan
  - » Planning for delivery
- Managing complexity, scale and pace
  - » Strategic thinking tools for clarifying and focusing
  - » Managing multiple projects & setting priorities
- Practicing communicating your implementation plan as you would to your staff
- The realities of making your strategy work
  - » Addressing the challenges of your working environment to ensure your plan gets to work
- Managing risks to implementation
  - » Spotting and managing crises
  - » Scenario analysis
- Conclusion
  - » Summarising the key issues, skills, mindsets and actions associated with implementing strategy and leading your people to achieving results
  - » Commitment to personal action

June 29-July 02 2009  
Barcelona

# One Week Mini MBA

Abu Dhabi, Barcelona, London & Paris

*The 5-Day Fast-Track MBA is designed to cover in a short time the major components of a longer business school MBA programme.*

## Workshop overview

Most of us enter business as technical specialists and, if we are effective, we get promoted to more senior positions in the functional area in which we work. The challenges of business in the 21st century mean that organisations need to move quickly and coherently towards business goals with a team of fast-track managers who see beyond the functional boundaries to the big picture objectives. This programme is designed to give those high-flying specialists in your business the scope to work in a boundary-less way and to prepare them for very senior positions in the organisation. Being able to speak the “the language of business”

and to understand the broader financial and strategic context enables participants to build bridges between different functions and makes them more effective in their current roles.

The 5-Day Fast Track MBA is designed to cover in a short time the major components of a longer business school MBA programme. Of course, we cannot go into depth on each subject, but past participants tell us that the content does a perfect job of linking the major aspects of business and many participants go on to pursue a longer MBA after having gained confidence and insight on this Fast Track programme.

## Who Should Attend

All managers who would like to gain an effective, broad-based overview of the topics covered in MBA workshops but who cannot afford to spend too much time away from the office, including:

- New managers and functional experts with no formal business education
- Middle managers wanting to refresh their business management knowledge
- Supervisors and new managers (level 1)
- Managers, team-leaders and supervisors who implement corporate strategy at the frontline. (on average up to 3 years of management or supervisory experience).
- Middle managers (level 2)
- Managers who contribute to the formulation of corporate strategy and are responsible for its implementation within their departments/functions.
- Departmental and functional heads with people management responsibility, project managers, experienced managers of disciplines such as business development or R&D (with on average between 4 to 7 years of management experience).

## Workshop Level

Managers who have experience in functional management but now occupy more senior positions in their organisation and wish to position themselves to address the challenge of ensuring that functional activities are fully integrated with corporate direction and strategies. Senior managers participating can expect to focus on the processes of strategy execution as well as strategy design.

## What will I be able to do after participating?

**You will be better able to:**

- 1 Speak “the language of business” and understand the broader financial and strategic issues and challenges of your company.
- 2 Build bridges between different functions and become more effective in your role.
- 3 Specifically, by attending this workshop you will:
- 4 Understand how successful businesses are run from an all-round perspective: financial, strategic and marketing.
- 5 Develop insights into how managers can effectively lead people and align teams to execute the strategy of their company.
- 6 Enrich your job and your career by gaining tools and frameworks to think more strategically, thereby improving your decision-making both in your current and future job roles

The following indicate the principle areas we will be addressing. However, the workshop style of our five days provides opportunities for each participant to connect the tools, techniques and approaches covered with your own situation.

## Day 1 Accounting

This day creates a common basis in accounting terms as the “language of business”, enabling participants to better manage the resources they are directly responsible for, and facilitating their communication with the finance function and with senior management. This day covers the key financial statements (balance sheet, income statement, cash flow statement), explores tools to analyse the financial performance of a business and looks at how management decisions affect financial performance. Topics include:

- Basic accounting concepts and principles - their impact on financial reporting
- Accounting rule-making bodies
- Understanding the key financial statements
- The overall accounting process from transaction entry to closing the books
- The annual report or the year-end financial reporting package
- Evaluating an organisation’s financial statement

## Day 2 Finance

This day focuses on finance as the “lifeblood of business” and creates insights into how capital expenditure decisions are made using quantitative financial tools combined with sound judgment in their application. Participants will gain an understanding of the financial information requirements in capital expenditure proposals. The workshop also provides an understanding of how managers may create shareholder value. Topics include:

- Talking the talk - financial language and what it means
- Operational finance: cost and profit planning financial planning
- Evaluating projects - will they bankrupt the company?
- The role of leveraging in improving return to shareholders

## Day 3 You As Leader

This day is designed to help participants think strategically and clarify how their role and function supports the company's strategy. The session also raises awareness of the basic strategic choices faced by a company. Topics covered include definition of strategy, analysis of the external and internal environment, and the process of strategy formulation. Topics include:

- What is strategy?
- Corporate and business unit strategy
- Baseline analysis

- Anticipating the future
- Generating and evaluating alternative strategic options
- SWOT
- Value chain analysis
- Generic strategies
- Generating strategic alternatives
- Screening and evaluating techniques
- From strategies to action: implementing a strategy

