SMU Executive Development

SMU Executive Development supports executives throughout 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.

Headline Numbers for 2015

- Over 215 new client companies
- 139 faculty engaged in deliveries
- 86 custom programmes
- 40 open enrolment programmes
- 8 countries where programmes were delivered – China, Hong Kong, Indonesia, Japan, Korea, Malaysia, Philippines and UK
- 370 delivery days

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Knowledge-Application-Empowerment

SMU graduates are known to command premium salaries and secure the best jobs. SMU-ExD also delivers outstanding ROI for participants and client organisations. Our pedagogy of “Knowledge - Application - Empowerment” is designed to support behavioural change that leads to better performance, and enhanced business results.

All programmes are designed to deliver a set of specifically identified, desired performance outcomes. Whenever possible, we measure and track both programme effectiveness and the resulting performance improvements; refining content, approach and participant engagement to optimise ROI.

CUSTOM PROGRAMMES

Better by Design

SMU’s company-specific custom programmes are specially designed to address organisation-wide competencies and relevant business issues. This ensures the knowledge and skills imparted to the participants will fit the context and requirements of their organisations.

Our ability to listen and respond to our clients’ needs is amplified by our blend of practice-experienced faculty together with our research and teaching capabilities. This combination enables us to adopt a consultative approach to achieving the performance results desired.

Find out more at www.exd.smu.edu.sg/custom-programmes

OPEN ENROLMENT PROGRAMMES

Insights to Impact

Leadership, managerial expertise, industry excellence, agility and the anticipation of challenge lie at the heart of comprehensive, Asia-relevant open programmes, all designed for maximum impact within a challenging and volatile business environment.

Designed for managers at all levels, programmes focus on Future Ready Now Leadership, managerial capabilities, Asian business context and global industry mastery skills. Obtain knowledge and insights, enabled to make a difference.

