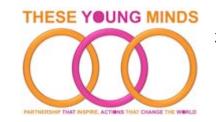


Customised Executive Education Programme On Strategic Leadership for Senior Executives in Emerging Countries $25^{th} - 29^{th}$ June 2012







Centre for Executive Development

Dear distinguished candidates,

As the founder and director of These Young Minds and working in Collaboration with Aston Business School, we would like to warmly welcome you to the Executive Education Programme on Leadership. We hope your time here will be productive and enjoyable.

At These Young Minds, we can help you achieve your potential through highquality education and training at world leading institutions. We aim to help high calibre candidates to become better equipped for business and help employers develop their employees with maximum effectiveness.

The aim of the leadership programme at Aston Business School is to provide candidates who want to enhance their capacities as Senior Directors and Managers with stimulating opportunities in terms of intellectual environment, coupled with real life experience from the faculty and fellow cohort.

The great feature of attending an executive education programme through These Young Minds is that you will be engaged in a specifically tailored programme for African Senior Directors and Managers, delivered by a faculty on the forefront of analysis in their field at one of the worlds most renowned business schools.

On behalf of the executive education team at These Young Minds and Aston Business School, We look forward to helping you reach higher, by maximising the skills that you have available to you, in today's demanding market place. We wish you success on the programme and hope our relationship will not cease after the programme but will be a sustainable as well as cordial affiliation.

Alim Abubakre, MBA
Founding Executive Director
These Young Minds

Paul Butler *Executive Development Director Aston Business School*





Leadership Programme

Aston Business School in partnership with These Young Minds are pleased to present a 4-day exclusively tailored programme outline for senior level managers and directors from Africa. The overall objective of the programme is to develop the delegates' capacity as a senior manager to view business problems from a leadership perspective and to apply innovative approaches and sound business judgement to solve them.

Key Learning Outcomes

From Aston Business School comes an incisive new programme, tailored exclusively for today's African business market, to equip leaders to

- paint their own high-level picture of global contextual business opportunities and
- develop clear context-specific perspectives on authentic leadership with which to
- build their organisation's capacity for change in order to ensure sustainable 21st century organisational competitive advantage.

Programme Candidate

The ideal candidates for the programme include:

- Senior Managers engaged in leadership roles in prominent local companies and internationally based firms with operations in emerging markets
- Functional Directors aspiring to climb the leadership ladder in their organisations
- Senior public sector cadres involved in policy and strategy formulation
- Senior Officers in Government sponsored economic and industry agencies
- Senior Consultants working on large infrastructure projects

Deliverables

- Customised programme tailored for Senior Executives from emerging countries, delivered by world-class faculty.
- Certification from ABS which stands as **one of the top 1% of business schools in the world**, amongst the elite to hold triple accreditation from EQUIS, AMBA and AACSB guarantees relevance, pertinence and quality.
- Simulation developed by INSEAD and IMD.
- Working visit to Jaguar Land Rover (STC).
- Networking session with Institute of Directors (STC)



THESE YOUNG MINDS

Centre for Executive Development

	Day 1 – content	Paint a high-level picture of the global contextual business opportunities
AM	African Context & Challenges: i.e. • China's influence • Western legacy • "problems & implications"	What transition is taking place? Context: Nothing that the participants don't know, but a lens through which they can visualise what they live. Poor infrastructure, no real systems, limited electricity, high cost of capital, short-term lending What can help them in this phase to transform their African organisations into world class operations? What is the next set of competencies they need to develop? In this session we will open up all of the issues of where they are now and, from that, map the journey China is a good place to start as it is making a lot of inroads into Africa. China needs natural resources and Africa has them e.g. oil. The overriding big issue is globalisation. Organisations are used to operating in a protected market. How will they operate globally?
PM	 Competition: Foreign companies in Africa External market opportunities for Africa Sectoral analysis: Oil, Public, Banking, Finance, Telecom 	Trade between African countries is nearly nil. Africa trades more with the UK than with other African nations. Mind-set needs to be challenged. Legislation, confidence, Trade barriers Consider significant companies operating indigenously in Africa Dangote – whose CEO in Forbes rich list. Cement, beverages: conglomerate. Bi-Courtney – airline, expanding to other BRIC countries Use strategic (Porter's 5 Forces) options to map context. Leaders can't strategise. We won't explore the mechanics of strategising but the understanding of where leaders need to take their organisations, the creation of a leadership vision
	Synthesis by group	