## Day 4 Marketing

This day increases the participants’ understanding of the marketing function and the key decisions taken by marketing, and clarifies how marketing can support a company’s strategy execution. Topics covered include Marketing Strategy, including market selection, segmentation and positioning. We then look at Marketing Management examining the marketing mix, giving an insight into customer satisfaction and retention and an providing an overview of Customer Relationship Management (CRM). Topics include:

- Marketing: the big picture
- Marketing strategy – market selection, segmentation and positioning
- Marketing management – The Marketing Mix
- Customer Satisfaction and Retention
- Customer Relationship Management

## Day 5 Leadership - Managing Self and Others

- Understanding and working with people
  - » Human behaviour, observation and feedback, working with different personalities
  - » Developing your interactive skills, giving and receiving feedback
  - » Understanding individual differences through the Myers Briggs Type Indicator (MBTI)
  - » Communicating information to different personality types
  - » How different characters tackle problems and the value of complementary personalities to the team
- Organising yourself first, then others
  - » performance management and the importance of managing priorities effectively
  - » the crucial difference between what is important and what is urgent
  - » setting and achieving realistic targets for your staff

- » producing an action plan for use in your workplace
- Pulling all these themes together and developing an integrated personal action plan

## Tools Used in the Programme

The Myers Briggs Type Indicator is used in this workshop to give you a model for understanding personality differences.

This powerful tool can be related to all the topics on the course and provides a coherent framework for understanding human behaviour and how to influence it.

## Workshop Style

This is a highly interactive workshop combining lectures, discussions and case studies. Participants will be expected to do some preparation work on most evenings.

<p>March 23-27 2009 Abu Dhabi</p> <p>June 29-July 03 2009 Barcelona</p> <p>December 07-11 2009 London</p> <p>February 22-26 2010 Paris</p>
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April 06-09, Paris

## Target Audience

Middle to senior level non financial management who are making business decisions with significant financial implications.

## Deliverables

The participants will master tools which will improve business decision making, and hence they will contribute more effectively to achievement of organisational objectives, in particular creation of shareholder value.

## Methodology

The programme will mix interactive lecture style sessions with appropriate case studies. Cases will be mainly group work with highly interactive class feedback sessions. Cases will give participants direct hands on experience of using the tools covered in the course, and enable participants to benefit from each others experience through the class discussions.

The following indicate the principle areas we will be addressing. However, the workshop style of our five days provides opportunities for each participant to connect the tools, techniques and approaches covered with your own situation.

### Day 1 The Role of Finance and Financial Statements

- The importance and role of finance
- Financial Statements: content and purpose
- Case study running a simple company and producing financial statements

### Day 2 Financial Analysis

The objective of day 2 will be to use financial statement data to answer clear commercial questions, diagnose problems, and make appropriate corrective decisions. The assumption throughout is that maximising shareholder value is the overall objective, however the programme will also reflect the current reality that survival and hence liquidity management is more of a top priority than ever:

- Presentation of ratios to cover
- What drives the ratios?
- Remaining Accounting jargon and acronyms
- The role of leveraging in improving return to shareholders

### Day 3 Asset Management (Morning)

- Working Capital Management: a key input into ROCE
  - » Stock, debtor, cash and payables management

- » Credit policies
- » Collection management
- » Appropriate levels of cash
- » Stock policies and management
- Fixed asset management
  - » Minimising investment in fixed assets
  - » Lease vs. Buy decisions
  - » Sale and leaseback
  - » Sub-contracting/Outsourcing

### Day 3 Costing and Pricing (Afternoon)

- Costing Systems
  - » “Real” costs Vs accounting costs: replacement costs, sunk costs, opportunity costs
  - » Cost behaviour – fixed, variable and step costs and why this matters in applying the decision making tools
  - » Full costing and fixed cost allocation – the complexities of fixed cost allocation systems and an examination of what companies actually do from simple allocation keys through to Activity Based Costing
  - » Which cost to use for what decision – when do I need full cost and when do I need direct cost only
- Pricing
  - » Break even analysis and using contribution analysis to make optimal pricing decisions
  - » Pricing Strategies - when does marginal pricing make sense

### Day 4 Budgeting and Cash flow forecasting (Morning)

This module will highlight the importance and benefits of budgeting and business planning and strengthen participants’ skills in effective financial planning.

- » Benefits and purpose of budgeting – an extremely important business tool
- » Designing an effective budgeting system
- » Managing the budget process
- » Cash flow forecasting
- » Budget KPIs – Balanced scorecard and other similar approaches
- » Effective reporting systems and variance analysis

### Day 4 Investment Appraisal (Afternoon)

The purpose of this module is to empower participants to do their own investment analyses, construct business cases, and argue effectively for their proposed investments and the assumptions made. They will also practise querying other business cases to identify weak and flawed assumptions and recognise common mistakes.

