

# Stability In the Storm: The Evolving Role of Leadership



2-4 JULY 2012, LA HULPE, BELGIUM

The business world is in a state of flux. To stay ahead, companies must adapt, transform and evolve. Making sense of reality in these chaotic times is a priority, and leading ethically and responsibly a necessity.

Our unique programme empowers leaders to break through new habits of leadership, explore new possibilities and evolve new ideas that over time will transform their organisations and themselves as innovators in these evolving times.

How to transform your organisation into  
a leading ongoing innovator?

LeaderSchool,  
A New Milestone in Executive Education

**“The greatest danger in  
times of turbulence is not  
the turbulence; it is to act  
with yesterday’s logic..”**

**- Peter Drucker**

## LeaderSchool

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# LeaderSchool, a new milestone in executive education

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LeaderSchool is set to stage innovative learning and bring transformational experiences to business leaders eager to drive their organisations responsibly and lead successfully.

It is developed in partnership between Solvay Brussels School, Louvain School of Management, HEC ULg and Trans-mutation.

It was conceived by Bruno van Pottelsberghe, Alain Vas, Thomas Froehlicher (deans of the business schools) and Stanislas van Wassenhove, Bernard Coulie and Laurent Ledoux (Trans-mutation) to blend the best of strategic thinking and personal development, and to bring both dimensions to a higher degree of educational effectiveness.

## Our faculty

Our faculty includes some of the most distinguished professors from Solvay Brussels School, Louvain School of Management and HEC ULg:

Luc de Brabandere, Louvain School of Management

Jacques Defourny, HEC-ULg

Ina Ehnert Louvain School of Management.

Kevin Jackson, Solvay Brussels School

François Pichault, HEC-ULg

André Sapir, Solvay Brussels School

Laurent Ledoux & Antoine Henry de Frahan will act as facilitators.

# Stability In The Storm: The Evolving Role of Leadership



## Programme Overview

“It’s not always what you know;  
it’s also how you respond. The difference lies within.” Anonymous.

Our unique 3-day programme is designed by leaders for leaders and addresses the major business trends of today, and in the future:

**Globalisation:** How to turn your organisation into a globally intelligent player?

**Ethics:** How to manage the surge of business ethics & social responsibility?

**Sustainability:** How to integrate sustainability into your core business and have a competitive advantage?

**Generation Y:** How to consistently and coherently engage with the new generation?

**Collective Intelligence:** How to take advantage of the cognitive and collaborative revolution?

**Innovation:** How to transform your organisation into a leading innovator?

## An integrated 3-step approach

- 1 A leading academic will present insights of the mega trends occurring around the world.
- 2 As a group, you will review, discuss and challenge the effects, implications and opportunities that these trends are having on your organisation and for you as individuals.
- 3 Through personal leadership development, you will be given the tools to prepare both your organisation and yourself to evolve.

## What benefits can you expect?

You will learn about leading-edge innovations, explore today’s key challenges, and network with leading scholars and executives from other organisations.

You will learn and share practical ideas, approaches and tools that you can immediately apply to your business.

You will engage in high-level personal and professional reflection.

## Who should participate?

CEOs, CFOs, COOs, Board members, members of the Executive Committee, Heads of business units, and promising high potentials.

Top achievers of very high standards in business.

Those who are prepared, ready and eager to discuss their strategic business challenges and who want to review their personal leadership profile.

Future leaders who have the power and drive to lead their organisations to a higher level.

Monday 2 July

## Nurturing a positive environment

08:30 Welcome by Stanislas van Wassenhove

### **Leadership I:**

**Patrick & Anne-Marie Demoucelle**

General introduction to their leadership approach

Practical exercises on «Nurturing a positive environment: Objectivity, open-mind & optimism»

Break

### **Luc de Brabandere**

**«Uncertainty and creativity: Transforming your organisation into a leading innovator»**

Presentation, Q&A and practical exercises

12:30 Biodynamic lunch

**Ina Ehnert «The sustainability mindset: transforming your business into a sustainable organisation»**

Presentation, Q&A and practical exercises - Drug-free break

Workshop « **How to think through a different box»**

Tai Chi

20:00 Dinner

**3 deans and learning challenges**

Tuesday 3 July

## Displaying leadership traits

08:30 Start

### **Leadership II : Patrick & Anne-Marie Demoucelle**

Reflections on day 1

Practical exercises on «Displaying leadership traits: Significance, authenticity, competence & connection»