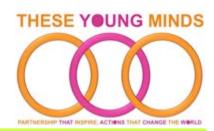
THESE YOUNG MINDS

PARTHERISHIP THAT INSPIRE, ACTIONS THAT CHANGE THE WORLD

Centre for Executive Development

	Day 2 - content	Develop clear context-specific perspectives of authentic leadership
Morning	Leadership in an emerging market context i.e. • Parochial style • High power distance • Nepotism	Leadership in transition - to understand what is permissible and necessary, what are dominant leadership behaviours, to use issues such as power distance to draw out many things – i.e. top down management, centralised decision-making, abusive behaviour, cronyism - on the negative and positive side; to consider indigenous leadership styles i.e. paternalistic leadership Charismatic visionary leaders; few people in which both these traits are available Questionnaire – case studies/analysis, exercises, videos Issues of trust - on a one-to-one basis and also on behalf of the corporation
Afternoon	Leadership in a developed market context The importance and practice of Vision, Innovation, Transparency & Ethics Planning horizons	What are the advantageous and adverse side of participative leadership? What does leadership in an entrepreneurial culture look like – awareness of the need to do things differently, to source opportunities? How do leaders develop an intrapreneurial culture – promote innovation and improvisation, how do they master this to become effective leaders? What have industry captains looked like – successful examples from the west? This will be as a challenge to them, not a recipe, unpacking a set of tools to consider why did this work, why might it or might it not work in Africa. Authentic leadership v transformational and effective leadership – flexing to be authentic and flexible – paradigms and options to explore
Evening		Local networking event – IOD or Birmingham Forward & Future





Centre for Executive Development

I NOGRAMME OUTLINE				
	Day 3 - content	Build organisation's capacity for change		
Morning	Simulation: • Leadership through influence • Leadership communication • Followership	Participants as change agents; tactics for influencing others for change 4 phases –(AITA) Awareness Interest Willingness to trial Acceptance Communication is essential to convince the key people in the organisation		
Afternoon	Change Management Strategies:	Observations from the simulation Creating an organisational capacity for change Managing African talent in the context of change Who are the change drivers - in an emerging context, in a developed nation context? How best can leaders manage human performance? What are the barriers of change - using exercises to personalise the understanding What are the global forces for change - challenges to the euro, fear of double-dip recession, interconnectivity of the developed world's financial and insurance systems		
Evening	Site Visit – JLR			



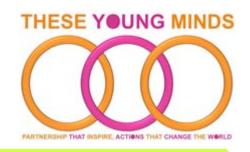
THESE YOUNG MINDS

Centre for Executive Development

	Day 4 – content	Provide for sustainable organisational competitive advantage
Morning	Managing for high performance:	Strategic HRM systems that underpin high performance How to link outcomes to performance Impact on satisfaction, motivation & commitment of different HRM policies and procedures Hard performance management measures Productivity given infrastructure issues – McKinsey's research
Afternoon	Organisational structure Transitional leadership Implications & debriefing Synthesis and action points Close & Departure	Understanding that we are all part of a structure Possible optional structures to support people and organisations towards high performance Cases of SMEs and Multi-Nationals – organisational structures What have I learned? What am I going to apply and do differently?
Evening	Depart	

'I am very impressed by the quality of both the teaching and the facilities at Aston, but most of all by the School's commitment to add value through partnership, which exactly matches our business philosophy.'

Noel Watson, Chairman, Jacobs Engineering



Aston Business School brings a 60 year track record of successfully devising and delivering globally relevant business education. Our peer-tested fresh insights spring from what the 2008 Research Assessment Exercise (RAE) judged to be 'world leading' and 'internationally excellent' research. Our standing as one of the top 1% of business schools in the world, one of a very few to hold triple accreditation from EQUIS, AMBA and AACSB guarantees relevance, pertinence and quality. Aston Business School has the highest accreditation possible by EQUIS, the international quality accreditation body for high performing business schools. EQUIS attaches particular importance to the creation of an effective learning environment that favours the development of students' managerial and entrepreneurial skills, and fosters their sense of global responsibility.

This unique Africa-focused leadership programme from Aston Business School includes:

- Two subject matter experts, globally renowned eminent Professors, to guarantee 20:20 vision, coherence and depth
- A dedicated Programme Director to lead the business simulation, and to facilitate discussion and synthesis
- Opening guest business speakers for robust exchanges of views
- A business simulation, created by professors from Insead and IMD, to develop personal awareness of self as an agent for change
- A site visit to Jaguar Land Rover subject to availability, confirmation and appropriateness of dates

These Young Minds partners with top International business schools that offer unique Executive Education programmes, designs and delivers dynamic development programmes for directors and senior managers across the private and public sectors of emerging countries. Through these capacity development programmes we business professionals, prepare managers, leaders, and senior executives who strive for professional and personal growth for new levels of leadership in their careers and in the process enhance their organization's productivity. As best management practices continue to evolve, with consequent challenges and opportunities, the need to help leaders prepare for change in a competitive environment, adapt to the everchanging business landscape and achieve operational excellence and business results through Executive Education programmes cannot be overemphasised

I regard the These Young Minds Executive Education programme as the best I have attended in recent times. Not one of them, but the very best as it was humanly perfect.

Peter Atolo Irene Executive Director (Finance & Admin), Union Assurance







Professor Pawan Budhwar

Associate Dean Research

Pawan Budhwar is a Professor of IHRM and Associate Dean Research at Aston Business School. He is also the co-founder and President of the Indian Academy of Management. He has been on the faculty of Cardiff Business School, MD University, India and a visiting professor to Universities of Trier, Toulouse, Saarbrucken, ADHEC and MDI (India). Pawan's research interests are in field of people management with a specific focus on India and he has written/edited nine books and published over 70 articles in leading journals. He is on the editorial board of ten international journals.



