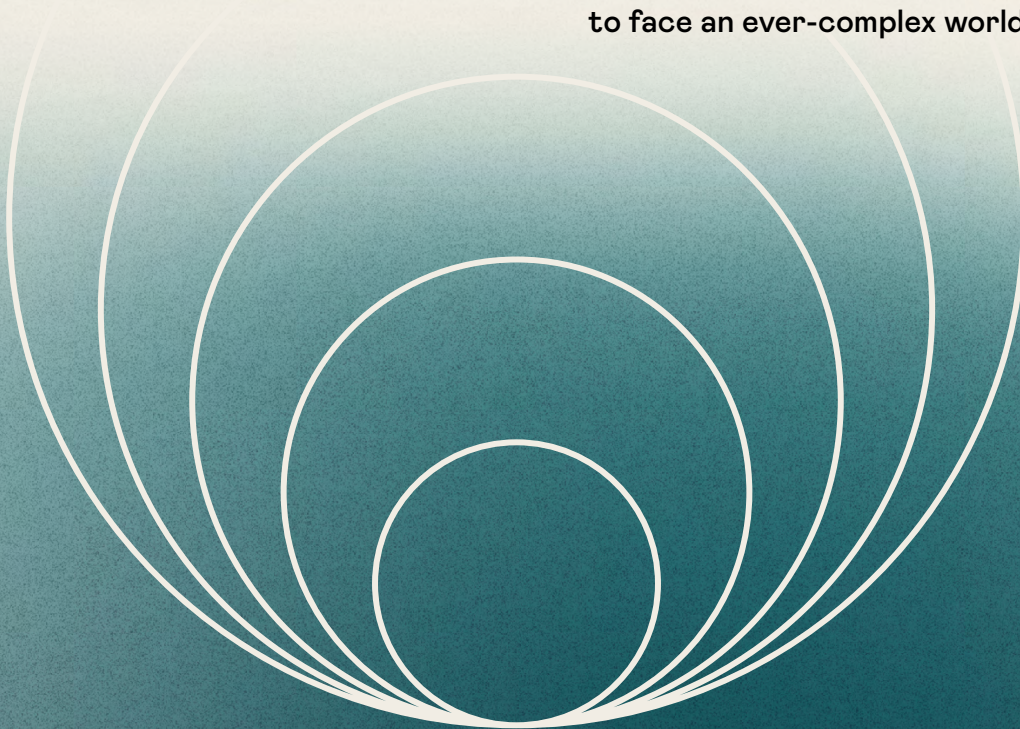


GENERAL MANAGEMENT PROGRAM (GMP NXT)

SHAPING (Y)OUR FUTURE:
Probing, Sensing, Designing, Acting.

Create adaptive and resilient
leaders who will inspire your teams
to face an ever-complex world.



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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

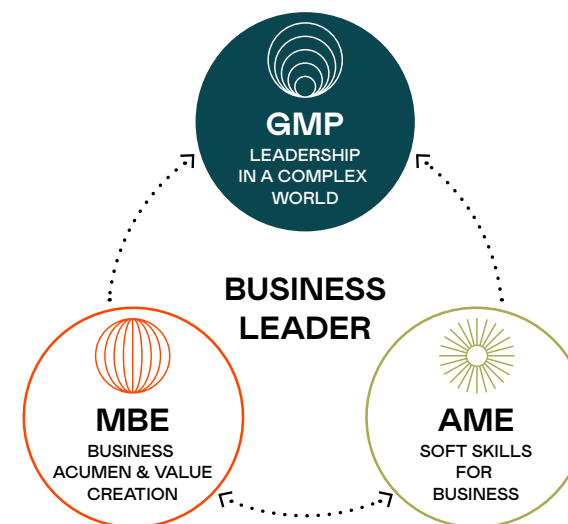
CREATING INNOVATIVE, HIGH-VALUE MINDSETS.

