

Short Focused Program

MAXIMIZE YOUR BOARD'S POTENTIAL: Focus on European Business

STRATEGIC MANAGEMENT
Barcelona, June 10-13, 2014



MAXIMIZE YOUR BOARD'S POTENTIAL: Focus on European Business

Discover how to strengthen your own contribution and overall board effectiveness to truly drive business value, competitive advantage and board engagement.

Make a powerful statement to your investors, management team and the public about your commitment to governance excellence.

KEY BENEFITS

- Broaden your knowledge of global governance challenges and their impact on the European business and socioeconomic environment
- Learn about effective tools and leadership models for navigating the sea of complexity and uncertainty
- Acquire an understanding of corporate governance fundamentals such as strategy, risk management, integrity and oversight
- Deepen your knowledge about successful boardroom governance, your board governance style and board dynamics
- Sharpen your leadership and decision-making skills

WHY IESE RECOMMENDS THIS PROGRAM

At a time when the European crisis is exposing the damaging inadequacies of a global system that has become highly interdependent, but that lack effective circuit-breaking devices, board members are searching for effective corporate governance frameworks and leadership models for key topics in this area. From governance inside the top layers of corporations and family businesses to external governance in global finance, legal and regulatory institutional frameworks, boards are facing the most complex governance environment they have ever experienced.

The program is focused to provide governance support for establishing effective boards within the European framework and to challenge the diffusion of power, governance and company performance from the West to the rest.

APPROACH

The program is focused on providing practical case studies as well as academic learning points that can be applied to each participant's daily profession.

The curriculum is based on learning by the case method, group work and personal reflection sessions. The case method calls for discussion of real-life situations that business executives have faced. All business cases have a European focus with outside-in and inside-out components that include global changes and challenges in the balance of power, governance, innovation and the value chain.

Participants will complete an online self-assessment tool to identify their own personal governance style and explore the factors that contribute to functional and dysfunctional board behavior.

WHO SHOULD ATTEND

The program is designed for members of corporate and public supervisory boards, members of managing and executive boards, and the top talent pools of listed and/or large corporations.

Executives & Vice Presidents of the following companies, among others, participated in the previous editions:

- ABN AMRO Bank
- APG
- Cisco Systems
- DELL
- Ernst & Young
- Hitachi
- Merck Sharp & Dohme
- Rabobank
- SAP
- Shell International
- UNISYS
- USG People

PROGRAM STRUCTURE

DAY 1

THE ROLE OF THE BOARD IN STRATEGY AND RISK OVERSIGHT

This module will not only address leading practices in developed nations, but will also put a spotlight on the corporate governance challenges that corporate boards and the boards of trustees of institutional investor's councils face in emerging markets investments.

BOARD STYLE AND BOARD DYNAMICS

In an interactive session, we will discuss ideas for an optimum board dynamics environment and obtain insights into board governance behavior, style and effectiveness by using a proprietary psychometric model. Participants will complete an online self-assessment tool to identify their own personal governance style and explore the factors that contribute to functional and dysfunctional board behavior.

DAY 2

BOARD COMPOSITION, ROLES AND RESPONSIBILITIES

This part of the program addresses ways to maximize the effectiveness of the board's individual member contributions in areas such as designing the board's structure, the board's role in strategic planning and goal setting, choosing directors and understanding their legal responsibilities, designing optimal strategies for external reporting and disclosure, and using committees.

DAY 3

EFFECTIVE MEETINGS AND INFORMED DECISIONS

This section focuses on how to lead dynamic and constructive board meetings with time-efficient agendas. It deals with the benefits of structuring different types of meetings and ways of precisely identifying the information and metrics boards need to understand in order to monitor company strategy.

DAY 4

MONITORING, MEASUREMENT AND COMPENSATION

This area of evaluation and compensation can be highly charged in today's economic climate. This section deals with evaluating CEO performance and compensation, planning management succession, evaluating the board and its members, and determining director compensation and stock ownership.



“ The lectures are dynamic, to the point and effective. Delivery is exciting and inspiring. Many complex governance issues in corporate governance finance, legal and regulatory environments are elegantly and effectively demystified. Very enjoyable board dynamic interactions.”

Jan van Baars
Director General
ABN AMRO Bank NV

FACULTY

IESE Business School, Intrabond Capital and the Decision Institute have joined forces to bring the much-acclaimed program, Maximize Your Board's Potential, on corporate governance to European soil.