Prof Sam Aryee

Director Research Degrees Programme

Sam is primarily interested in cross-cultural research in the areas of strategic human resource management, employee-organisation relationship, organisational justice, power and politics in organisations, counterproductive workplace behaviours and work-family interface. He sits on the editorial boards of *Journal of Applied Psychology, Journal of Management Studies, Management and Organization Review*, and *Journal of Organizational Behavior* and was previously an associate editor of *Journal of Occupational and Organizational Psychology*. He also reviews (on an adhoc basis) for *Academy of Management Journal* and *Journal of World Business*.



Paul Butler

Executive Development Director

Paul joined Aston Business School at the end of 2010 having worked as the Programmes Manager for Professional Programmes at Warwick Manufacturing Group at the University of Warwick since 2006. Whilst at WMG, Paul managed the open programmes up to and including Masters Programmes and worked with client companies to develop bespoke education interventions ranging from individual modules to full Programmes. Throughout his career both in the engineering/manufacturing industry and in education Paul has always worked with clients to develop the capability of individuals and then by ensuring that academic learning is transferred back into the business delivering measurable added value. A proven communicator Paul is able to see the big picture whilst also paying attention to the small details to deliver bottom line improvements.



Cora Lynn Heimer Rathbone BA MBA FCMA

Director of Executive Education

Cora Lynn joined Aston Business School as Director of Executive Education having worked as an Executive Development Director at the Cranfield School of Management's Centre for Customised Executive Development since 2002. Whilst at Cranfield, Cora Lynn won and directed customised commissions, working collaboratively with board directors, the management ranks and internal HR teams to design and deliver transformational interventions.

As an executive coach, she coaches individuals in pursuit of dynamic organisational development. Her clients have included: L'Oréal, Oracle, EDF Groupe, BNFL, France Telecom Orange, Mobinil, Virgin Mobile, Stuart Milne Group and MacIntyre Care

APPLICATION AND FEES

How to Apply

- To apply please visit: http://goo.gl/slp3D
- Applications are requested at least 6 weeks before the programme start date

Alternatively, if you would like to request **further information**, or would like to **apply by phone/email** please contact the **admissions team** at:

Alim Abubakre
These Young Minds
Tel: +44 (0)798 3128450

Email: a.abubakre@theseyoungminds.co.uk

Or

Paul Butler CEng FIMechE Executive Development Director Aston Business School Tel: +44 (0)121 204 3071

Email: p.butler@aston.ac.uk

Fees

Stated fees are based on a minimum of 15 delegates and a maximum of 24. The fee per person is £4,200.00 (5% discount applies for payment received by 24th of March). The fee covers 4.5 days tuition (28 hours), feeding, and accommodation at Aston Business School.

Payment details can be found on the Registration form

Programme fees includes:

- Four nights accommodation at Conference Aston (Birmingham, UK) in a standard room for single occupancy with arrival on Monday, the day before the programme formally commences.
- Four days of full board (excluding alcoholic beverages and soft drinks) at Conference Aston, starting with dinner on the day of arrival and finishing with afternoon coffee on the final day of the programme.
- A pre-programme Monday afternoon guest speaker event organised by These Young Minds with a local business professional association
- Four fully-packed action-learning programme days and associated faculty materials, addressing topics highlighted above, spiced by a simulation, site visit and local evening networking event.

Transport to one site visit (Jaguar Land Rover subject to confirmation).

*Participants will in addition need to cover their own transport costs (arrival and departure to and from Aston Business School / Conference Aston plus any additional journeys).

Terms and Conditions

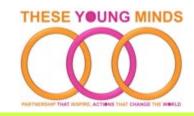
Cancellation and Postponement Policy:

Cancellation made after visa processes have begun will be refunded less visa, admin and full course fee. For cancellations made between 3-4 weeks of training commencement date, refunds will be made less 50% of course fee plus administrative charges. No refunds where cancellations are made 3 weeks or less before any training. This course may be rescheduled instead. These Young Minds will do its best not to cancel or postpone any of its scheduled programmes. However, if for any reason a programme is postponed, the programme participants will be notified at least seven (7) days prior to the scheduled programme date by phone and/or email. In this regard, a participant may reschedule for a future programme. These Young Minds is not responsible for travel expenses in the event of a programme cancellation. These Young Minds reserves the right to postpone a programme if necessary at any time.

In the event of postponement, registrants will be given the option of a refund less admin and visa fees or attend on the new dates at no extra **cost**.

* Participants who fail to attend the programme will forfeit all payments.





Centre for Executive Development

Customised Executive Education Programme On Strategic Leadership for Senior Executives in Emerging Countries 25th – 29th June 2012

Aston Business School in partnership with These Young Minds are pleased to present a 4-day programme outline for senior level managers and directors from Africa. The overall objective of the programme is to develop the delegates' capacity as a senior manager to view business problems from a general management perspective and to apply innovative approaches and sound business judgement to solve them

_