The GMP NXT is an immersive executive acceleration program dedicated to senior leaders, bringing together diverse executives, worldwide leadership experts and academics, and unique pedagogical approaches for a transformative experience.

We embrace the challenges of a complex future and develop the leadership skills for navigating uncertainty. In a small and highly participative group environment, leaders have the rare

opportunity to network, strategise and reflect with peers. The GMP NXT energises leaders with a new way of thinking to lead teams through a rapidly shifting business landscape.

The GMP NXT is a five-month hybrid learning journey, with face-to-face modules as the grounded elements and virtual content capsules as the adaptable elements. Face-to-face modules take place both on our campus in France and at a global location.



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

Program Objectives

The GMP NXT's key objective is to develop adaptive and resilient leaders who inspire teams to face an ever-complex world. Leaders explore innovative ways to create value, grow sustainably and have an immediate impact on their organisation.

This leadership journey revolves around a Strategic Challenge. During the GMP NXT, participants share a real-life strategic business challenge with their peers, and work to dissect the challenge, broaden perspectives and question underlying assumptions. Participants also devise business experiments to conduct in the workplace, which help to drive the challenge forward. Participants leave the program with an action plan to implement within their organisation.

Through learnings from the GMP NXT, participants will also:

- Understand **how their organisation can learn from the challenges other businesses** across different sectors are facing.
- **Inspire employees and leverage their team's skills** to deliver growth.
- **Identify the changes necessary** to foster value creation and strengthen their organisation.
- **Question their points of view and assimilate new managerial practices** to improve decision making.

Program Content

MODULE 1 at CEDEP Campus, France

The first module focuses on business environment and strategy, exploring approaches for participants to navigate complexity and preparing them to set up business experiments. Participants will gain a nuanced understanding of the ecosystems in which their companies operate and the potential strategies for tackling new marketspaces.

TWO VIRTUAL CAPSULES

Adapted to each GMP NXT cohort's needs, the themes for the Virtual Capsules will emerge from participant and stakeholder conversations, review of the Strategic Challenges and other insights. Potential themes include artificial intelligence and organisational design.

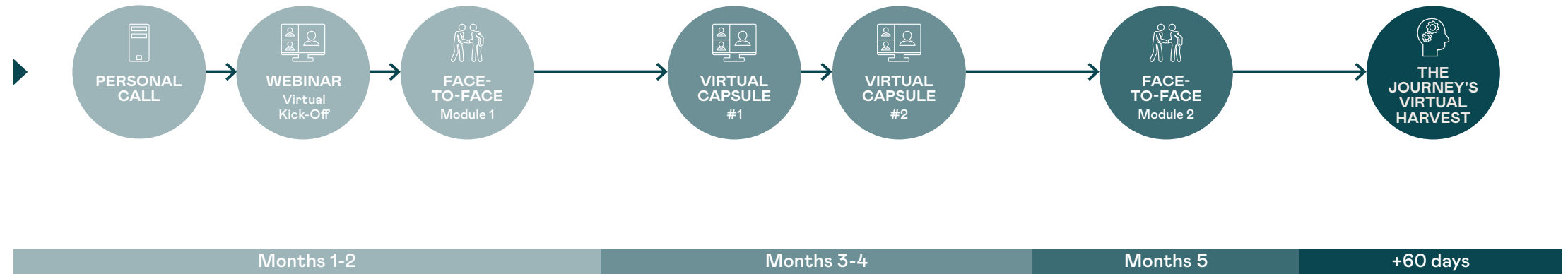
MODULE 2 at a global location

The second module focuses on organisations and people, exploring approaches for participants to lead effectively and allowing them to take stock of their business experiments. Participants dive into the multiple facets of the modern-day business leader and the emotional intelligence skills necessary for fostering teamwork.



Program Outline

FIVE-MONTH
HYBRID LEARNING
JOURNEY



Months 1-2

Personal Call

The Program Director sets up a one-on-one call with participants to provide an overview of the GMP NXT and discuss how it fits individual career objectives. The Director will help identify the Strategic Challenge. Post-analysis of these calls will enable the program team to build participant groups and identify themes for the virtual capsules.