### Day 5 Company Valuation and Value Based Management

- Valuing companies
- Acquisition strategy
- Value Based Management

# Managing People

Paris, Barcelona & London

## Workshop overview

Most of us enter business as technical specialists and, if we are effective, we get promoted to more senior positions. As we take on our first management position, a strange thing happens. We need to stop doing some of the activities that we enjoy doing and that we are good at – the things that got us promoted in the first place! Instead we now become responsible for getting things done through other people. This brings issues that many people feel should come naturally, or that are best learnt through experience. We believe that in the 21st Century you have neither the time nor the luxury of learning from your own experience, and this programme gives you a fast-track opportunity to learn from the experiences of others.

## Who Should Attend

All managers who would like to become more effective in managing and influencing other people, including:

- New managers and functional experts with no formal people management training education
- Middle managers wanting to refresh their management knowledge
- Senior Managers who want to step back to reflect upon and refresh their approach to Managing Others.

## What will I be able to do after participating?

You will be better able to:

- 1 Understand yourself and others in terms of personality preferences, and how that impacts issues like motivation, communication, time management and dealing with change
- 2 Implement plans and actions to improve the effectiveness of your department.

## Programme Outline

### ■ Understanding and working with people

- » Leadership and Management – Exploring the difference
- » Human behaviour, observation and feedback, working with different personalities
- » Developing your interactive skills, giving and receiving feedback
- » Understanding individual differences through the Myers Briggs Type Indicator (MBTI)

### ■ Communicating information to different personality types

- » How different characters tackle problems and the value of complementary personalities to the team

### ■ Organise yourself first, then others

- » Performance management and the importance of managing priorities effectively
- » The crucial difference between what is important and what is urgent
- » Setting and achieving realistic targets for your staff

- » Situational Leadership and Delegation
- » Producing an action plan for use in your workplace

### ■ Motivating yourself and your colleagues

- » Assessing and appraising individual performance, coaching and managing tomorrow's performance
- » GROW model of coaching
- » Increasing motivation by linking performance to individual needs and desires
- » How different people learn - exploring methods of training and motivating staff

### ■ Building and leading the team

- » Developing staff roles that inspire personal interest and commitment
- » Why teams succeed or fail - how to become more effective in the pivotal role of the team leader
- » Improving the effectiveness of your team, identifying individual contributions and understanding team development
- » Leadership skills - matching your leadership style to the needs of your colleagues
- » Inspirational leadership - creating a

- » shared vision to invigorate others

### ■ Managing organisational change

- » Introducing change successfully, selecting appropriate change strategies
- » Overcoming resistance to change, helping individuals to manage transition
- » Implications of cultural differences in the decision-making and influencing process
- » Developing your influencing skills - two key strategies and when to use them

### ■ Turning conflict into progress

- » Conflict situations and how to deal with them, different strategies for conflict resolution
- » How conflict affects group behaviour, ways to reduce its destructive effects
- » Diagnosing and developing your own conflict handling style
- » The Thomas Kilmann Conflict Mode Instrument

### ■ Pulling all these themes together and developing an integrated personal action plan

*Managing People requires a framework, a toolkit, emotional intelligence and some core competencies, all of which are covered in this highly successful 5-day programme.*

Managing People requires a framework, a toolkit, emotional intelligence and some core competencies, all of which are covered in this highly successful 5-day programme. You will learn more about yourself through the use of highly-respected psychological instruments and from feedback from fellow participants. You will leave the course with an action plan to create maximum impact on your return to the business.

And you will have fun applying the tools and practising the techniques to create an aligned, motivated team of people.

## Workshop Level

Managers who have experience in functional management but now occupy more senior positions in their organisation and wish to position themselves to address the challenge of ensuring that functional activities are fully integrated with corporate direction and strategies. Senior managers participating can expect to focus on the processes of strategy execution as well as strategy design.

April 06-10 2009  
Paris

July 06-10 2009  
Barcelona

December 07-11 2009  
London

# Performance Coaching for Managers

A 4-day Programme on Achieving Excellence Through Others

October 05-08 2009, Doha

## Workshop overview

It is widely accepted that “Coaching” is one of the most performance management effective tools in the modern leader’s skillset. Yet, strangely, there are many managers who still do not use coaching; either through lack of will or, more commonly, through lack of skill. This four-day programme, created and led by one of the most effective and highly skilled Executive Coaches, will enable participants to understand what coaching is and how to use it simply and effectively.

## Methodology

The programme leader, Ralph Watson, is a specialist in utilising a wide range of tools in the training room. These will include:

- Trainer input
- Film clips
- Individual tasks
- Group exercises
- Personal action planning
- High quality feedback

## Workshop Level

Managers who have experience in functional management but now occupy more senior positions in their organisation and wish to position themselves to address the challenge of ensuring that functional activities are fully integrated with corporate direction and strategies. Senior managers participating can expect to focus on the processes of strategy execution as well as strategy design.

## What will I be able to do after participating?

**You will be better able to:**

- 1 Understand what Coaching is – and isn’t
- 2 Explore the question, “who can be coached and who can’t?”
- 3 Develop, and practice, new skills that can be applied immediately both in the workplace and out of it
- 4 Begin to develop their personal coaching “style”

## What will I do during this workshop?

Throughout the programme, participants will be developing skills that they will also put to immediate use with supportive feedback from peers and Trainer to ensure fast and effective learning.