Find out more at www.exd.smu.edu.sg/open-enrolment-programmes
<table>
<thead>
<tr>
<th>PROGRAMME</th>
<th>LEVEL</th>
<th>DATE*</th>
<th>LENGTH</th>
<th>FEE*</th>
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</thead>
<tbody>
<tr>
<td><strong>MAR 16</strong> Future Ready Forum</td>
<td>Executives from all levels and industries, teams in particular, to enhance team and organisational capabilities.</td>
<td>16–17 March 2016</td>
<td>2 days</td>
<td>SGD 299</td>
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<tr>
<td><strong>MAR 21</strong> Advanced Negotiation Strategies – Run 1</td>
<td>This advanced programme is a well-balanced blend of theory and practice. It is designed primarily to sharpen your negotiation and persuasion skills. The advanced simulations that are included in this programme will introduce you to the complexity and demands of multi-party and team negotiations.</td>
<td><strong>RUN 1</strong> 21–22 March 2016</td>
<td>2 days</td>
<td>SGD 2,800</td>
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<tr>
<td><strong>MAR 28</strong> Excellence at Strategic Execution and Change</td>
<td>Mid-level and senior managers who are handling or about to handle change initiatives in their organisation.</td>
<td><strong>28 March 2016</strong></td>
<td>4 days</td>
<td>SGD 6,000</td>
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<tr>
<td><strong>MAR 30</strong> Leadership Communication</td>
<td>Executives in corporate communications or functional leadership roles looking to take on greater organisational responsibility.</td>
<td><strong>30 March–1 April 2016</strong></td>
<td>3 days</td>
<td>SGD 5,000</td>
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<tr>
<td><strong>APR 4</strong> Executive Skills for Board Members – ICC1b</td>
<td>A unique six-module programme with a 360-degree board-level view of key strategic areas and issues faced by company directors. It offers an ideal opportunity to strengthen your understanding of the director’s role and how to serve the firm more effectively.</td>
<td><strong>Module 1:</strong> 4–5 July 2016</td>
<td>2 days</td>
<td>SGD 3,450</td>
</tr>
<tr>
<td><strong>APR 21</strong> International Corporate Coaching – ICC1b</td>
<td>A certification programme with a comprehensive perspective on practice coaching, personal development, integrity, ethical behaviour, and intuition needed for effective coaching in Asia.</td>
<td><strong>Intake 01/2016:</strong> ICC1b: 6–7 June 2016 ICC2a: 4–5 July 2016</td>
<td>2 days</td>
<td>SGD 3,450</td>
</tr>
<tr>
<td><strong>APR 25</strong> Accenture–SMU Change College: Managing Change</td>
<td>A highly interactive programme that equips managers with leading-edge tools and knowledge to deliver effective change management, based on rigorous academic research and insights into the global change management experience.</td>
<td><strong>Module 3:</strong> 9–11 May 2016 or 21–23 November 2016</td>
<td>3 days</td>
<td>SGD 10,000</td>
</tr>
<tr>
<td><strong>MAY 9</strong> Executive Skills for Board Members – Module 3: Finance for Directors</td>
<td>Senior functional managers or directors in transition to general management, or recently appointed general managers.</td>
<td><strong>Module 1:</strong> 16–20 May 2016</td>
<td>5 days</td>
<td>SGD 10,000</td>
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<tr>
<td><strong>MAY 16</strong> EXCEL Leadership Programme</td>
<td>A vibrant and interactive experience that emphasises the dynamic context of leadership and personal performance. This end-to-end perspective ensures that the personal growth as a leader factors in key considerations such as the global context, business strategy, financial performance, personal strengths and stakeholders’ needs.</td>
<td><strong>Module 5:</strong> 26–27 May 2016</td>
<td>2 days</td>
<td>SGD 2,400</td>
</tr>
<tr>
<td><strong>MAY 26</strong> Executive Skills for Board Members – Module 5: Strategic Corporate Social Responsibility and Investor Relations</td>
<td>A unique six-module programme with a 360-degree board-level view of key strategic areas and issues faced by company directors. It offers an ideal opportunity to strengthen your understanding of the director’s role and how to serve the firm more effectively.</td>
<td><strong>Module 4:</strong> 15–16 September 2016</td>
<td>1 day</td>
<td>SGD 199</td>
</tr>
<tr>
<td><strong>JUN 6</strong> International Corporate Coaching – ICC2a</td>
<td>A certification programme with a comprehensive perspective on practice coaching, personal development, integrity, ethical behaviour, and intuition needed for effective coaching in Asia.</td>
<td><strong>Intake 01/2016:</strong> ICC2a: 6–7 June 2016</td>
<td>2 days</td>
<td>SGD 3,450</td>
</tr>
<tr>
<td><strong>JUN 20</strong> Executive Skills for Board Members – Module 2: Assessing Strategic Performance: The Board Level View</td>
<td>A unique six-module programme with a 360-degree board-level view of key strategic areas and issues faced by company directors. It offers an ideal opportunity to strengthen your understanding of the director’s role and how to serve the firm more effectively.</td>
<td><strong>Module 2:</strong> 20–22 June 2016 14–16 November 2016</td>
<td>3 days</td>
<td>SGD 2,400</td>
</tr>
<tr>
<td><strong>JUL 4</strong> International Corporate Coaching – ICC2b</td>
<td>A certification programme with a comprehensive perspective on practice coaching, personal development, integrity, ethical behaviour, and intuition needed for effective coaching in Asia.</td>
<td><strong>Intake 01/2016:</strong> ICC2b: 4–5 July 2016</td>
<td>2 days</td>
<td>SGD 3,450</td>
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Note: Information is correct at time of print.
## Programme Calendar 2016

### Executive Skills for Board Members — Module 1
A unique six-module programme with a 360-degree board-level view of key strategic areas and issues faced by company directors. It offers an ideal opportunity to strengthen your understanding of the director’s role and how to serve the firm more effectively.

**Programme:** Executive Skills for Board Members — Module 1

**Level:** Company directors, senior executives or aspiring directors.

**Date:** Module 2: 25–27 July 2016 or 14–16 November 2016

**Length:** Modules 1–3: 3 days
- SID members: SGD 2,800 per module
- Non-SID members: SGD 3,200 per module

**Fee:**
- Non-SID members: SGD 2,800 per module
- SID members: SGD 2,000 per module

**Note:** Information is correct at time of print.

### Leadership Coaching Programme
A coaching leadership style addresses these questions and leads to increased employee engagement, greater levels of innovation and retention of top talent. In addition, it enables employees to take ownership for their actions, develops problem solving skills (making them more self-reliant) and drives them to explore untapped potential.

**Programme:** Leadership Coaching Programme

**Level:** Corporate executives who would like to develop their corporate coaching skills; HR executives and consultants who want to add coaching to their portfolio of services; individuals who want to start the journey to become internationally certified.

**Date:** 25–26 August 2016

**Length:** 2 days

**Fee:** SGD 2,800

### Global Supply Chain Management (SkillsFutureAward)
The programme offers state-of-the-art insights into effective global supply chain networks within the Asian context, empowering you to manage global supply chain networks with greater success.