Virtual Kick-Off

This webinar brings together the GMP NXT class for the first time through a digital team-building exercise. Participants get to know each other and the program team during this icebreaker and ask any remaining questions before the program begins.

Face-to-Face Module 1 (9 days)

Module 1 takes place on the CEDEP Campus in France and introduces participants to the GMP NXT learning environment.

Program Outline

Months 3-4

Virtual Capsules

Two 2-day Virtual Capsules adapted to the cohort's needs: participants will be immersed in a specific topic guided by our expert faculty. Their themes will emerge from conversations

with participants and their organisations, the identified Strategic Challenges and other insights. Potential themes include artificial intelligence and organisational design.

Month 5

Face-to-Face Module 2 (9 days)

Module 2 takes place at a global location where participants are immersed into a different context, experiencing some of the GMP NXT content first-hand.

Dialogues, learning expeditions, activities and keynote speakers will be dependent on location.

Post-Program

Virtual Harvest

60 days after the program ends, this half-day virtual harvest check-in will help us assess how participants progressed with their

experiments, what roadblocks they faced and how they overcame them.

"THE GMP IS AN OUTSTANDING PROGRAM FOR SENIOR CORPORATE LEADERS THAT NOT ONLY TEACHES ACADEMIC AND MANAGEMENT CONCEPTS BUT PROVIDES AN AMAZING OPPORTUNITY TO LEARN FROM OTHER PARTICIPANTS OF SENIOR EXECUTIVES FROM DIVERSE INDUSTRIES AND GEOGRAPHIES WHO ADD RICHNESS TO THE LEARNING EXPERIENCE."



— Sandeep KUMAR
Chief Executive, Tata Steel



Face-to-Face Modules

Module 1 (CEDEP Campus)

Leadership & Energy

Navigating oneself and a team through complexity is hard work that demands large amounts of energy. Participants will master the secrets to optimising their own energy and energising others.

Deconstructing Complexity

In the modern business world, answers to situations do not already exist, but gradually emerge from a mix of dialogue, reflection and analysis. Using the Cynefin framework, participants will understand their Strategic Challenges more deeply in order to make contextual decisions.

Beyond Expertise & Collaboration

In a guided, yet competitive scenario, participants will construct an asset for a charity with peers. They will work together towards a stretch goal while reflecting on team dynamics and collaborative leadership.

A Digital Future

Business leaders need a sharper appreciation of advancing technologies to guide their teams towards creating viable solutions. Participants will reflect not only on how digital technologies can deliver business outcomes but also on their societal impact.

Insight Fair 1

Through an active listening exercise, participants will present their Strategic Challenges and learn from other participants' questions. They will find that their view of a problem may not always be the right one, and that there is immense gain from an outside perspective.

Future Fictions

Drawing conclusions about the future is fraught with risk. Participants will consider alternative future scenarios of how the world may unfold and broaden their view of the possibilities ahead.

