

# ACHIEVING MANAGERIAL EXCELLENCE PROGRAM (AME)

Soft skills for business to create the right context for change, drive team performance and collaborate effectively across functions, cultures and beyond.





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# About CEDEP

CEDEP is an independent not-for-profit executive education club providing a unique and safe space for global leaders to reflect, explore, collaborate, peer-learn, grow and succeed.

CEDEP is co-run by its international members from diverse and non-competing industries who understand the value of building long-term relationships and tackling real-life business challenges within a collaborative learning community.

CEDEP acts as a catalyst for change. We empower leaders to shape organisations for a positive and more sustainable future with transformational leadership development programs and learning experiences, co-designed with our academic team, members, clients and non-resident faculty from the world's top business schools.

Based in France, but operating globally, CEDEP delivers programs from various international locations, in person or online via live sessions, or hybrid with a blend of both.

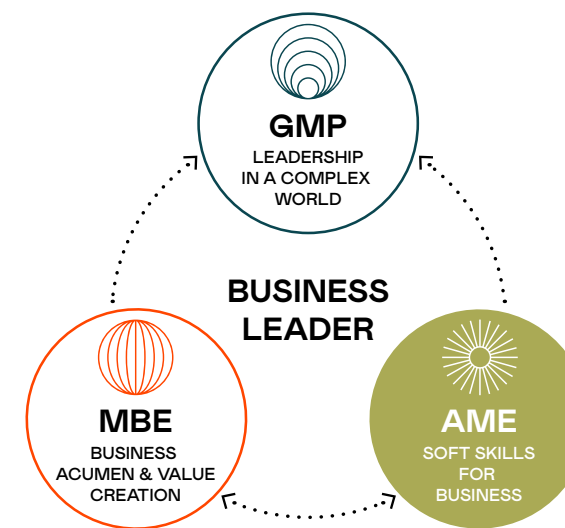
# Overview

The CEDEP AME is a fully immersive 9-day program that helps managers and functional leaders develop a wide range of soft skills crucial for success in our interconnected and competitive world - where functional expertise alone is no longer enough.

Instead, today's leaders must develop an enterprise perspective and collaborate across functions, business units and regions to have real organisational impact.

Connecting with stakeholders beyond their functional specialty is vital to gain support for new ideas and execute them successfully. This is where soft skills for business become essential.

The real-life business challenge project within the AME program reinforces participants' ability to lead and follow in today's constantly changing, high-pressure and volatile business world.



The CEDEP AME is one of our three flagship programs, which are designed to complement each other or can be taken individually.

**“TRANSITION FROM DOING IT YOURSELF TO GETTING THINGS DONE WITH AND THROUGH OTHERS.”**



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# Why CEDEP AME?

**With the evolution of Artificial Intelligence, soft skills are the only competitive advantage we as humans will have in the future.**

Anything that cannot be digitised or automated will become extremely valuable including truly human traits like creativity, empathy, intuition and the ability to connect the dots.

Although these soft skills set us apart, they are less tangible and therefore not usually taught on the job. However, these skills are crucial for managers in broader strategic and transversal roles. Managers need to be able to network effectively, inspire and get the buy in from diverse stakeholders beyond their domain to rally support for and implement their ideas.

This program teaches participants essential soft skills and new behaviours to remove the limitations of old patterns and guide them towards new mindsets. They are given the time and space to practice what they have learned and break out of their old patterns.

Incorporating real-life business challenges with in-depth learning, networking and sharing with peers from a wide range of cultures and industries makes this program a unique and powerful experience. The resulting growth – both personal and professional – is invaluable for creating high-impact, effective managers and leaders of the future.

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**“AS LEADERS WE NEED TO PERFORM IN OUR DAILY WORK, BUT ALSO TRANSFORM OUR COMPANIES TO STAY AHEAD.**

**CEDEP SUPPORTS BOTH, TAKING YOU ON A LEARNING JOURNEY WITH EXCEPTIONAL LEADERSHIP SUPPORT, AND A VARIETY OF HIGH-ENERGY INNOVATIVE PROGRAMS WITH A MIXED GROUP OF LEADERS.”**



— Valérie REYNAUD  
Director Services Marketing  
LCV & Partnerships,  
Renault Trucks





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# Program Objectives

AME takes participants on a personal and professional journey that is structured to enable them to network, share and learn from the experiences of others. Participants integrate their learnings and receive feedback to better understand their behaviours and leadership style. The program equips them with the soft skills necessary to make the shift from doing things themselves, to getting things done with and through others.