Video may also be used (at the discretion of the individuals) as an additional self-feedback tool – videos are never played back in public.

## Content

This highly interactive programme is paced for developing a range of key people-skills and will include:

- What is “Coaching”? – and what isn’t it?
- The four blocks to performance – and what can we do about them?
- Structured Coaching – how to develop a structured approach step by step
- The “coffee machine coach” – developing an informal coaching style
- Creating a coaching culture in your workplace
- Solution Focused Coaching – one of the most powerful models in use today
- The G.R.O.W. Model – tried, tested and successful model for Coaching
- Communication excellence – the basis of all good coaching
- Building the coaching partnership
- Working with presenting issues – coaching in the moment
- The Everest Principle™ for setting empowering goals
- Step by step through the process
- Tools and techniques – some outstanding tools from the world of NLP and Gestalt
- Personal action plans – putting it all into action

October 05-08 2009  
Doha

# Personal Trainer Development

## Becoming An Outstanding Trainer

May 25-28 2009, Istanbul

*A course for experienced trainers seeking to add enhanced skills to their toolkit.*

### Workshop overview

It is widely recognised in the business world that being a professional Trainer carries a great deal of responsibility. Clients trust that participants in a training programme will return to the workplace with the improved knowledge and skills to carry forward their roles effectively.

This programme, developed and delivered by one of Europe's top Master Trainers, will facilitate participants in developing the ability to do just that.

### Who Should Attend

Experienced trainers seeking to add enhanced skills to their toolkit. Aspiring Trainers.

### Methodology

The course-leader, Ralph Watson, is a certified Master Trainer with many years experience in facilitating the development of outstanding training skills. His methodology for ensuring that the objectives are met will include:

- Input from the Trainer
- Group and individual exercises
- Interactive discussion
- Open question sessions
- Personal action planning

### Workshop Level

Managers who have experience in functional management but now occupy more senior positions in their organisation and wish to position themselves to address the challenge of ensuring that functional activities are fully integrated with corporate direction and strategies. Senior managers participating can expect to focus on the processes of strategy execution as well as strategy design.

### What will I be able to do after participating?

**You will be better able to:**

- 1 Define the measurable, deliverable outcome for a training programme
- 2 Design and sequence an effective training process
- 3 Create effective learning-oriented exercises
- 4 Utilise a range of audio visual aids
- 5 Understand, and use, a range of specialist stage skills to enrich the learning experience of students
- 6 Deliver clear, effective feedback

### Content

This highly interactive programme will include:

- Defining clear and measurable outcomes for training
- Presuppositions for effective learning facilitation – golden rules for success
- The logical levels of learning – the key steps to building new skills
- Chunking and sequencing – how to build a training programme based of effective learning steps and in a logical sequence
- Using the 4-Mat system to engage all learning styles
- Creating effective exercises that engage participants and develop new skills
- Designing an effective course manual
- Flipchart or PowerPoint – knowing what to use and when
- Using your stage – how to utilise your training room and create a learning environment
- The physiology of excellence – use your body and your voice to enrich the learning
- experience and ensure effective learning
- Feedback – different approaches for different situations

Throughout the programme, participants will have opportunities to develop and practice new skills supported by supportive feedback from each other and from the Trainer.

This will include working in small groups to create and deliver "mini-training" sessions with feedback from peers and Trainer.

May 25-28 2009  
Istanbul

Barcelona, London & Paris

## Workshop overview

The Workshop covers the main aspects of financial reporting and analysis, providing an understanding of the key concepts in both accounting and finance, always from the point of view of the decisions faced by the management of a firm.

The following indicate the principle areas we will be addressing. However, the workshop style of our four days provides opportunities for each participant to connect the tools, techniques and approaches covered with your own situation.

### Day 1 Financial Statements

- The Importance and Role of Finance
- The Financial Statements

### Day 2 Financial Analysis

- Financial Ratios
- Credit Ratings
- Time Value of Money
- Capital Budgeting

### Day 3 Costing & Pricing

- Introduction to Costing
- Cost-Volume-Profit Analysis
- Full Costing
- Pricing
- Profitability Analysis

### Day 4 Capital Structure & Budgeting

- Cost of Capital
- Optimal Capital Structure
- Shareholder Value
- Budgeting

June 29-July 02 2009  
Barcelona

December 07-10 2009  
London

February 22-25 2010  
Paris

# Fundamentals of Strategy

May 25-27 2009, Istanbul

## Workshop overview

This Workshop aims at providing the key concepts and the main tools of strategic analysis and business strategy. The specific aims of the Workshop are:

- Acquire the basics of business strategy
- Learn the tools which support strategic analysis (both “external” and “internal”)
- Gain a knowledge of the key issues in both business unit strategy and corporate strategy
- Develop an understanding of the methodologies and the models adopted in strategy formulation

The following indicate the principle areas we will be addressing. However, the workshop style of our three days provides opportunities for each participant to connect the tools, techniques and approaches covered with your own situation.

