Change Management Workshop
Minding Change & Changing Minds

MADRID, 5, 6 AND 7 OF JUNE 2013

www.ie.edu/internationalprograms

IEProgram
"Our programs allow executives to renew their competitive edge, commitment, entrepreneurial spirit, global vision and their motivation – and later on, our business forums and Centers of Excellence offer platforms for a continuous learning."

Santiago Iníguez, Dean of IE Business School

Fully recognized by the three principal international accrediting bodies in the field of business education.

Challenge yourself, go beyond your ideas...

At IE Business School, we view Executive Education as a way for managers, directors and company leaders to update their skills, acquire the latest trends and practices, and network with experts from across the globe.

IE Business School is consistently ranked among the top business schools worldwide by international financial and economic media groups:

1st WORLDWIDE: by QS Intelligence Unit, MBA Programs (July 2012)

1st WORLDWIDE: Online International Executive MBA (Feb. 2010)

4th WORLDWIDE: Executive MBA (Nov. 2011)

5th WORLDWIDE: Customized Executive Education (Nov. 2011)

5th WORLDWIDE: Executive Education (Oct. 2011)


3rd WORLDWIDE: Master in Management (Sept. 2012)

3rd WORLDWIDE: “Beyond Grey Pinstripes” Sustainability & Ethics Ranking (Sept. 2011)
Creating Global Leaders
Worldwide

IE Business School’s Executive Education Division is renowned for executive development programs that provide strategic insight and deliver global perspectives. Our Executive Development Programs are consistently ranked among the top 12 in the world (Financial Time’s Ranking, May 2012).

Who is this program designed for:
The workshop has been designed to improve the leadership capabilities and skills of professionals who detect the need or are immersed in change processes within their organizations, including: mergers or acquisitions integrations, implantation of IT solutions, strategic or operational management shifts, to just name a few. The program is oriented towards a multidisciplinary, cross-industry and international audience.

The program is particularly targeted at, but not limited to:

- CEOs.
- Managing Directors.
- Senior and General Managers.
- Divisional and Functional Managers.
- Business Development Managers.
- Strategy Consultants.
- Chief Project Officers and Project Managers.
- M&A Managers.
- Human Resource Department Heads.

As any successful change process requires the involvement and commitment of multiple business areas and profiles within any organization, we encourage companies to send cross-functional and inter-departmental teams to the program.

Participant Profile

- **Age**
  - More than 55: 15%
  - 45 to 55: 34%
  - 35 to 45: 31%
  - Less than 35: 20%

- **Company Size**
  - Multinational or large: 52%
  - Medium: 31%
  - Small: 34%

- **Countries of Origin**
  - Western Europe: 22%
  - Eastern Europe: 31%
  - Spain: 18%
  - South America: 15%
  - Rest of the World: 20%
Program Overview.

_Panta rei_, Greek proverb meaning, _everything changes._

Everything is subject to a constant evolving process. Markets, products and technology change. As change becomes cumulative, the systems they affect become more complex, while uncertainty increases, resulting in a decline in productivity and commitment for those in the trench-lines. The outcome: assured losses in resources, both economic and human, and an immense likelihood of adding to the alarming rate of failure that accompanies change processes.

It is therefore evident that the single most important core competency to develop today, both for organizations and the executives who manage them, is to learn how to consistently and effectively manage the emotional and rational aspects of change and the positive implications change processes can offer their organizations.

IE Business School’s _Change Management Workshop_ offers an in-depth view of the step-by-step process: conceptual, disruptive, theoretical, practical and finally, tactical approaches to change, as well as, the holistic frameworks needed to understand how the process of change affects the core pillars of organizational strategic management: capital, talent and technology, and how firms can learn to harness them to obtain their given business objectives.
Program Objectives.

This hands-on international executive program is designed to provide a clear understanding of the capabilities needed to address the strategic and tactical aspects of change, and the business processes required to undertake them. The result: a learning organization ready to master its competitive edge.

Throughout this program you will develop a sound understanding of how to:

- Assess your personal readiness towards change management capabilities.
- Discover the main barriers that may derail your organization during change processes.
- Identify the change anti-values and barriers that could prevent you from obtaining the best return for your organization.
- Gear up your leadership skills as a change process agent and leader.
- Acquire disruptive thinking techniques, for you and your team, to create and promote change.
- Determine the resources needed for any organizational change project.
- Differentiate among the different types of change required to reinforce and accelerate the path towards competitive advantage.
Change Management Workshop
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Program Content.