During this program, participants will:

- **Acquire in-depth understanding of themselves**, their decisions and other perspectives to better analyse situations and solve problems pragmatically.
- **Learn to break free from personal restraints and gain more clarity** on how to solve problems and conflict in various real-life leadership situations.
- **Learn to collaborate effectively across functions, cultures and geographies** and drive efficiency by transforming cultural and generational differences into assets.
- **Return to work re-energised with new ideas and have the skills and confidence** to give their teams the support they need to drive performance and have a meaningful impact within their organisation.
- **Apply learnings from the program to their individual business challenges** and create a comprehensive and actionable strategy for implementation within their organisation.



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# Program Content

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## Create the context and opportunity for change

Learn how to collaborate to make change happen and bring ideas to fruition. Enhance emotional intelligence to guide and influence diverse parties. Practice the art of listening and crafting powerful questions

to break down barriers. Raise self-awareness and explore how current capabilities and patterns are either helping or blocking effective business management.

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## Navigate the corporate landscape effectively to engage commitment

Learn how to get things done without formal authority. Improve relational approach to get buy-in from different stakeholders and nudge people in the right direction. A powerful network is the cornerstone to gaining support

for ideas, enhancing leadership capacity and communicating successfully across different cultural realities. Develop skills in managing upward and sideways as well as managing individuals and teams.

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## Explore emerging levers to thrive in a digitalised, diverse and complex world

Learn how to make progress in a complex world where we don't always have all the answers. This involves experimenting with and leveraging

technology like artificial intelligence to make better decisions.

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## Develop the communication and performance skills to be an inspiring, dynamic leader

Become fully aware as a leader. Learn the tools and techniques to engage and motivate people, increase personal impact and lead difficult conversations. Learn self-care and how to

manage stress under pressure while improving performance. Develop resilience and create balance in today's ever-changing world.



# Program Outline

## Week 1

### Wake-up Call

#### REPLACING YOUR OLD BRAIN WITH A NEW ONE

We uncover where mental models are blocking change. Participants learn how to use collaboration to make change happen and convert ideas into action.

### Insight Fair

#### EXPLORING BUSINESS CHALLENGES

The Insight Fair is a fast-paced and exciting way to share business challenges and identify their root cause rather than just tackling the symptoms. In addition, we learn how to ask powerful questions – one of the most critical leadership skills today.

### Balancing People & Performance

#### EXPERIENTIAL LEARNING

Participants undergo a suite of outdoor experiential exercises where they must make decisions under pressure in an unknown context. We learn how to adjust behaviours to balance people and performance through direct reflection on reactions in the moment. It is not either people or performance - both are needed to move business challenges forward.

### Balancing EQ & IQ

#### EMOTIONAL INTELLIGENCE

Participants develop the ability to monitor their own and other people's emotions and use this information to guide behaviours, get the buy-in and support they need and create the proper context to engage their teams and enable change.

### Coaching

#### IS IT ME OR THE CONTEXT?

How do current capabilities block or help transformational journeys? We look at how successful managers recognise their key strengths and continuously look for small but significant behavioural changes that can have a big impact on their leadership.

### Getting things Done without Formal Authority

#### EXPLORING BUSINESS CHALLENGES

Using an engaging and realistic computer-based change simulation, participants experiment and test change management skills and ability to build relationships. They learn how to align their team to convince their organisation to embrace and implement a new project.

### Artificial Intelligence

#### AI FOR EVERYBODY

This session will provide participants with exposure to one of the biggest transformations they will encounter in their professional lives – Artificial Intelligence. Through hands-on exercises, participants will pick up some of the key vocabulary around AI, develop their own personal strategy for AI, and build the confidence to challenge those who are already working with AI. Participants will also be exposed to some popular AI tools through a prompting workshop.

### Developing People & Performance

#### RISING TO THE CHALLENGE

We explore the developmental challenges and personal transitions managers go through as they move into roles requiring more leadership skills. We also look at the more profound personal challenges involved in managing other people.