Break

**André Sapir «Who's afraid of globalization? - dealing with the rise of Asia»**

Presentation, Q&A and practical exercises

12:30 Biodynamic lunch

### **Kevin Jackson «Virtuosity in business:**

**Building reputational capital and charting global responsibilities»**

Presentation, Q&A and practical exercises

Break

Workshop «**How to thrive in a global world»**

Nordic walk

20:00 Dinner

**Meeting with a witness-Officer in the Belgian Army**

Wednesday 4 July

## Enrolling fulfilled collaborators

08:30 Start

### **Leadership III: Patrick & Anne-Marie Demoucelle**

Reflections on day 2

Practical exercises on «Enrolling fulfilled collaborators: Autonomy & fulfillment»

Break

### **François Pichault «Generation Y: Dealing with a new managerial ideology?»**

Presentation, Q&A and practical exercises

12:30 Biodynamic Lunch

### **Jacques Defourny «Social business & collective intelligence: Taking advantage of the collaborative revolution»**

Presentation, Q&A and practical exercises

Break

Workshop & Conclusions: «How to get the best of your people»

17:30 End



«To lead wisely is to be able to speak into darkness, ie. to pay attention to, and to face with integrity, the uncertainty and fear that accompanies responsibility and choice.» **Mark Strom** (Arts of the wise leader)



«Leaders cannot be created in a classroom. They arise in context. But people who already practice management can significantly improve their effectiveness given the opportunity to learn thoughtfully from their own experience.» **Henry Mintzberg** (Mc Gill University)

## Speakers

### Anne-Marie Roumieux-Demoucelle



Anne-Marie Roumieux-Demoucelle combines top management consulting experience (with Mercer in Paris then with Arthur D. Little in Brussels) and corporate responsibilities with ten years at Allianz Belgium in a wide range of staff and operational positions. As Head of Allianz's Property & Casualty business, Anne-Marie has lead over 300 people. She is a sought-after coach for many Executives and individuals. Anne-Marie is a Commercial Engineer from Solvay Business School (Magna cum laude, 4th in Promotion) and MBA from INSEAD. Anne-Marie is actively engaged in various good causes.

### Patrick Demoucelle



Patrick Demoucelle has worked 25 years in top management consulting. For the last 10 years, Patrick has been Partner and Vice-President of Bain & Company, a world leader in strategy consulting. Patrick has profound experience in facilitation of leadership and management teams at the highest levels and he is a sought-after coach for many CEOs and Executives. Patrick is a Commercial Engineer from Solvay Business School (Summa cum laude, 1st in Promotion), Masters in Econometrics from University of Brussels, and MBA from INSEAD. Patrick is engaged into a personal life battle against time.

### Luc de Brabandere - Louvain School of Management



Luc de Brabandere graduated from the Catholic University of Louvain in 1971 with a degree in civil engineering in applied math. He also studied philosophy at the Catholic University of Louvain. He is a senior advisor to Boston Consulting Group. He specializes in creativity, scenario building, and strategic vision techniques applied to business. Before joining Boston Consulting Group, Luc served as chairman of the National Geographic Institute from 1997 to 1998. He also held positions as a general manager at the Brussels Stock Exchange from 1990 to 1991 and as a computer scientist and information services manager at the Générale de Banque until 1989. Luc teaches now the course « Philosophical foundations of strategy & Innovation » at the Louvain School of Management.

## Speakers

### Ina Ehnert - Louvain School of Management



Ina Ehnert holds a PhD in Business Administration from the University of Bremen. She is Professor for Human Resource Management with a specialisation in Corporate Social Responsibility and sustainability, teaching also Cross Cultural Competences and International Management of HR at the Louvain School of Management. She previously taught as a Professor for Sustainable Management at the University of Bremen. Ina Ehnert has published the book «Sustainable Human Resource Management : a conceptual and exploratory analysis from a paradox perspective» with Springer.

### André Sapir - Solvay Brussels School



André Sapir holds a PhD in Economics from The Johns Hopkins University, 1977. He is professor at ULB, where he holds a chair in international economics and European integration. He is also a Senior Fellow of the Brussels European and Global Economic Laboratory (BRUEGEL) and a Research Fellow of the Centre for Economic Policy Research (CEPR). In addition, he is a member of European Commission President Jose Manuel Barroso's Economic Policy Analysis Group.