**Programme:** Global Supply Chain Management (SkillsFutureAward)

**Level:** Senior industry executives from product and service orientation multinationals, supply chain partners like distribution firms, and consultants who are currently managing global and Asian supply chain operations.

**Date:** 31 August–2 September 2016

**Length:** 3 days

**Fee:** SGD 5,350

### Advanced Negotiation Strategies – Run 2
This interactive programme is a well-balanced blend of theory and practice. It is designed primarily to sharpen your negotiation and persuasion skills. The advanced simulations that are included in this programme will introduce you to the complexity and demands of multi-party and team negotiations.

**Programme:** Advanced Negotiation Strategies – Run 2

**Level:** Executives new to Asia and recently appointed general managers. Executives who are undertaking or will take responsibilities that are specific to the region. Local Asian executives taking a first role outside their home country.

**Date:** 15–16 September 2016

**Length:** 2 days

**Fee:** SGD 5,350

### Women and Leadership
A unique leadership development programme for aspiring women leaders to enable competency in personal leadership and leading others so as to increase their chances of success in the higher echelons of an organization.

**Programme:** Women and Leadership

**Level:** Mid-level executives open to leadership development through mindfulness-based approaches that involve experiential mind-body practices such as secular meditation.

**Date:** 21–23 September 2016

**Length:** 3 days

**Fee:** SGD 5,000

### Winning Business Performance in Asia (SkillsFutureAward)
Asia, a thriving hub of opportunities, also presents vast challenges in its labyrinth of cultural mores and values. Executives tasked with new regional responsibilities are often unawares to our formulate the differences in the way businesses are conducted between cultures. To effectively do businesses against a backdrop of intricate traditional Asian values, special knowledge, skills and flexibility are required.

**Programme:** Winning Business Performance in Asia (SkillsFutureAward)

**Level:** Executives new to Asia and newly appointed country or general managers. Executives who are undertaking or will take responsibilities that are specific to the region. Local Asian executives taking a first role outside their home country.

**Date:** 26–28 September 2016

**Length:** 2 days

**Fee:** SGD 5,350

### Accenture–SMU Change College: Managing Change
A highly interactive programme that equips managers with leading-edge tools and knowledge to deliver effective change management, based on rigorous academic research and insights into the global change management experience.

**Programme:** Accenture–SMU Change College: Managing Change

**Level:** Change managers who are leaders of change project teams.

**Date:** RUN 2

**Length:** 2 days

**Fee:** SGD 2,800

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

**Programme:** EXCEL Leadership Programme

**Level:** Senior functional managers or directors in transition to general management, or recently appointed general managers.

**Date:** RUN 2

**Length:** 5 days

**Fee:** SGD 10,000

### Executive Skills for Board Members — Module 2: Assessing Strategic Performance: The Board Level View
A unique six-module programme with a 360-degree board-level view of key strategic areas and issues faced by company directors. It offers an ideal opportunity to strengthen your understanding of the director’s role and how to serve the firm more effectively.

**Programme:** Executive Skills for Board Members — Module 2: Assessing Strategic Performance: The Board Level View

**Level:** Company directors, senior executives or aspiring directors.

**Date:** Module 2: 14–16 November 2016

**Length:** Modules 1–3: 3 days
- SID members: SGD 2,800 per module
- Non-SID members: SGD 3,200 per module

**Fee:**
- Non-SID members: SGD 2,800 per module
- SID members: SGD 2,400 per module

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For more information, you may also contact Winston Liew at winstonliew@smu.edu.sg or Justin Chia at justinchia@smu.edu.sg.
BE A FUTURE READY LEADER

LEADERS OF PURPOSE

Purpose is perhaps the most important aspect of being a leader; the impact that we have on the people around us, the reputation that we establish for ourselves and the legacy that we create, the compass that guides us when we confront difficult challenges and the ‘flag’ that our teams and communities can rally around. But knowing what are the values that we truly stand for and what is the Purpose that we are prepared to commit ourselves and our organisations to pursue is a difficult, opaque and personal process. The Leaders of Purpose programme is a unique platform of support for leaders who want to become Leaders of Purpose! Individuals are guided and supported by faculty, coaches and mentors, as they themselves develop their own personal Purpose and Value ‘Manifesto’ and as they develop a Purpose based Mission for the organization that they lead.

Take the first step to becoming a Leader of Purpose by further exploring the journey at http://exd.smu.edu.sg/open-enrollment-programmes/leaders-purpose

PURPOSE • PHILOSOPHY • MINDFULNESS

Reinventing the organisation and generating societal transformation