Understanding Customers & Markets

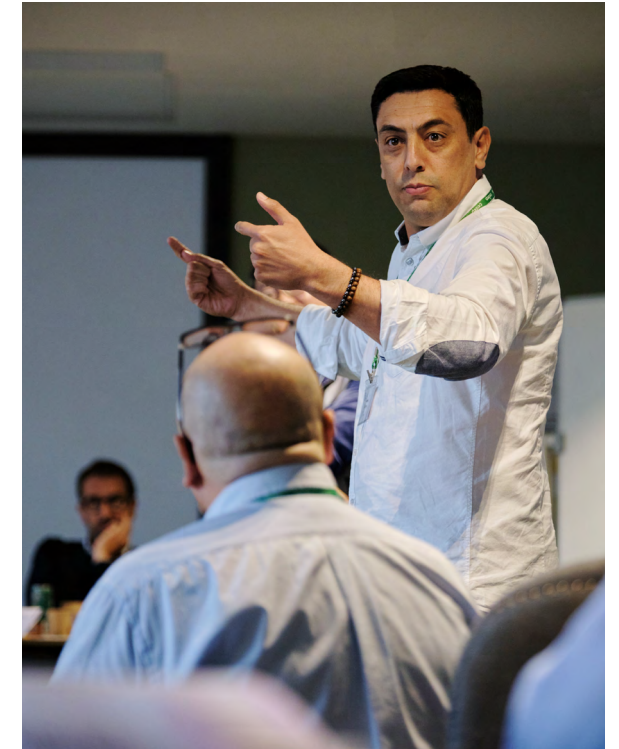
Tackling a customer question in this exercise, participants will need to seek the right data, develop insights, agree on initiatives and then implement their plans in the marketplace. The objective is to balance the customer's human needs with modern tools.

Ecosystems Strategy

In the modern business world, answers to situations do not already exist, but gradually emerge from a mix of dialogue, reflection and analysis. Using the Cynefin framework, participants will understand their Strategic Challenges more deeply in order to make contextual decisions.

Fair Process Leadership

Fair Process is a management philosophy that ensures employees are treated fairly and with respect. Participants will discover the mechanics behind open communication and transparent decision-making.



Business Experimentation

GMP NXT participants need to develop the imagination and courage to disrupt conventional or obsolete industry practices. Using their Strategic Challenge as a foundation, they will design business experiments to conduct at the workplace.

Expert Dialogues

Designed around emerging topics of interest, these dialogues with experts will highlight different and unusual facets of the global economy. Past speakers have included politicians, geo-political experts, macro-economists, social entrepreneurs and investigative journalists.

**Themes subject to change*

Module 2 (Global Location)

Complex Adaptive Leadership

CAL links complexity science to adaptive leadership: the outcome is a dynamic approach to leadership that yields better results with less effort. CAL will guide participants through complexity both within and outside their organisation.

Insight Fair 2

The second insight fair will help participants take stock of their business experiments. Beyond the successes and failures, the Insight Fair urges participants to share the leadership processes behind integrating the experiments into their organisation. What went well? What didn't?

Emotional Intelligence (EQ)

EQ skills are critical for team building and conflict resolution. Participants use the Emotional Quotient Inventory to assess their own Emotional Intelligence. Individual briefs provide insights into emotional make-up and facilitated group coaching helps formulate a personal EQ plan.

Self-Awareness

Using the Global Executive Leadership Mirror (GELM®) 360-degree questionnaire, participants evaluate performance across fifteen dimensions. They then work with a coach to analyse assessment reports and devise a development plan.

The Leader as A Coach

The default managerial behaviours for tomorrow's leaders will be those of a coach, with a more conscious rebalancing of ASK & TELL behaviours. Having already been coached in previous exercises, participants now take part in a scenario and apply the same techniques they were exposed to.

Inspirational Leadership

In a theatrical scenario, participants step into a new role, gather a team, agree on a project together and overcome difficulties on the road to victory. They reflect on how to communicate effectively and to build trust.



The Storytelling Leader

Participants exercise their voice of leadership through stories, which serve as a bridge between them and their organisation. Participants narrate their own stories, whether it be to instil inspiration, clarify complex messages, build culture or to align teams to act.

Personal Agency Agenda

Participants process feedback from across their learning journey to define a Personal Agency Agenda. This agenda operates across four dimensions:

- Focus of Agency (Where do I start?)
- Preparation (What insights, knowledge or skills should I acquire?)
- Network (Who should I bring in?)
- Experiments (What should I try out?).

Faculty

Program Co-Directors



Jens MEYER

Jens Meyer is an Adjunct Professor of Corporate Strategy at INSEAD focusing on innovation and change. His approach is to explore managerial beliefs, reveal cognitive biases and propose means and measures to adapt to, transform or overcome these. He has developed and taught programs on a variety of subjects including blue ocean strategy and value innovation, fair process and change management, cyber-entrepreneurship and business intelligence.