### Day 1

- Section I: What is Strategy?
- Section II: The Levels of Strategy
- Section III: Business Unit Strategy
- SWOT Analysis
- Analysing the External Environment

### Day 2

- Section III (continued)
- Analysing the Internal Environment
- Strategy Formulation
- Strategy Implementation

### Day 3

- Section IV: Corporate Strategy
- Diversification/Integration
- Portfolio Analysis
- An Alternative Approach: Core Competences
- Section V: Strategic Planning

May 25-27 2009  
Istanbul



**Paul Blackhurst is a seasoned facilitator in management skills and interpersonal effectiveness. He has designed and delivered management development programmes for international corporations around the world. His experience spans both on-line and “live” learning environments. Paul has created and managed growth in both traditional and e-businesses, and has international business market experience.**

## Education / Academic Qualifications

Paul obtained a BSc. in Engineering from the University of Birmingham (1983) and holds an MBA from Bradford University (1992). Paul holds a Diploma in Marketing from the Chartered Institute of Marketing, a Diploma in Organisational Development from the NTL Institute, US, and an Advanced Diploma in Management Consultancy from Henley. Paul is a Master Practitioner in Neuro Linguistic Programming, and is qualified to administer the Myers-Briggs Type Indicator and Team Management System psychometric instruments.

## Professional Background

Paul has been independent since 2001, providing consultancy services and management development solutions to large international companies.

Previously, Paul worked with Imparta Ltd, London, a start-up training company which develops computer simulations, on-line products and seminars. As Head of Sales his responsibility included product development, business development & staffing.

Paul spent seven years with American Management Association (AMA), New York, and Management Centre Europe (MCEO, Brussels where he held various roles:

- In 1998 Paul became global practice leader with worldwide responsibility for development and growth of the marketing, sales and customer service curricula of AMA.
- As Corporate Development Director in 1995, Paul developed business and advised clients to enable them to achieve their objectives through HR development and OD interventions.
- Paul started with MCE in 1992 as a director for open enrolment programmes.

With GTE Sylvania Ltd, a multinational lighting manufacturer, Paul was promoted through various roles: marketing manager, product manager and marketing services manager (1987-1992). Paul began his career with SKF, a Swedish bearing manufacturer, UK (1983-1985), and after that joined Cincinnati Milacron, a US machine tool manufacturer, UK, as a sales engineer (1985-1987).

## Teaching / Facilitation experience

Throughout his corporate roles and as training consultant Paul has run many customised and open training workshops. He has also chaired and spoken at major industry conferences.

## Publications

Paul has authored and published various articles.

## Personal

Paul is British and currently lives in Somerset, UK. He conducts his seminars in English and has good knowledge of French.



**Ms Creedon is Managing director of Artemis Consulting, specialising in**

- **Corporate finance consultancy and Training to private and public sector organisations.**
- **investment benchmarking and promotion.**

Currently responsible for redesign and launch of all key finance programmes for MCE, a business school delivering consultancy/ training programmes worldwide to senior management of most European MNCs. Also currently designing and delivering programmes for Enterprise Ireland, the Institute of Public Administration, and the Irish Management Institute.

Managing a 3 year 10 country benchmarking study, for the Irish National Competitiveness Council examining the competitiveness of Irish business in key strategic sectors including life sciences.

2005 Project Director for the MIGA/ World Bank Global Enterprise Benchmarking project examining cost and competitiveness factors in 9 Central and Eastern European countries.

Ms Creedon has worked in senior management and consultancy roles in both MNCs and medium sized firms throughout the world. As financial manager in General Motors she has managed both costing and benchmarking units for international operations, and has since acted as financial consultant to many other firms on cost cutting, benchmarking and investment decision making

As Director of Trade and Industry of International Development Ireland, Ms Creedon managed a wide portfolio of projects for the World Bank and other donors in emerging economies in southern Africa, the Caribbean, the Middle East and Central Europe, in both the private and the public sector, focussing on industrial development – projects encompassed both foreign direct investment promotion and development of indigenous enterprise.

## Personal

**Nationality:** Irish.

**Date of Birth:** 5/3/63.

**Languages:** Fluent in English, French, Italian, German, Spanish and Irish.



**Ralph Watson is a professional Consultant with an international track record of success. To date, he has worked with organisations and individuals from over 30 countries including the UK, Western and Northern Europe, China, Russia, Turkey, the Middle East and the USA – and the list is growing!**

His specific areas of expertise are:

- Leadership Development
- Coaching
- Negotiating
- Trainer Training

## Ralph's credentials include:

- Diploma in Business Administration
- Organisational (formerly Founding) Member of the Association for Coaching
- Master Coach (INLPTA)
- Master Trainer of NLP (European and Middle Eastern Institute for NLP (EMEINLP))
- Accredited Member of the Association for NLP (ANLP)

## Business background includes:

- General Manager – Autobar Group of Companies (UK and Europe)
- National Accounts Director – BT Mobile
- Sales Director – Select Computers (UK) Ltd
- National Accounts Manager – OKI (UK)
- National Accounts Manager – Hermes Olivetti (UK)

## Major Client portfolio includes:

- Alstom (UK and China)
- Al Watania (Saudi Arabia)
- Beiersdorf BDF (UK and Germany)
- British Imperial Tobacco
- Deloitte (Rome and Prague)
- Dubai Duty Free
- Health Protection Agency (UK)
- Ministry of Water and Electricity (Saudi Arabia)
- Newham College, East London University
- Pfizer (Turkey)
- Schering Plough (Saudi Arabia)
- Sun Interbrew (Russia)
- Vipnet (Croatia)



## Education / Academic Qualifications

Chris was raised in Leek, England. Educated in the Midlands and Wales, he graduated in Industrial Relations and Law from the University of Wales, Cardiff, obtaining a postgraduate Diploma in Human Resource Management from the University of Aston in Birmingham.