Understanding the philosophical structure of change
These sessions will explain how change often has external drivers and forces that can be detected, corrected and/or rebalanced with the use of organizational resources.

Grasping the conceptual structure of change
During these sessions diagnostic tools, source selection processes, indicator identification and strategic analysis will be presented to foresee difficulties in change processes.

Guiding your organization through change processes
Change does not necessarily imply revolution. Understanding change as a part of life is required to prepare organizations to adequately affront adaptive changes and shifts. The ability to correct the ship’s course offers a distinctive cost-effective driver.

Change management: Changing management thinking
There are several types of change, and not all of them require the same mindset or preparation. Different types of thinking serve different types of change processes.

The backbone: Your Corporate Values
When managing change processes we may loose sight of some fundamental concepts such as, corporate values. That is why looking at the DNA of the organization is a fundamental step to ensure the correct change strategy.

Systemic thinking for change management
Organizations are open systems. Understanding the fundamental structure of systems and how they function can help to better decide which drivers, levers or resources may be crucial for specific change processes.

External and internal markets
External and internal markets send signals and messages to corporate systems that can help management to recommend better change alternatives for their organizations.

Disruptive thinking
Through the use of disruptive thinking tools, we will discover the key to generating new thinking methods that assist change processes.

Innovation and Institutionalization: Spark, hub, take off
Innovation is, through its multiple facets, the perfect ally for change. Understanding the environmental conditions that drive creativity is a priceless tool when generating a culture of risk-taking that supports new project developments.

Changing culture and leadership
At the end of the day a successful change process should also provoke a cultural rebirth within the organization, transforming it into a flexible learning system. Leadership is the key channel for this process.
Faculty.
This Executive Education program has been developed and will be taught by IE Business School’s Professors’ Jesús V. Izquierdo and Miguel A. Serrano, who are academicians, educators, researchers and practitioners with vast professional experience in the field of change management. Drawing on their combined knowledge and training, they will advise you while you design, develop and lead your organization to extraordinary results.

JESÚS V. IZQUIERDO. Change and Talent Management Professor

- MA in International Affairs, Georgetown University, USA.
- SMP, IE Business School, Spain.
- Executive Coach, Newfield, Boulder, USA.
- Professional Practice: Change Management, Corporate Coaching and Strategic Alignment.
- Managing Leader at The Worldgate Group.

MIGUEL ÁNGEL SERRANO. Change and Corporate Culture and Values Professor

- PhD candidate (DEA) in Economics and Management Science, UPCO ICAI-ICADE, Spain.
- Management Consulting Certificate, UNED, Spain.
- SMP, IE Business School, Spain.
- Professional Practice: Change Management, Corporate Coaching and Story Telling.
- Managing Leader at The Worldgate Group.
LEARNING MODEL

This international skill development program has been designed to push participants beyond simply acquiring new knowledge and skills. It is built around interactive discussions, case studies and teamwork, all of which are intended to expose participants to the frameworks and tools they will need to succeed in an international and competitive business environment.

This program also attracts a highly diverse and qualified audience that spans a wide range of business titles and functions. The resulting input of backgrounds and cultures allows participants to learn from different perspectives and techniques, building upon the experience and expertise of one another.

In order to continue networking and sharing with fellow participants after their experience in Madrid and at IE, we will launch a virtual online campus which will allow executives to reconnect, recharge and recommit to their strategic and personal development plan.
WHY IE BUSINESS SCHOOL

IE Business School is a leading international business school oriented at providing top-level training for executives. The recognised prestige of our teaching faculty, the degree of excellence of our academic programmes and a clear international focus are the keys behind a learning model that has ranked IE Business School’s Executive Education Division among the top business schools in the world.

The Executive Education programmes offered by IE Business School aim to develop the vision, skills and management capabilities required to meet the many and varied challenges facing business organisations, both today and in the future.

Our school’s training model promotes personal, intellectual and professional development and does so in a global framework to expand and deepen international perspectives among participants. The programmes we run are open and/or tailored to meet company or individual needs and provide a targeted and thorough foundation that will translate into a direct impact on business and individual performance.