Prof. Pedro Nueno
IESE Business School

Professor of Entrepreneurship and Holder of Fundación Bertrán Chair of Entrepreneurship IESE Business School

Doctor of Business Administration, Harvard University, Degree in Industrial Engineering, E.T.S.I.I. Barcelona. Professor and President, CEIBS (Shanghai, Beijing). He has also taught as Guest Professor at Harvard Business School (USA); Oxford University (UK); Nyenrode Business University (The Netherlands); IAE (Argentina) and IPADE (Mexico) among others. He is the Academic Director of the "Global CEO Program for China" (Harvard Business School-CEIBS-IESE). His areas of specialization include entrepreneurship; intrapreneurship and starting new ventures; management of privatization and turnaround processes; industrial alliances; joint ventures and acquisitions; industrial procurement; customer-client integration; management of technology and innovation; and internationalization processes. He is a consultant to various companies, the founder and president of FINAVES, a capital risk company linked to the entrepreneurial activities of IESE alumni and a board member of several companies.



Prof. Dr. Rodria Laline
Intrabond Capital

Chair, Board of Directors of Intrabond Capital

Rodria Laline has been the CEO in research and development collaborations with IBM, ING, Hewlett-Packard, Digital Equipment Corporation, KPN, Bull, Elsevier, Oracle and Philips and is a former member of related managing and supervisory boards. She lived and worked for more than 15 years in Japan, China, South Korea, Taiwan, Hong Kong, Singapore, Indonesia, Malaysia, Australia, India, the Netherlands, the United States and Spain. She is an assistant professor in the Faculty of Economics and Business at the University of Amsterdam, and the academic director of the Maximize Your Board's Potential program at Harvard Faculty Club. As a professional board adviser in global corporate and economic governance she works with institutional investors and private equity firms in aligning top-down and bottom-up strategies affecting company-specific risk. Rodria Laline is a member of the liberal party finance committee in the Netherlands, supporting her party members in the House of Representatives, the Senate, and in European institutions. Intrabond Capital has offices in Hong Kong, Shanghai, Amsterdam and San Francisco. Rodria Laline has a doctoral degree in Chemical Physics. Rodria Laline holds various board directorships.



Prof. Krishna G. Palepu
Harvard Business School

Ross Graham Walker Professor of Business Administration, Harvard Business School

Doctor in Management, Massachusetts Institute of Technology Honorary Doctorate, Helsinki School of Economics and Business Administration. Senior Associate Dean for International Development, Harvard Business School. Professor Palepu's current research and teaching activities focus on strategy and governance. In the area of strategy, his recent focus has been on the globalization of emerging markets, particularly India and China, and the resulting opportunities and challenges for Western investors and multinationals, and for local companies with global aspirations. He is a co-author of the book on this topic, *Winning in Emerging Markets: A Road Map for Strategy and Execution*. In the area of corporate governance, Professor Palepu's work focuses on board engagement with strategy. Professor Palepu teaches in several HBS executive education programs aimed at members of corporate boards. He has served on a number of public company and non-profit boards.



Prof. Dr. Fred van Eenennaam
The Decision Institute

The Decision Institute, Erasmus University, The George Washington University

Dr. Van Eenennaam is co-founder and Board Member of The Decision Group, as well as The Decision Institute, with its state-of-the-art executive and in-house Real Action Learning Programs™, and investment-fund Decision Ventures. He teaches executives, board members and MBA and Health MBA students regularly at Harvard and other universities. He created the leading educational platform for non-executive board members of private companies in the Netherlands, and advises and designs educational and Real Action Learning Programs™. He is the co-founder of the successful New Board Program and the NCD-Nyenrode Commissarissencyclus. He is currently a member of the board of the Netherlands Institute of Corporate Governance (NICG). He is the co-chairman of the Global Impact Council of the Microeconomics of Competitiveness Initiative under the leadership of Prof. Michael Porter at his Institute for Strategy and Competitiveness at Harvard Business School. He works closely with colleagues at Harvard Business School and The George Washington University, among others.

DATES & VENUE

- **June 10-13, 2014**

IESE BARCELONA
Arnús i de Garí, 3-7
08034 Barcelona

- **Approximate schedule**

From Tuesday to Thursday, 08:30 to 18:00 h
Friday from 08:30 to 14:00 h

APPLICATION

■ Registration Fee:	4,995 €
■ IESE Members:	4,496 €

(VAT exempt)

Fee includes tuition, study materials and documentation, meals and social activity and related dinners.

Free parking available for participants.

Please, contact us for our pricing policy relating team participation.

Payment must be made 4 weeks prior to program attendance.

- **On-line application**

www.iese.edu/mybp

- **Application deadline**

May 27, 2014

Places are limited and will be filled in strict order of registration.