### Allocating Time

#### REVISITING PRIORITIES

Through a co-coaching exercise, participants explore how to reprioritise time and energy and adjust behaviours to successfully transition

from doing things themselves to getting things done with and through others.



# Program Outline

## Week 2

### The Power of Networks

#### BUILDING & MAINTAINING RELATIONSHIPS

We examine strategies to build and use networks more effectively to help develop leadership capacity and career. We look at how to connect to different units and stakeholders beyond individual speciality areas to gain support for ideas and ensure they are being implemented.

### Effective Decision Making

#### TECHNIQUES & TECHNOLOGY

Decision making has never been more challenging. Participants develop the necessary understanding, mindset and skills (including how to leverage Artificial Intelligence) to turn decision making into a competitive advantage, giving their organisation the best opportunity for success in an uncertain business environment.

### Leading Across Generations

#### BRIDGING THE GAP

We have never had so many generations in the workforce at the same time and the differences between them have never been more vast. In this session, participants learn how to effectively work with and lead a multigenerational workforce. We deep dive into articulating and living with purpose, both personally and collectively. We explore those paradigm shifts, particularly among the youngest generations, and how habits of successful leaders must evolve to meet the moment.

### Communication

#### IMPACT, INFLUENCE AND INSPIRING THROUGH STORY

Participants will acquire tools and techniques to increase personal impact and communicate more effectively. This includes methods to engage and inspire people, storytelling and leading difficult conversations.

### Sense Making in Complexity

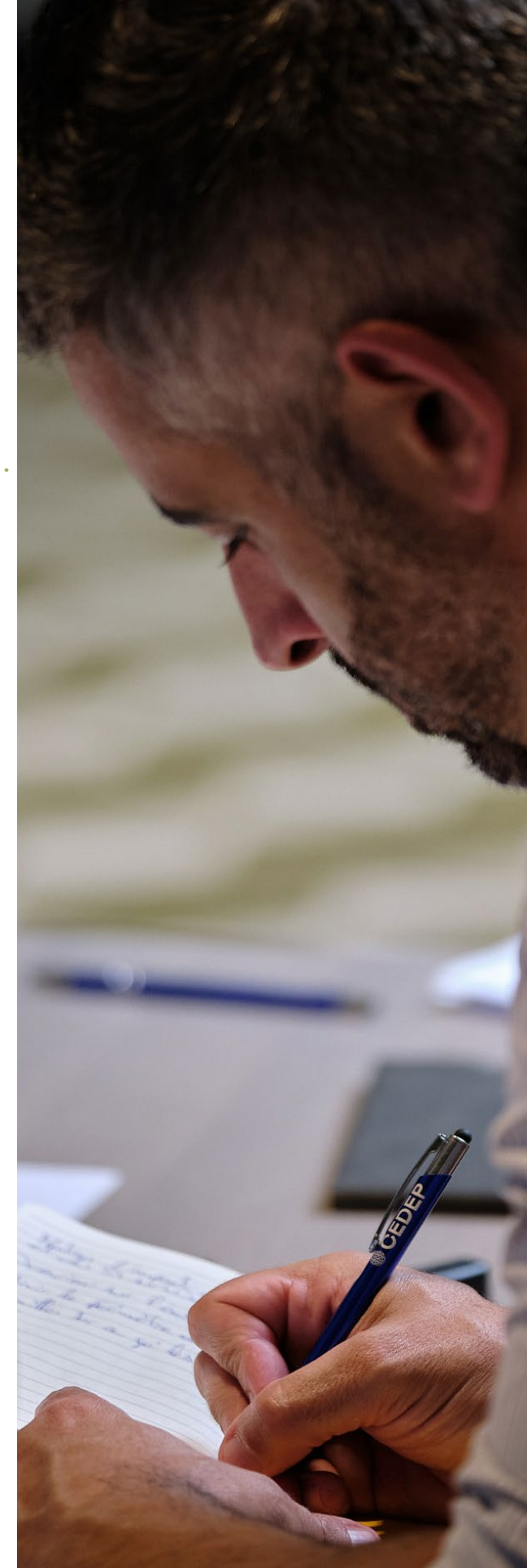
#### MISSING PUZZLE PIECES

Participants learn how to identify patterns and make progress in the complex world we live in today, where we don't have all the answers. This is a shift from jumping to solutions to exploration, creating hypotheses and conducting experiments.

