

EXCEL LEADERSHIP PROGRAMME

Taking your personal leadership style to the next level



SMU
EXECUTIVE
DEVELOPMENT

A piece of white paper with the word "LEADERSHIP" written in black, uppercase letters is placed diagonally across a blue-toned map of the world. The map features a compass rose and latitude/longitude lines. The lighting is dramatic, with a strong light source from the top left, creating a bright glow on the paper and the map's surface.

LEADERSHIP

S I N G A P O R E M A N A G E M E N T U N I V E R S I T Y



PROGRAMME HIGHLIGHTS

EXCEL-erate your strategic leadership capabilities

- Gain deep personal insights from the Hogan Assessment Suite and Global Mindset Inventory
- Craft your personal development plan via three executive coaching sessions
- Enhance your understanding of strategy and finance
- Apply proven techniques from the neurosciences, communication, and executive wellness

ABOUT THE PROGRAMME

EXCEL is a strategic leadership programme emphasising your individual development and readiness for career transitions and organisational leadership. Strategic leadership is effectively the intersection of three lines of inquiry:

1. Constructing Strategy | **2. Making Decisions** | **3. Working with People**

A key differentiator of the EXCEL programme is our use of executive coaching. In addition to classroom discussions facilitated by some of SMU's best faculty, the programme invites personal reflection and planning for next steps through three one-on-one coaching sessions. The coaches help you discover what the leadership assessment means for you, how to act on your new insights, and what action steps come next.

EXCEL also enhances your ability to self-manage and maintain your well-being. In addition to leading research and cases, you will complete skill-based sessions on mindfulness, physical well-being and health, and mental flow (which is based on research from the neurosciences). These are applied sessions giving you techniques to use after graduating from EXCEL.

The classroom sessions are highly interactive (e.g., case study and simulation based), you will learn with executives from diverse industries, and ultimately you will emerge from EXCEL better prepared for the next step in your career.

BENEFITS

- Graduate with the most practical frameworks for both strategy and finance, allowing you to effectively communicate the story across the organisation
- Gain deep personal insight about yourself, your strengths, potential detailers, and readiness for regional and global work
- Develop practical skills—such as persuasion, strategic storytelling, motivating others, and implementation skills—that can be used immediately upon your return to the office.
- Receive personal support from your executive coach to define and continue your professional development
- Learn what are your strengths, and development opportunities, for becoming a global leader and working effective with colleagues who come from a different background
- Acquire specific techniques for practicing mindfulness and for enhancing your physical well-being

WHO SHOULD ATTEND

Functional or technical managers looking to move into more senior or executive management positions, or recently-appointed senior managers, directors and general managers. Managers preparing for or undergoing career transitions will also find EXCEL valuable.

PROGRAMME AT A GLANCE

APPLICATION

To register for the programme, apply online at <http://exd.smu.edu.sg/open-enrollment-programmes/excel-leadership-programme>

PROGRAMME DATES

RUN 1: 16–20 May 2016 | RUN 2: 31 October–4 November 2016

PROGRAMME FEES

SGD 10,000 (excluding GST)

LOCATION

SMU Executive Development,
SMU Admin Building, 81 Victoria Street, Singapore.

For further enquiries, please contact:

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* GST applies to individuals and Singapore-registered companies.

* SkillsFuture Credit can be used for this programme. Please refer to www.smu.edu.sg/programmes/professional/skillsfuture-credit for more details. Eligible for Singapore Citizens aged 25 and above.