CONTACT US

IESE Barcelona

Short Focused Programs
Executive Education
Tel.: +34 93 253 42 00
E-mail: sfp@iese.edu

The Decision Institute

Tel.: +31 (0)346 574 942
Email: b.mees@thedecisioninstitute.org

Intrabond Capital

Tel.: +31 (0)6 1219 9289
Email: management@intrabondcapital.com

“A STIMULATING AND ENERGISING EXPERIENCE. THE CASES STUDIED REALLY SUPPORTED PRACTICAL DISCUSSION OF THE DILEMMAS FACING BOARDS AND REINFORCED THE IMPORTANCE OF CULTURE AND HUMAN INTERACTION IN THE WAY THAT CORPORATE GOVERNANCE IS EVOLVING AND BEING APPLIED.”

Emma FitzGerald
*VP Global Retail Network
Shell International*



**DEVELOPING LEADERS
YOU CAN TRUST**
www.iese.edu

Av. Pearson, 21
08034 Barcelona, Spain
Tel.: +34 93 253 42 00

Camino del Cerro del Águila, 3
(Ctra. de Castilla, km 5,180)
28023 Madrid, Spain

165 W. 57th Street
New York, NY 10019-2201 USA



Straatweg 130a
3621 BV Breukelen
The Netherlands
Tel +31 (0)346 574 942
Fax +31 (0)346 266 138
www.decisioninstitute.org



INTRABOND CAPITAL
Rodria Laline

Tommaso Albinonistraat 144
1083 HM Amsterdam
The Netherlands
Tel +31 (0)6 1219 9289
www.intrabondcapital.com

IESE Business School

Since its origins, IESE has had a clear mission: to develop global business leaders who can have a positive impact on people, firms and society through their professionalism, integrity and spirit of service. Today, more than 54 years after its establishment and with campuses in Barcelona and Madrid and a center in Midtown New York IESE boasts world-renowned executive education programs designed for professionals at various stages of their careers. IESE has expanded well beyond even the ambitious dreams of its founders but it stays true to its spirit of entrepreneurship, innovation and service.

The Decision Institute

The Decision Institute offers tailor-made in-company programs solving complex problems while simultaneously developing leadership skills. The Institute researches actual topics within the focus areas health, life sciences, and strategy and governance. Among its programs are high-end executive education programs, real action learning programs, master classes on strategy and governance, workshop series on clinical management, and master classes on various current topics such as outcome measures and health costing are also part of our curriculum.

The Decision Institute is part of The Decision Group, a leading-edge strategy consulting firm focused on helping clients take better business decisions. The Group specializes in healthcare, life sciences, strategy, strategic dialogue, corporate governance and has strong academic links with international renowned universities such as Harvard Business School, The George Washington University, St Gallen, Erasmus University and IESE.

Intrabond Capital

Intrabond is a board level strategy consulting and management firm. Intrabond Capital Corporation provides global services, research, education and thought leadership on best practices in board governance. Its proprietary tools and assessment services evaluate overall board effectiveness, assess individual and group dynamics and determine the impact of governance on corporate performance over time. Its rating system accelerates governance and corporate performance and improves investor understanding of potential for investments.

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PROGRAMAS ENFOCADOS. Calendario 2013-2014

DIRECCIÓN ESTRATÉGICA		
Internacionalizar con éxito: creando oportunidades para crecer	14, 15 y 16 de enero de 2014	Madrid
Mujeres en consejos de administración	22, 23 de enero y 19, 20 de febrero de 2014	Madrid
Crecimiento de las PYMES: Aspectos clave a tener en cuenta 	11, 12 y 13 de febrero de 2014	Barcelona
Desarrollo de negocio en empresas de servicios profesionales	25, 26 y 27 de febrero de 2014	Madrid
Traducir la creatividad y la innovación a resultados	24, 25, 26 y 27 de marzo de 2014	Barcelona
Sucesión, Propiedad y Familia 	19, 20, 21 y 22 de mayo de 2014	Madrid
Comunicación corporativa: gestión de la reputación en tiempos turbulentos	27 y 28 de mayo de 2014	Madrid
Implantación de la estrategia: cómo ejecutar eficazmente el plan definido	27, 28 y 29 de mayo de 2014	Barcelona
Programa Global Conjunto de Alta Dirección	9, 10, 11, 12 y 13 de junio de 2014	Madrid
LIDERAZGO Y DIRECCIÓN DE PERSONAS		
Negociar con eficacia	22, 23 y 24 de octubre de 2013 1, 2 y 3 de abril de 2014	Madrid Barcelona
Comunicar con eficacia y persuasión	12, 13 y 14 de noviembre de 2013 28, 29 y 30 de enero de 2014	Barcelona Madrid
¿Cómo mejorar mis competencias directivas? (CAD)	3, 4 de marzo y 7 de abril de 2014	Barcelona
Gestión de equipos de alto rendimiento (GEAR)	25, 26 y 27 de marzo de 2014	Madrid
La dirección de personas: un enfoque estratégico	13, 14 y 15 de mayo de 2014	Barcelona
Desarrolla tu capacidad relacional	3, 4 y 5 de junio de 2014	Madrid
Coaching directivo: desarrollando el talento en la organización	10, 11, 12 de junio y 9 y 10 de julio de 2014	Madrid
FINANZAS		
Optimizar las finanzas operativas: gestión del circulante y la tesorería	28, 29 y 30 de octubre de 2013	Madrid
Gestión de carteras: todo lo que el inversor quiso saber pero temía preguntar	26 y 27 de noviembre de 2013	Barcelona
Contabilidad y finanzas para directivos no financieros	16, 23, 30 de enero, 6, 13 y 20 de febrero de 2014 5, 12, 19, 26 de mayo, 2 y 10 de junio de 2014	Madrid Barcelona
Finanzas Corporativas	27 de feb, 6, 13, 20 y 27 de marzo y 3 de abril de 2014	Madrid
MARKETING Y DIRECCIÓN DE VENTAS		
Lograr un equipo de ventas excelente	15, 16 y 17 de octubre de 2013 1, 2 y 3 de abril de 2014	Barcelona Madrid
Las grandes cuentas: estrategia y plan de acción	11, 12 y 13 de febrero de 2014	Madrid
Claves del marketing estratégico en tiempos de incertidumbre	6, 7 y 8 de mayo de 2014	Barcelona
OPERACIONES		
Excelencia en las operaciones: clave para la competitividad	20 y 21 de noviembre de 2013	Barcelona
Liderando proyectos estratégicos	16, 17, 18, 19 y 20 de junio de 2014	Madrid
SECTORIALES		
Estrategias de futuro para empresas inmobiliarias	18, 19 y 20 de febrero de 2014	Barcelona