After university, Chris joined the engineering company, GKN, where he worked in HR and Employee Relations. He then joined the faculty of the Aston Business School, where he designed and led one of UK's first Masters programmes in HR. Chris's consultancy began to develop and in 1984, he established his own practice.

## Professional Background

Chris Leek Associates provides support to organisations on a wide range of issues in the field of strategic development of people and organisations and in a wide range of locations. Chris has worked for a substantial number of organisations across Europe, the Middle East, Asia and the United States. His areas of specialist interest are the Strategic Leadership and Management of Change and Innovation in Organisations and the Human Skills underpinning it, the development and execution of Strategy, Executive Leadership, Building High Performance Organisations and Teams, Assessment and Development of people, Talent Management and Performance Management.

Working with the boards, executive teams and senior managers of organisations large and small, he has worked with clients in the agro-chemical industry, aluminium, banking, beverages, bio-tech, chemicals, construction and construction materials, consultancy, extractive industries, facilities management, financial services, fire and rescue, food, freight and distribution, education, electrical, mechanical and plant engineering, landscaping, legal, manufacturing, motor manufacture, newspapers, oil and petrochemicals, pharmaceuticals, police and justice systems, power generation and distribution, printing and publishing, retailing, telecommunications, the tobacco industry, tourism and utilities.

He has worked at senior management level with many public sector organisations and not-for-profit organisations - Local and Regional Government, Police Forces and Executive Agencies of National Government in the United Kingdom and the European Union. He has also worked with organisations during their public-private sector transitions, in the UK with Water, the National Rivers Authority and the Environment Agency.

Chris's international experience is with clients in Austria, Belgium, Czech Republic, Denmark, Egypt, England, Estonia, Finland, France, Germany, Greece, Guernsey, Hungary, Ireland, Italy, Jersey, Kazakhstan, Latvia, Lithuania, Netherlands, Oman, Poland, Portugal, Qatar, Romania, Russia, Serbia, Saudi Arabia, Scotland, Serbia, Spain, Sweden, Turkey, Ukraine, USA, Wales and the Yemen

He is a member of core faculty for a number of seminar and conference providers and networks and is a visiting speaker at several universities and international management centres.

## Teaching / Facilitation Experience

His style is stimulating, energetic, involving, relevant, practical and outcome-focused. With Executive Team Development, his energetic facilitation approach encourages top managers to produce workable and value adding solutions, whilst thoroughly enjoying the process.

## Personal

Chris is married to Angela. Their daughter, Helen, is principal of a ballet school and their son, Robert, is the Sales Director for a UK logistics company. They live in Worcester, England. For relaxation, Chris enjoys fishing, jazz, rugby and music. He can be contacted personally on: [chrisleekassociates@compuserve.com](mailto:chrisleekassociates@compuserve.com) or through +44 (0) 1905 724 310, or +44 (0) 7831 729 511.



**Chris is an Independent Cost Reduction Consultant and Financial Trainer, working for major companies throughout Europe, Africa, the Middle and Far East. He holds a Master's degree in Finance in addition to a professional Accountancy qualification. His wide experience of industry and commerce includes senior positions in the finance function of several major U.K. companies.**

Chris Dickin was trained as a Management Accountant with the Rolls-Royce Aero-Engine Division in Derby, England. In 1970 Chris joined the University of Derby as a finance lecturer. A 23 year academic career saw him progress to become the Assistant Dean responsible for resources in the Derbyshire Business School overseeing degree and professional courses.

During that time, he qualified academically as a professional accountant and he gained a Master's degree in Financial Control. Over the next fifteen- year period, he gained a wide experience of UK industry and commerce, holding positions as an accountant through to Financial Director in the finance function of several major companies.

He is presently an independent Financial Consultant/Trainer being an experienced lecturer throughout Europe, Africa, the Middle & Far East. His publications include the 'Finance' section of the U.K.'s Open University MBA programme.

Chris is an expert deliverer of financial training having worked in finance, both in practice and as a trainer, for the past 25 years. He has the rare ability to communicate complex issues in a clear, concise and understandable format.