### Resilience, Energy & Stress Management

#### STRIKING A BALANCE

Participants learn how to manage stress and see where the boundary between positive 'eustress' and 'distress' lies to develop resilience and monitor their mental state. They will also learn how to boost team energy while maintaining their own energy to enhance working conditions.







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# Impact

The CEDEP AME offers a unique safe space where international participants from diverse and non-competing industries can share and explore real life business challenges with their peers. This deep dive learning journey enables them to embrace new perspectives and shape sustainable solutions for immediate application when returning to the workplace.

“EACH DAY WAS AN ADVENTURE, BUT ABOVE ALL, IT WAS THE PERSONAL DEVELOPMENT THAT LEFT THE DEEPEST MARK. I LEARNED THE IMPORTANCE OF ACTIVE LISTENING, EMPATHY AND OPENNESS TO NEW PERSPECTIVES. I SAW HOW VULNERABILITY CAN BE A STRENGTH, ALLOWING US TO CONNECT AUTHENTICALLY WITH OTHERS AND GROW TOGETHER.”



— Marco MERCURIO  
HR Executive Director,  
ITT Inc



# Faculty

## Program Director

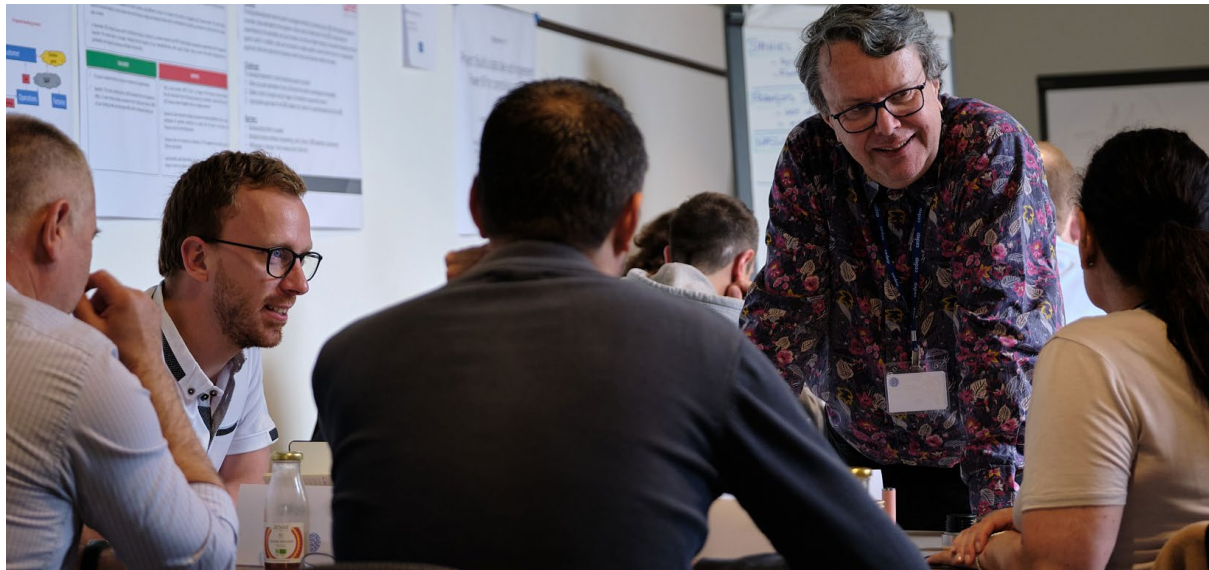


### Nana VON BERNUTH

Nana is an Adjunct Professor and business coach at INSEAD focusing on leadership and strategy. Her passion lies in helping participants transform learnings into action. Since 2003, she has combined consulting, research, program design and teaching at INSEAD and CEDEP which allows her to remain at the forefront of the latest insights and developments in these fields.

Prior to her career in academia, Nana was a senior management consultant with KPMG Corporate Finance in Berlin and Milan. She is on the board of the artificial intelligence company Addventa in Paris.

Nana played a key role in the redesign of CEDEP's newly updated General Management Program (GMP NXT) and is now co-director with Jens Meyer. She directs CEDEP's Achieving Managerial Excellence (AME) program and several other company specific programs.