SHORT FOCUSED PROGRAMS – 2013-2014 CALENDAR

STRATEGIC MANAGEMENT

GLOBAL BUSINESS: LEADING IN A MATRIX ORGANIZATION

Improve your global leadership skills and enhance your cultural intelligence to better manage in a matrix organization
New York, December 5-7, 2013

DRIVING CHANGE SUCCESSFULLY

Control what you can, influence what you can't
Barcelona, March 18-21, 2014

NEW MAKE INNOVATION HAPPEN

Learn how to engage everyone in key innovation behaviors as part of their daily work
Barcelona, April 28-30, 2014

GETTING THINGS DONE

Sharpen your ability to effectively implement strategy and to “get things done” in your organization
Barcelona, May 20-23, 2014
New York, October 6-8, 2014*

MAXIMIZE YOUR BOARD'S POTENTIAL

Discover how to strengthen your contribution and improve the overall effectiveness of the Board within a European framework
Barcelona, June 10-13, 2014

LEADERSHIP AND PEOPLE MANAGEMENT

HIGH PERFORMANCE NEGOTIATOR

Hone your expertise at the negotiating table with winning strategies
Barcelona, July 22-24, 2013

DEVELOPING LEADERSHIP COMPETENCIES

Learn how to maximize “people potential” as a key source of competitive advantage
Barcelona, November 5-8, 2013

NEW CREATE AND LEAD OUTSTANDING TEAMS

Learn the art and science of assembling high performance teams that excel consistently
Barcelona, March 4-6, 2014

DEVELOP YOUR COMMUNICATION SKILLS: IT'S HOW YOU TELL THEM

Accomplish your business objectives through clear and powerful communication
Barcelona, April 8-10, 2014

MANAGING PEOPLE ACROSS CULTURES

Enhance your cultural intelligence to successfully lead and motivate people in a multicultural environment
New York, June 4-6, 2014

FINANCE

FINANCE AND ACCOUNTING FOR NON-FINANCIAL MANAGERS

Incorporate financial criteria into the decision-making process and broaden your understanding of finance and accounting
Barcelona, October 7-11, 2013

MARKETING AND SALES MANAGEMENT

NEW CUSTOMER FOCUSED ORGANIZATIONS

Discover, create and deliver real value to your customers through a comprehensive strategy that aligns all departments
Barcelona, June 16-18, 2014

INDUSTRY SPECIFIC

OPTIMIZING YOUR RETAIL BUSINESS: BEST-IN-CLASS OPERATIONS AND CUSTOMER SERVICE

Create a customer-centric model and increase your margins through lean operations and top-quality service
Barcelona, July 9-11, 2013

ADVANCED DIGITAL MEDIA STRATEGIES: PROFITING FROM THE DIGITAL VALUE CHAIN

Find the right opportunities in digital media, maximize return-on-investment and build profitable media products, services and businesses
New York, November 12-14, 2013

NEW REAL ESTATE IN GROWING MARKETS

Use your experience in mature markets to capture the opportunities arising in emerging economies
Barcelona, July 1-3, 2014

* the name of the program in New York is *Making It Work: A Power Approach to Strategy Execution*