**Michael has over 20 years of experience consulting to some of the world's finest top management teams on pivotal issues of globalisation and corporate strategy. He has advised clients in a diverse set of vertical markets, including consumer, retail industrial, financial services, healthcare, hospitality, and transportation sectors including but not limited to GE, Citibank, Pepsi Cola., Bank of America and AT&T.**

## Education / Academic Qualifications

Before starting his global strategy advisory and consulting practice, AutusPartners, Michael was a senior partner with the Peppers & Rogers Group. As the leader of the Customer Strategy Center of Excellence, Michael was a frequent speaker and author on the topic of transforming from a product-centric to a customer-centric business model. During his tenure at PRG, Michael served as a senior advisor to Motorola, Citibank Credit Cards, Visa International, Bank of America, UBS PaineWebber, Saturn, TGI Friday's and Radisson Hotels.

Before joining Peppers & Rogers Group, Michael was a partner with Monitor Group, a premier strategy firm founded by Michael Porter and best known for thought leadership in market strategy development. He was responsible for generating new business in retail, services and utilities sectors, directing major client engagements, and creating innovative intellectual capital for the firm.

Prior to Monitor, Michael was the head of strategy for CMGI Solutions – the professional services division of the world's then largest Internet venture, incubating and operating company. He was responsible for helping craft CMGI's overall B2B strategy and forging strategic alliances.

Prior to CMGI, Michael was a Principal with The Michael Allen Company, a blue-chip strategy boutique founded by the former head of strategic planning for the General Electric Company. Michael was a lead advisor to such important clients as GE, Citibank, Pepsi/Tricon Restaurants, Ryder, Weston Foods and Avon. His work with GE Power Systems was recognized as best practice by Jack Welch and included such important areas as: development of corporate and division-level strategic plans, pricing strategy, reorganization of its \$6 billion services division, and mergers and acquisitions. His work with Citibank's Global Finance Asia Pacific division introduced the first customer-centric strategic planning process to the bank.

Earlier in his career, Michael held positions at Andersen Consulting Strategic Services and Smith Barney, Harris Upham & Company.

Michael holds a BS in Industrial Engineering from Stanford University and an MBA from the Amos Tuck School at Dartmouth College.



**Mark Thomas is an international business consultant, author and speaker specialising in business planning, managing change, human resource management and executive development.**

Prior to becoming a Senior Partner with Performance Dynamics Management Consultants he worked for several years with Price Waterhouse in London where he advised on the business and organisational change issues arising out of strategic reviews in both private and public sector organisations. Whilst at Price Waterhouse he was responsible for the management of consulting teams along with the profitability of assignments. His business and consulting experiences have included major organisational changes including strategic alignments, mergers and acquisitions and restructuring.

His key areas of interest and business activity include strategic change management and the facilitation of business planning and top team events. He regularly designs, leads and facilitates top team sessions on a wide range of business planning issues and initiatives –re-organisations, change programmes and mergers. A highly accomplished facilitator he has designed and run many challenging and complex business workshops in a variety of industries and sectors. In addition he manages a whole series of executive development and organisation development initiatives that support wider organisational change -these include executive leadership, internal consulting and coaching programmes. He is a visiting Assistant Professor at the TiasNimbasBusiness School in Holland. He also tutors and lectures at MCE in Brussels and the Suez Corporate University. His learning and development programmes are consistently rated “excellent.”

Mark’s client experience has included major multi-national and global corporations such as: Lloyds TSB Asset Management, Pfizer, Red Bull, Motorola, Barclays Capital, HSBC, ECB, Reuters, Cisco, Sony, Sun International, Forte, Coca Cola, Mars, Unilever, Nestle, Aramex, Philip Morris, PPG, Oxford University Press, C&A, Sara Lee, Shell, Schroders, Union Bank of Switzerland, Alcatel, NCR, American Management Association, Alcoa, Aspect Telecommunications, Autodesk and Logica.

As well as exploring the links between strategy and execution Mark also has a very strong expertise in helping support function’s re-define their roles. He has been very active in advising and assisting IT and HR functions refocus their operations and services. He runs many internal consultancy skills initiatives that are aimed at changing the operating style and focus of such functions. For several years he was Programme Leader for Management Centre Europe’s Strategic Human Resource Management Programme and combines many change management assignments along with training in this field. In the late 1990s he Chaired Europe’s largest Human Resource Conference (attended by over 500 seniormanagers and business leaders) on three occasions in Paris, Vienna and Nice. He has also chaired major business conferences on Mergers and Acquisitions and specialist Human Resource Issues. He regularly conducts workshops and initiatives around a wide range of business issues.

Mark’s early career was spent in corporate management and his experience included a range of executive roles with the US, NCR Corporation and UK UnigateGroup; where he was involved in all aspects of human resources and organisation development. His early career experience involved major success in implementing change initiatives in heavily trade unionised environments.

Based in London, Mark works across the globe -he has worked in over 40 different countries, including the United States, Japan, Hong Kong, Denmark, Singapore, Finland, Dubai, Turkey and Russia. In addition to his consultancy and development work Mark operates as a leading facilitator working on business, organisation and human resource issues. In the mid 1990s he ran some of the very first public programmes on Business Process Re-engineering in Europe and Australia and was one of the first commentators to warn of the difficulties in implementing process initiatives as a result of organisations failing to recognise the organisational and peopledynamics.

