EXCEL LEADERSHIP PROGRAMME
Taking your personal leadership style to the next level

SINGAPORE MANAGEMENT UNIVERSITY
ABOUT THE PROGRAMME

A vibrant, interactive experience that emphasises the dynamic context of leadership and your personal performance. This end-to-end perspective ensures that your personal growth as a leader factors in key considerations such as the global context, business strategy, financial performance, personal strengths and stakeholders’ needs.

A key differentiator in EXCEL is the use of personal executive coaching to accelerate your growth. It challenges you to think about core business aspects including business strategy, financial performance, cross-functional business issues, human capital requirements and larger trends impacting your business and customers.

EXCEL enhances your understanding of organisational politics and explore how you can embrace politics to get things done. This programme provides insights into organisational innovation and what it takes to lead through inspiring communication.

WHO SHOULD ATTEND

Senior functional or technical managers who are about to move into executive management positions or recently-appointed directors and general managers.

PROGRAMME HIGHLIGHTS

- Taking up the business challenge of human capital and transformation
- Develop as leader via a powerful self-assessment instrument and executive coaching
- Leading through inspiring communication

APPLICATION

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

PROGRAMME DATES

2–6 November 2015

PROGRAMME FEES

S$10,000

LOCATION

Singapore Management University, Singapore

DEADLINE

Applications close 20 October 2015

For further enquiries, please contact:

Mr Henri-Christian Hartloff
Client Director
SMU Executive Development
DID : +65 6808 7921
Email : hchartloff@smu.edu.sg

BENEFITS

- Learn and grow as a leader through a powerful self-assessment instrument and personal executive coaching
- Gain deeper insights into strategy, financial performance, human capital, and value creation, and adopting an attitude of positive politics
- Obtain a better understanding of the leadership challenges that come with career growth and senior leadership positions
- Utilise a toolkit of leadership communication skills
- Explore your unique brand of leadership and how you can move forward to achieve your career goals
## PROGRAMME SCHEDULE

<table>
<thead>
<tr>
<th>DAY 1</th>
<th>DAY 2</th>
<th>DAY 3</th>
<th>DAY 4</th>
<th>DAY 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>• The Strategic Leadership Challenge</td>
<td>• Five Questions That Every Strategy Must Answer</td>
<td>• Developing and Communicating Your Vision</td>
<td>• Making Sense of the Numbers: Strategy and Financial Performance</td>
<td>• How do Leaders Derail? Insights from the Hogan Assessment</td>
</tr>
<tr>
<td>• Interpreting Your Hogan Results</td>
<td>• Applying the Strategy Cascade</td>
<td>• EXCEL at Strategy Implementation</td>
<td>• Mindfulness: Developing Intention and Empathy</td>
<td>• Becoming a Resilient Leader</td>
</tr>
<tr>
<td>• Global Megatrends</td>
<td>• Mindfulness: Leading with Focus</td>
<td>• Leadership Communication: Creating Impact with Words</td>
<td>• One-on-One Coaching for International Participants</td>
<td>• EXCEL as a Leader: Online Simulation</td>
</tr>
<tr>
<td>• Leadership Megatrends</td>
<td>• Small-group Coaching Sessions</td>
<td>• Small-group Coaching Sessions</td>
<td></td>
<td>• Closing Guest Presentation on Managing Office Politics</td>
</tr>
<tr>
<td>• Me Being Coached by Others</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## 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.
Jochen Reb is an Associate Professor of Organisational Behaviour and Human Resources at SMU’s Lee Kong Chian School. He was previously Senior Lecturer at the Cambridge Judge Business School. Jochen received his PhD in Management from the University of Arizona. His research focuses on three main areas: judgment and decision making in organizations, the interpretation of dynamic performance, and the role of mindfulness in organisational contexts such as leadership and performance. His work has been published in leading academic journals including Journal of Applied Psychology, Journal of Management, Organisational Behavior and Human Decision Processes, Personality and Social Psychology Bulletin, and Personnel Psychology. He currently serves on the editorial board of the Journal of Management and the Journal of Business and Psychology.

Jeanette’s career spans strategic planning, mergers & acquisitions, corporate finance and logistics and operational restructuring, among others. Over the last 18 years, she has structured, negotiated and implemented more than US$13 billion of cross-border projects within Asia, United States, Latin America and parts of Europe. She was previously the Global Head of Strategy for an international conglomerate and the former Chief Financial Officer of a leading chemicals group. She sat on cross-border Project Steering Committees for greenfield and brownfield projects as well as various boards of directors.

Her portfolio includes pioneering deals such as the first Arirang bonds by a foreign entity into Korea as well as the restructuring and listing of the first PRC state-owned enterprises on the Singapore Stock Exchange.

Kevin D. Asbjörnson, MIM is a professional educator, international performing artist, inspirational speaker, panelist and author in the areas of global leadership; global mindset, creativity & innovation in the workplace, cultural competency, emotional-social intelligence (ESI) and performing arts-based learning techniques.

He is a Master Facilitator, Leadership Consultant & Certified Coach who designs, facilitates and coaches within customized learning & development programs and workshops to enhance leadership, performance and productivity of individuals, work-groups, and teams. He is a certified in a variety of individual, team and organizational surveys, instruments and assessments including Hogan Assessments and he is a member of the Hogan Coaching Network (HCN).
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 enables executives to be “Future Ready–Now”, equipping them with the knowledge, skills and confidence that managers and leaders operating in Asia and globally require today and will be increasingly relevant tomorrow. Our portfolio of programmes empowers you to make key decisions in a context of technological revolution and contextual uncertainty; lead teams and organisations across borders, generations and genders; and to “do good and do well”.

Be empowered to make a difference. Be Future Ready-Now.

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 | CASE STUDIES | COACHING AND MENTORING |
| EXPERIENTIAL LEARNING | SIMULATION | ROLE PLAYS |
| ACTION LEARNING | TOOLKITS AND FRAMEWORKS | PEER LEARNING |
| SELF REFLECTION |

Information in this brochure is correct at the time of printing. SMU reserves the right to change curricula, fees etc. without prior notice.