### Kevin Jackson - Solvay Brussels School



Kevin T. Jackson is Daniel Janssen Chair in Corporate Social Responsibility at Solvay Brussels School of Economics and Management, Université Libre de Bruxelles, Belgium. Previously he was Professor of Business Ethics and Law at Fordham University's School of Business in New York City. He has taught at Princeton University, Georgetown University and Peking University in Beijing, China, and has published numerous journal articles as well as *Virtuosity in Business*, *Invisible Law Guiding the Invisible Hand* (UPenn Press: 2011), *Building Reputational Capital* (Oxford University Press: 2004), and *Charting Global Responsibilities: Legal Philosophy and Human Rights* (University Press of America: 1994). Dr. Jackson has given presentations for executives, dignitaries, and financial services organizations around the world and is a frequent commentator on issues of ethics and business.

## Speakers

### François Pichault - HEC-ULg



François Pichault, Phd in sociology, is Academic Director of Research and full professor at HEC Management School - University of Liège. He is also affiliated professor in human resource management at ESCP-Europe, Paris. He chairs, at the University of Liège, an action-research centre (LENTIC) focused on human and organizational aspects of change and innovation processes. He is currently Research Director at HEC Management School - University of Liège and is involved in multiple international cooperation activities in Africa and East Europe. He produced numerous publications in organization theory and human resource management. He is currently working on the emerging forms of governance in inter-organizational partnerships, on new labour forms and on change management.

### Jacques Defourny - HEC-ULg



Jacques Defourny is full professor at the Department of Economics. He teaches the courses “Non-profit and cooperative economics” and “Comparative economic systems”. Together with M. Nyssens of the Catholic University of Louvain, he holds a doctoral seminar on social economy. He holds a BA in economics (HEC Management School - University of Liège), a Master in economics (Catholic University of Louvain), a Master of public administration (Cornell University, Ithaca, N.Y.) and a Ph.D. in economics (HEC Management School - University of Liège). He is the director of the “Centre d’Economie Sociale” he launched in 1992. His work currently focuses on the emergence of social enterprise in Europe, North America and Eastern Asia as well as on conceptual and quantitative analysis of the third sector in developed and developing countries. Since 1996, he has been acting as the founding coordinator and then the president of the “EMES European Research Network” which gathers ten university research centres working on social enterprise and the third sector across Europe. In addition to numerous articles in academic journals, he has authored or edited twelve books.



## Facilitators

### Laurent Ledoux



Laurent Ledoux is a transformation manager with a varied experience both in the private and the public sector. He was until recently Head of the Public Banking department of BNP Paribas Fortis, serving all the bank's clients from the public, social and not-for-profit sectors. He previously worked as Chief of Staff of a Minister, as Director for Personal & Administration of the Belgian Ministry of Economic Affairs, as Partner for Arthur D. Little, a management consulting firm, as Project Manager in Eastern Europe for the European Commission, as Merger & Acquisitions officer for ING and as HR Director in Mozambique for Médecins Sans Frontières. Together with Roland Vaxelaire, he manages the association Philosophie & Management. He lectures on Business Ethics, CSR and Leadership in various universities. He holds a Master in Economics from the Universities of Namur, Bologna & Madrid and a Post-graduate in Business Administration from Solvay (Belgium). He speaks fluently 7 languages.

### Antoine Henry de Frahan



Antoine co-founded FrahanBlondé in 2006. Antoine's professional mission is to help organisations, teams and individuals define and achieve their goals. Since 2000, he has conducted assignments across various professions and industries. His main focus, however, is on law firms and law departments. Before the year 2000, he was in legal practice for ten years, first as an attorney then as an international legal counsel with GDFSUEZ (formerly Tractebel). Antoine is a frequent speaker at conferences and seminars. Antoine graduated from Columbia University and from Université Libre de Bruxelles (degree in law). He has a degree in medical sciences, has completed an entrepreneurship program at Solvay Business School, and is a certified master practitioner in Neuro-Linguistic Programming.

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## Practical details

**Date & time:** From Monday 2 July at 08:30 to Wednesday 4 July at 17:00.

**Location:** Dolce, 1310 La Hulpe (Brussels area), Belgium ([www.dolce.com](http://www.dolce.com))

**Language:** English

## Admission Policy

The number of participants is limited to 26. If you wish to participate, please complete the application form on [www.leaderschool.be/admission](http://www.leaderschool.be/admission).

## Price

4,000 Euros (excl. VAT)

3,500 Euros (excl. VAT) for each additional participant from the same organisation.

The price covers tuition, course documentation, 2-nights accommodation and meals.

Payment details will be provided upon admission.

## Contact

For further information, please visit our website at [www.leaderschool.be](http://www.leaderschool.be)

or contact Elisabeth Vercruyssen at +32 (0)2 743.69.92 or [programme@leaderschool.be](mailto:programme@leaderschool.be).

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