Mark was educated at the University of Wales and the London School of Economics and is a Fellow of the UK Chartered Institute of Personnel and Development.

As well as writing many articles on business issues his book publications include:

- Gurus Guide to Leadership (Thorogood 2006)
- High Performance Consulting Skills (Thorogood 2003)
- Supercharge Your Management Role - Making the Transition to Internal Consultant (Butterworth Heinemann 1996)
- Mergers and Acquisitions - Confronting the Organisation and People Issues. A special report (Thorogood 1997)
- Project Skills (Butterworth Heinemann 1998)
- Masters in People Management (Thorogood 1997)
- The Shorter MBA (Thorsens 1991)



**Phil Farrell is an internationally experienced expert in people management practices, specifically as they impact on the ability of an organisation to grow, change and compete.**

He operates as an independent consultant to many large multi-national companies in Asia Pacific and Europe, working with clients of the American Management Association Pacific regional centres, as well as his own clients.

Phil graduated from the University of Kent with a B.A. in Law & Politics, and received his M.Sc. in Industrial Relations from the London School Of Economics.

He began his career as Industrial Relations Manager at Land Rover UK, and then spent four years as Senior HR Manager of Abbey National plc. In 1989 he joined Coopers & Lybrand, where he spent the next eleven years as Consultant, Managing Consultant, and Principal.

Moving from London to Washington D.C., he finally settled in Melbourne Australia. Since 2000, Phil has been an independent consultant operating in Asia Pacific and Europe.

Phil is a subject matter expert in Behavioural Change Management, HR Function Re-design, and talent management, and has helped many organisations implement their change and talent management strategies with practical tool sets that have impact in a real world environment.

Clients include Merck, Sharp & Dohme, Cisco Systems, Walt Disney, ExxonMobil, Pfizer, Telstra, Saudi Telecom



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**Constantin Salameh brings to ELC's leadership and finance curriculum his extensive international senior management experience with significant cross-functional knowledge in business strategy and management, finance, marketing and sales, and operations of the high technology, retail and financial services markets. Constantin has broad experience in financial restructuring for public and private companies, resulting in business turnarounds and significant value creation.**

## Education / Academic Qualifications

Constantin obtained his MBA from Stanford University, Graduate School of Business, California, in 1984. He holds an M.Sc.(Eng.) from the Massachusetts Institute of Technology (1980) and a B.Sc. (Eng.) from King's College, University of London, England (1979).

## Professional Background

With the Bata Group, Constantin worked as a senior vice-president, CFO and global business development director, providing financial and operational leadership to the chairman/CEO and his staff. In this role, he helped in the development and deployment of the group's vision, strategic direction and business priorities, while identifying and addressing key profitable growth opportunities. He contributed with success to the turnaround of problematic countries and drove major financial restructuring initiatives (2003-2006).

Before joining the Bata Group, Constantin worked for 19 years with the Hewlett-Packard Corporation (1984-2003) where he held various key leadership positions:

- In his role as Vice-President and General Manager, HP Financial Services, Europe, Middle East and Africa, he was in charge of leading the EMEA operations for the merger of HP and Compaq Financial Services with cross-functional responsibility for sales, marketing, credit, IT, finance, operations, human resources, legal, HP International Bank and portfolio management (2000-2003).
- As VP and GM, Financial Services Operations, Asia Pacific, he was in charge of growing the HP financial services in Asia Pacific (1996-1999) through fully-owned subsidiaries and joint ventures.
- As Sales and Marketing Manager, Finance and Remarketing Division, Geneva, Europe, he managed the sales and marketing functions for the division in EMEA (1991-1995).
- As the Sales & Marketing Director, Istanbul, Turkey, he was responsible to launch the newly created HP Turkey entity, establishing sales channels of distribution and building the sales and marketing teams (1988-1990).
- His first responsibilities with HP included product marketing, business development and sales management responsibilities for HP's Middle East and Africa Operations managing the HP distributors in this rapidly expanding region (1984-1987).

Constantin began his career with MIT Innovation Center and JBF Scientific Corporation, Massachusetts, in 1981, and joined Raychem Corporation, California, in 1983, as management consultant to the president in new venture analysis and innovation technologies.

## Facilitation Experience

Constantin has been a frequent speaker at international conferences and has delivered entrepreneurship, business planning and leadership courses at various universities in Switzerland and in the Middle East).

## Publications

Constantin is the author of publications in the subject areas of international finance, business strategy, renewable energy and international development. He is the recipient of a number of awards including Corporate Finance 1998 Superstar from Global Finance with 20 other CEOs and CFOs. He also has been featured in business publications including the Wall Street Journal Europe and Asia. He has been coach and jury member of McKinsey's Annual Venture competition in 2004 and 2006. He is the Vice-President and board member of the HP funded Micro-Enterprise Acceleration Institute as well as the Treasurer and board member of Young Enterprise Switzerland which is part of the oldest and largest entrepreneurship association in the world.

## Personal

Constantin is Swiss and Lebanese lives in Switzerland. He conducts his workshops in French, English and Arabic)