In recognition with the high quality and academic rigor of our programmes, IE Business School is accredited by EQUIS (European Quality Improvement Systems), AACSB International (The Association to Advance Collegiate Schools of Business) and AMBA (Association of MBAs).

We invite you to join our community and benefit from a unique learning experience in an environment that nurtures top-level talent both professionally and personally.
INTERNATIONAL EXECUTIVE PROGRAMS
ACADEMIC YEAR 2012-2013

Agreements are available both for a single individual or group of executives from the same firm who wish to combine two or more programs from any track.

SKILLS DEVELOPMENT TRACK
- **Innovative Leadership:** Winning skills for you and your team. 17, 18 and 19 of April 2013
- **Executive Negotiation Workshop:** From experienced to expert negotiator. 6, 7, 8 and 9 of May 2013
- **Communication Skills and Public Speaking Workshop:** Becoming a confident and persuasive presenter. 27, 28 and 29 of May 2013
- **Change Management Workshop:** Changing minds and minding change. 5, 6 and 7 of June 2013
- **Global Leadership for Women:** Empowering your effectiveness as a leader. 12, 13 and 14 June of 2013
- **Cutting-edge Decision Tools for Today's Leader:** Managing risk, complexity and uncertainty. 19, 20 and 21 of June 2013

MARKETING & SALES TRACK
- **The Strategy and Tactics of Pricing:** A guide to growing more profitably. 24, 25 and 26 of April 2013
- **Effective Key Account Management:** Developing key accounts for optimal growth and client retention. 27, 28 and 29 of May 2013
- **Marketing Strategy in Business Markets:** Transforming your marketing strategy into winning marketing tactics. 5, 6 and 7 of June 2013
- **Building a Customer-Centric Organization:** Outperforming your competition in profitability. 12, 13 and 14 of June 2013

FINANCIAL MANAGEMENT TRACK
- **Beyond Valuation:** Impact of behavioural finance and debt restructuring in valuation. 18, 19 and 20 of February 2013
- **Finance and Accounting Workshop for Non-Financial Managers:** Analyzing opportunities, assessing risk and estimating your impact. 24, 25 and 26 of April 2013
- **Corporate Finance:** Connecting financial activity to strategic goals. 6, 7 and 8 of May 2013
- **Cross-Border Mergers & Acquisitions:** Getting them right. 19, 20 and 21 of June 2013
- **Islamic Finance:** Investing tools for the banking future. 4 days in June 2013 / Jeddah, Saudi Arabia

OPERATIONS MANAGEMENT TRACK
- **Global Supply Chain Management:** Building a competitive procurement and negotiation platform. 24, 25 and 26 of April 2013
- **Leading Project-Driven Organizations:** Creating strong capabilities for organizational change and transformation. 27, 28 and 29 of May 2013

SPECIALIZED MANAGEMENT PROGRAMS
- **Effective Management for Security Professionals:** Establishing the security role as an enabler for business success. 4, 5, 6 and 7 of June 2013
- **Management Fundamentals and Skills for Scientists and Researchers:** Linking science to business. October 2013 to March 2014 / Blended
- **China: An Inside View:** Accelerate your business success. 4 days in May 2013 / Beijing, China
PROGRAM DATES AND FEE
Change Management Workshop.
Program Dates: Madrid, June 5, 6 and 7, 2013
Fee: € 3.800

Special concessions are available for IE Alumni, groups of executives attending from the same organization, executives registering for more than one program, and early-bird inscriptions.

The program fee of 3.800 € covers tuition, course materials, all coffee breaks and lunches celebrated during the program.

Fees do not include accommodation. If you wish, we would be happy to make a reservation for you at one of the hotels within walking distance of our premises and with which we have special agreements.

Payment is due within 30 days of the invoice date or upon receipt of the invoice if admission is within 30 days prior to the start of the program. Cancellation policies are outlined in the information provided to applicants upon admission.

REGISTRATION PROCESS
Candidates may register online at:
www.ie.edu/internationalprograms or by email to Karen.Hobbs@ie.edu

FOR FURTHER INFORMATION, please contact:

Karen Hobbs
International Executive Programs Manager
Pinar 18
Madrid 28006 - Spain
Karen.Hobbs@ie.edu
Tel.: +34 91 568 96 69
Fax: +34 91 568 96 18
www.ie.edu/internationalprograms