Jens co-founded the Centre for Advanced Learning Technologies (CALT) at INSEAD. He was deputy director of CEDEP from 2009 to 2011, director until 2015, and then Dean of Programs until December 2019.

Jens played a key role in the GMP NXT redesign and is now co-director with Nana von Bernuth. He continues to enjoy designing and lecturing face-to-face as well as in virtual programs.



Nana VON BERNUTH

Nana von Bernuth 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 GMP NXT redesign and is now co-director with Jens Meyer. She also directs our Achieving Managerial Excellence (AME) program in addition to several company specific programs.



Bernard DEWAMME

Expert in resilience and mental fitness, ex-professional hockey player, Senior Executive Coach at Mentally Fit Institute.



Dominique MOISI

Geopolitical scientist, renowned foreign policy author and columnist, Co-founder of the French Institute for International Relations (IFRI).



Arnaud BLANDIN

Expert in sustainability and innovation, Founder of the Beyond Institute, Founder and President of Shizenso, Entrepreneur in Residence at INSEAD.



Christian RAUCH

Expert in futures thinking and sustainable leadership, entrepreneur, Researcher at the Heart of Science, Arts and Innovation, Founder and Director of STATE, Berlin.



Ditte WULFF

Futures design expert, lecturer, entrepreneur, Partner and Head of Bespoke Manyone, a global futures design studio.



Bart DE ROOVER

Specialist in ecosystem orchestration, partnerships and strategic alliances, Founder and Director of Falcon Group, Adjunct Professor of Strategy at INSEAD.



Sophie HOMBERT

Social entrepreneur, CEO and Founder of Aglaë.



Camille LUGOL

Social entrepreneur, CEO and Founder of La Mie.



Ophélie VANBREMEERSCH

Social entrepreneur, CEO and Founder of Lunettes ZAC.



Erik KORSVIK

Leadership and future of work expert and author, Co-founder of leadership consultancies Good Morning April and Bloch&Ostergaard.



Kees KLOMP

Advocate of the Meaningful Economy, purpose business consultant, author, speaker and entrepreneur, Professor of Applied Science at Rotterdam University.



Marc LE MENESTREL

Expert in high level performance and leadership, decision scientist, Affiliate Professor of Decision Sciences at INSEAD.



Frank AZIMONT

Expert in sociology of markets, marketing and management, Professor of Marketing at EMLYON, Founder of The Market Shaping Institute.



David HUTCHENS

Specialist in communications and storytelling, author, business writer, learning designer, CEO of The Storytelling Leader.



Ludo VAN DER HEYDEN

Renowned academic, management educator and adviser, expert in justice, governance and business models, INSEAD Chaired Professor in Corporate Governance.



Sébastien OLLEON

Organisation and management expert, Partner and Consultant at Cabinet Grand Angle, CEDEP Program Director.



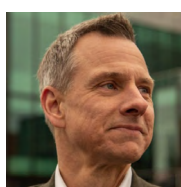
Chris SHERN

Cultural adventurer, international consultant and leadership development expert, Managing Director of International Management Education in Denmark.



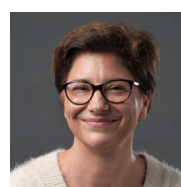
Subramanian RANGAN

Renowned academic, expert in global leadership, Professor of Strategy and Management at INSEAD, The Abu Dhabi Crown Prince Court Endowed Chair in Societal Progress at INSEAD



Christian BASON

Leading expert in transition design and societal innovation, Co-founder of the Transition Collective, former Head of the Danish Design Center, Adjunct Professor at UTS, Sydney.



Marianne RICHEUX

Expert in sustainable supply chains, Senior Manager, Sustainability with Government Affairs Europe and Zero Waste World Program Lead, Brambles.