PROGRAMME SCHEDULE

DAY 1	DAY 2	DAY 3	DAY 4	DAY 5
<ul style="list-style-type: none"> • The Strategic Leadership Challenge: A Perspective from Asia • Case Study in Strategic Leadership: Why is it So Hard? • Hello It's Me!: Understanding Your Hogan Assessment Results • Case Study in Strategic Leadership: Group Report-Out and Discussion • Individual Coaching 	<ul style="list-style-type: none"> • Five Questions That Every Strategy Must Answer • Applying the Strategy Cascade • Making Sense of the Numbers: Strategy and Financial Performance • Making Sense of the Numbers: Application Exercise and Report-Out • Individual Coaching 	<ul style="list-style-type: none"> • Change Management: Cutting-Edge Insights from the Neurosciences • EXCEL as a Leader: Online Simulation • EXCEL as a Leader: Simulation Debrief • Leadership Communication: Optimising Your Message for Greater Influence • Peer-to-Peer Coaching 	<ul style="list-style-type: none"> • Executive Performance: Mindfulness • Motivation and Feedback: How Leaders Get the Best from Their Team • Leadership Communication: The Power of Narrative • Peer-to-Peer Coaching 	<ul style="list-style-type: none"> • How Can We Derailed as Leaders? More Insights from Hogan • Global Mindset: How to Have Impact with People Different Than Yourself • Global Mindset: Debriefing Your Assessment Results and Complete Your Leadership Agenda • Executive Performance: Sleep and Stress Management • Closing and Graduation

PROGRAMME DIRECTOR PROFILE



MICHAEL NETZLEY

Academic Director
SMU Executive Development

Currently serving as the Academic Director of Executive Development at Singapore Management University, Michael has over the past 25 years built his career around designing and delivering impactful executive programmes. His teaching and research activities gravitate around leading issues in corporate communication, strategic leadership and change, and executive learning. In 2011 he received the prestigious Champion's Award for innovative course design and delivery.

Michael has authored several business books and numerous teaching case studies, and his work has been featured in the *New York Times* and *MIT's Technology Review*. His executive and consulting clients include Unilever, IBM, BNP Paribas, Intercontinental Hotel Group and Singapore Airlines amongst others. Michael has lived in Singapore for 13 years and his international assignments have taken him to Finland, Slovenia, Japan, Germany and Argentina.

FACULTY PROFILE



ANNE-VALERIE OHLSSON-CORBOZ

Assistant Professor of Strategic Management (Practice)
Lee Kong Chian School of Business, SMU

Anne-Valérie is a best-selling business author and faculty member. Her areas of focus include innovation, entrepreneurship (including corporate entrepreneurship), and entrepreneurial leadership.

Anne-Valérie has co-authored several books, including *A Dream with a Deadline: Turning Strategy into Action* (with Jacques Horovitz, FT Prentice Hall, 2007). Anne-Valérie has written for *Sloan Management Review* and the *FT Handbook of Management* and has published a number of articles and case studies. She holds an MSc from Sciences Po, an MBA from HEC, Genève and a PhD from RMIT, Melbourne.

Anne-Valérie has worked with a number of governments in Asia on both strategy and innovation. Her corporate clients include companies such as Google, Tata, Pfizer, Panalpina, Firmenich, Philip Morris as well as Asian conglomerates.



TAN HWEE HOON

Associate Professor of Organisational
Behaviour and Human Resources
Lee Kong Chian School of Business, SMU

Tan Hwee Hoon is actively involved in Executive Teaching, both in English and Chinese and has trained for major organisations such as the International SOS, Monetary Authority of Singapore, Singapore Health Services, SingTel, SIA, Kerry Oils, Alcatel Asia Pacific etc. She also consults for organizations such as the Singapore Tourism Board, IE Singapore and the Asia-Pacific Economic Cooperation. She taught at the School of Business at the National University of Singapore from December 1996 to November 2005 and was Head of Department from 2004 to 2005. Hwee Hoon has been with the Lee Kong Chian School of Business, Singapore Management University since December 2005.



ANG SER-KENG

Director, UOB-SMU Asian Enterprise Institute
Senior Lecturer of Finance
Lee Kong Chian School of Business, SMU

SER-KENG is a Senior Lecturer of Finance at SMU. Besides his academic appointment, he is the Director of the UOB-SMU Asian Enterprise Institute, a collaborative effort between UOB, SMU and local enterprises, focusing on the learning and discovery of our local enterprises and students. He also served as the Associate Director of the MSc in Wealth Management Program at SMU and is highly experienced in designing, structuring and directing programs in private banking.

Prior to his academic appointment at SMU, Ser-Keng was an investment banker. He spent nine years in London and Hong Kong, where he was involved in the origination and execution of a number of cross-border transactions in the Asia Pacific region at international banks, such as Deutsche Bank, ABN AMRO and Flemings, especially in mergers & acquisitions and capital markets. At Deutsche Bank, he was responsible for an acquisition in the US, amounting to US\$5.5 billion, for a Japanese MNC.