## Wake-up Call: replacing your old brain with a new one



### Christophe GILLET

Specialist in innovation, transformation, change management and leadership, former Director of Business Innovation for SONY Business Europe.

## Balancing People & Performance: experiential learning



### Gino PEREMANS

Transformational executive coach, consultant, facilitator, Founder of Fern Coaching and Training, coach at business schools including Vlerick, INSEAD and ESMT.

## Insight Fair: exploring business challenges | allocating time | the power of networks



### Nana VON BERNUTH

Expert in leadership, collaboration and strategy, Program Director at CEDEP, Adjunct Professor at INSEAD.

## Balancing EQ & IQ



### Nana VON BERNUTH

Expert in leadership, collaboration and strategy, Program Director at CEDEP, Adjunct Professor at INSEAD.



### Thomas HELLWIG

Expert in team dynamics and organisational culture, executive coach, researcher, independent consultant, teacher and program director, Adjunct Professor of Organisational Behaviour at INSEAD and Medical Doctor.



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## Getting Things Done Without Formal Authority

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### Jens MEYER

Expert in innovation and change, Program Director and former Dean of CEDEP, Adjunct Professor of Corporate Strategy at INSEAD, Co-founder of Strategy Regeneration.

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## Leading Across Generations

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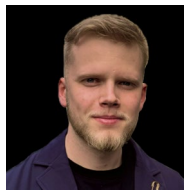
### Adam KINGL

Renowned adviser, educator, speaker and author, specialist on the future of business and next generation leadership.

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## Artificial Intelligence

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### Alexandre CORMERAIE

Visionary tech leadership and innovation advocate, Digital Strategist and Innovation Manager at SNCF Voyageurs.

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## Sense Making in Complexity

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### Mandy CHOOI

Expert in organisation and leadership transformation, Founder and Principal of Fairlead Consulting.

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## Developing People & Performance

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### Thomas HELLWIG

Expert in team dynamics and organisational culture, executive coach, researcher, independent consultant, teacher and program director, Adjunct Professor of Organisational Behaviour at INSEAD and Medical Doctor.

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## Effective Decision Making

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### Ravi SHANKAR

Expert in leadership development, CEDEP Director of Academics and Programs.

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## Communication: impact, influence and inspiring through story

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### Dramatic Resources

Professional actors specialised in verbal and non-verbal communication offering an experiential alternative to developing executive presence and storytelling.

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## Resilience, Energy & Stress Management

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### Andrew SHARMAN

Best selling author, CEO of CEDEP's IILSC, former President of the Institution of Occupational Safety and Health.





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# Program Details

## SET UP

This program can be experienced in two ways:

- MULTI-COMPANY PROGRAM  
Share insights, experiences and knowledge with other companies across varied industries.
- CUSTOM PROGRAM  
Highly personalised solution adapted to your company's culture, current business challenge and strategic issues.

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## FORMAT

In person

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## LOCATION

CEDEP Campus at Châteaufort, Cély-en-Bière, France

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## DURATION

9 days

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## PARTICIPANT PROFILE

The CEDEP AME program is for managers and functional leaders whose success depends on connecting and engaging people and teams, and working effectively across different functions, cultures and regions and generations. They may also be in charge of implementing important initiatives within their organisation.

Ideal for high potential leaders who have gained managerial experience on the job and are ready to expand their horizons, break down silos, have more responsibility and lead larger transversal teams.

As one of our three flagship programs, the CEDEP AME on soft skills can follow the CEDEP MBE business fundamentals curriculum to obtain a comprehensive set of managerial skills.

**“THE AME PROGRAM HAS BEEN AN INCREDIBLE DEEP DIVE EXPERIENCE IN TECHNICAL AND EMOTIONAL MANAGEMENT ISSUES.**

**IT WAS A REAL PARENTHESIS ALLOWING ME TO OPEN NEW PERSPECTIVES IN MY MANAGEMENT SKILLS DIRECTLY LINKED TO CHALLENGES FACING OUR COMPANIES AND SOCIETIES.”**



– Sébastien LEROY  
VP Chief Open Innovation Officer,  
DAHER







**CEDEP,  
THE CATALYST FOR TRANSFORMATIONAL  
LEADERSHIP DEVELOPMENT.**



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