Impact

PRAGMATIC

The GMP NXT addresses real-life problems faced by organisations. The Strategic Challenges are the common thread tying together the steps of the learning journey and produce tangible results in the workplace.

HOLISTIC

The GMP NXT recognises that today's business realities require tackling problems with an interdisciplinary approach. Topics are covered from fields like sociology, economy, strategy and organisation.

ADAPTIVE

The GMP NXT is a leadership development intervention that reflects the dynamism of a fluctuating world. The structure of the face-to-face modules and virtual content capsules allows for real-time adaptation to emerging needs.

UNIQUE

The GMP NXT offers an unmatched pedagogical architecture, refined over the course of CEDEP's 50-year experience in leadership development. Designed for impact, it is one of the richest development platforms in the world and delivers an excellent return on investment.

Program Details

SET UP

MULTI-COMPANY PROGRAM

Share insights, experiences and knowledge with other companies across varied industries.

FORMAT

Hybrid (combining face-to-face and virtual)

LOCATION

Two locations for the face-to-face seminars:
– CEDEP Campus at Châteaufort, Cély-en-Bière, France
– Global location

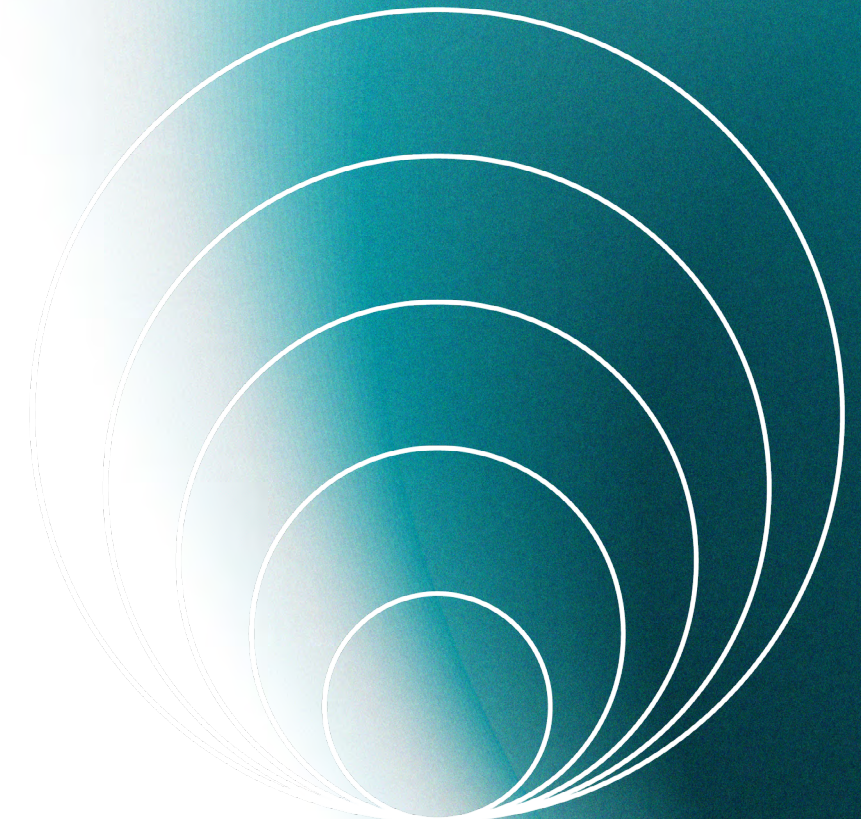
DURATION

5 months:
– A 90-minute virtual kick-off
– A 9-day face-to-face module
 at the Cély-en-Bière Châteaufort' Campus
– 2 x 2-day Virtual Content Capsules
– An 8-day face-to-face module located in a global location
– Half day Virtual Harvest

PARTICIPANT PROFILE

GMP NXT participants include senior leaders with 15 to 25 years' experience who have recently taken up a GM role.

The program is also ideal for leaders who head up or are in the succession plan to head up a global function, or who manage corporate transformation projects.





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



**For more information,
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