KEVIN D. ASBJÖRNSON, MIM

Managing Director
Inspire Imagine Innovate, Pte. Ltd.

Kevin D. Asbjörnson, MIM is a professional educator, international performing artist, inspirational speaker and author in the areas of global leadership, global mindset, creativity & innovation in the workplace, coaching for performance & potential and performing arts-based learning techniques.

He is a Master Facilitator, Leadership Consultant & Global Executive Coach (SSCC) who designs, facilitates and coaches within customized learning & development programs and workshops to enhance leadership, performance and productivity of individuals, workgroups, and teams. He is a certified in a variety of individual, team and organizational surveys, instruments and assessments including Hogan Assessments. Kevin is a global executive coach and facilitator with the Hogan Coaching Network, Korn/Ferry International Executive to Leader Institute (ELI), Singapore Management University-Executive Development, Najafi Global Mindset Institute-Thunderbird School of Global Management and member of the Asia-Pacific Alliance of Coaches (APAC).

ABOUT THE INSTITUTION

SINGAPORE MANAGEMENT UNIVERSITY (SMU)



Highly regarded for excellence in management practice, SMU is one of Asia's leading universities. SMU offers an unparalleled wealth of expertise in issues of business and management in Asia, distributed across its six schools (Accountancy, Business, Economics, Information Systems, Law and Social Sciences). The SMU city campus is a modern facility, enabling a technologically integrated learning experience in the heart of the Singapore business district.

Uniquely, SMU represents a fusion of Western and Asian theory and practice, with a strong foundation in our own research of management and business practices in Asia. SMU prides itself on the publication of research papers, its extensive library of teaching case studies and the business relevance of its programmes and courses. SMU emphasises an interactive and practice-driven approach to teaching, combining small classes (that are conducive to dialogues and discussions) with practical experience in which participants apply the knowledge gained. Known as a pioneer in the holistic approach to producing well-rounded, multi-talented programme graduates, SMU also seeks to incorporate leadership and team skills in all programmes.

ABOUT SMU EXECUTIVE DEVELOPMENT

SMU-Executive Development supports executives through-out their careers; from individual contributors gaining self-understanding, empowerment and foundational skills, through to seasoned CEOs and c-suite leading multinational organisations with purpose and mission. We support global executives managing the complexities in Asia and Asian executives navigating in local and international firms and contexts. Our pedagogy of Knowledge-Application-Empowerment transforms personal development, whilst the pool of 350 faculty, from across the 6-schools of SMU, provides both depth and breadth of insight to match the needs and context of each participant and corporate client.

SMU-Executive Development, Focused on Asia – Transforming Performance.

OPEN ENROLMENT PROGRAMMES

Developing Future Ready Leaders

1. EXCEL Leadership Programme
2. Leadership Communication
3. Leaders of Purpose
4. Women and Leadership

Managerial Capabilities

1. Accenture-SMU Change College: Managing Change
2. Advanced Negotiation Strategies
3. Excellence at Strategic Execution and Change
4. Executive Skills for Board Members
5. Future Ready Forum
6. Winning Business Performance in Asia

Global Industry Excellence

1. Asia Leaders Programme In Infrastructure Excellence (ALPINE)
2. Global Manufacturing Network & Supply Chain Management
3. Hospital Management Programme
4. International Corporate Coaching
5. Leadership Coaching

Singapore Management University (SMU) Executive Development (ExD) takes a progressive approach to pedagogy that emphasises knowledge, application and empowerment. The academic and practice-track faculty members use multiple formats and multi-channel methods to support a learning journey that guarantees a rigorous real-world learning experience.

Each programme weaves together rich expertise and industry experience to give participants a profound understanding of managing in Asia. The integrated learning process emphasises:



INTERACTIVE CLASS DISCUSSIONS



EXPERIENTIAL LEARNING



ACTION LEARNING



SELF REFLECTION



CASE STUDIES



SIMULATION



TOOLKITS AND FRAMEWORKS



COACHING AND MENTORING



ROLE PLAYS



PEER LEARNING



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