

# ACHIEVING MANAGERIAL EXCELLENCE PROGRAMME (AME)



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



# MEETING OF MINDS

CEDEP is a global,  
executive education club,  
where minds meet,  
grow and succeed together.

We are a unique, well-established close and collaborative learning community of international members from diverse and non-competing industries. Our members understand the value of building long-term relationships, active participation, open exchange and leveraging our collective intelligence.

We are rooted in the real world and driven by the real-life challenges of our community. We go further and dive deeper than a traditional business school, which leads to innovative, highly relevant and actionable learning.

Our independence means we are free to bring together experts and faculty from many of the world's top business schools and our extensive network of learning partners to work with our members.

We co-create highly-personalised custom programmes and open multi-company programmes focused on leadership development

in small, dynamic and highly participative groups which can be delivered in person, online or as a blend of both.

We always challenge conventions and assumptions. We inspire new and empowering thinking from the inside out building internal capacity and ownership.

We are co-run by our member companies who believe in a humanist philosophy and approach. We focus on long term and lasting organisational development.

We are based in the Fontainebleau forest and share a campus and origins with INSEAD. We were created 50 years ago by pioneering entrepreneurs as the first membership organisation dedicated to executive education. We are now an independent, not-for-profit club with international members.

In an ever changing and uncertain world we choose to work together to make the world a better place for us all.

Together, we are better.  
Together, we are stronger.

Together, we are CEDEP.





# OVERVIEW

## What made you successful until now might not be what will make you successful in the future

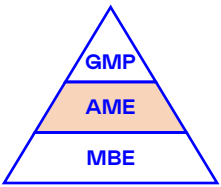
The CEDEP AME is a fully-immersive 9-day programme that helps managers and functional leaders develop a wide range of soft skills crucial for success in our interconnected and competitive world - where functional expertise alone is no longer enough.

Instead, today’s leaders are required to develop an enterprise perspective and collaborate across functions, business units and regions to have real organisational impact. Connecting with stakeholders beyond the functional specialty is vital to gain support for new ideas and execute them successfully. This is where soft skills for business become essential.

## Your real-life business challenge project

AME reinforces your ability to lead and follow in today’s constantly changing, high-pressure and volatile business world.

Real-life business challenges are at the core of this collaborative programme. You will be asked to bring a relevant challenge or project concept to the sessions and apply your deep-dive learnings as the programme evolves. You will acquire a profound knowledge of yourselves, your decisions and other perspectives to better analyse situations and solve problems in a more pragmatic and impactful way.



*The CEDEP AME is the second tier of our three flagship programmes which are designed to complement each other or can be taken individually*

9 days of transformation

CEDEP campus in  
Fontainebleau, France



Transition from doing  
it yourself to getting  
things done with and  
through others

Soft skills are the traits and techniques needed to make you excel as a transversal leader.

# 01

## Create the context and opportunity for change

Learn how to leverage collaboration to make change happen and bring ideas to fruition. Enhance your emotional intelligence to better guide and influence diverse parties. Practice the art of listening and crafting powerful questions to break down barriers. Increase your self-awareness and explore which of your current capabilities will help or block you from effectively managing your business.

# 03

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

Be able to manage virtual teams and make good decisions across distance and different cultural realities. Learn to build a powerful network to gain support for your ideas, enhance leadership capacity and drive change.

# 02

## Navigate the corporate landscape effectively to engage commitment

Learn how to get things done without formal power. Improve your relational approach to get the buy in from different stakeholders and nudge people in the right direction. Develop skills in managing upward and sideways as well as managing yourself and your own team.

# 04

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

Become fully aware of yourself as a manager. Learn the tools and techniques to engage and motivate people, increase personal impact and lead difficult conversations. Take care of yourself and the people around you and learn how to manage stress under pressure while increasing performance. Develop your resilience in today's ever-changing and uncertain world, as you are building your career.

# PROGRAMME OBJECTIVES

Rooted in the real-world and driven by real-life challenges, AME is highly-interactive and helps you adopt the right mindset and tools to foster collaboration and drive team performance based on your experiences, personality and background.

The programme takes you on a personal and professional journey to develop the soft skills for business you need to make the shift from doing things yourself, to getting things done with and through others.

AME is structured to enable participants to network, share and learn from the experiences of others. By collaborating with managers from diverse cultures and industries, you will integrate your learnings and receive the feedback required to understand your behaviours and the current impact of your leadership style.

By practicing with other managers from diverse cultures and industries, you will integrate the learnings and get the feedback needed to understand yourself, your behaviours and the effect of your current way of managing people.

This collaboration reveals how to break free from personal restraints and provides more clarity on how to solve problems and conflict in a variety of real-life situations.

By applying your learnings from the programme to your individual business challenge, you will create a comprehensive and actionable strategy for implementation within your organisation when you return the workplace.



“The CEDEP AME teaching and personal coaching was a truly life-changing experience!”

**MORTEN KOLBERG**  
Director Manufacturing Experience, NNE (Denmark)





CEDER,  
WHERE MINDS  
MEET TO  
INSPIRE NEW  
THINKING



# WHY CEDEP AME?

In the time 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: truly human traits like creativity, empathy, intuition, and connecting the dots.


These soft skills, although they set us apart, are less tangible and therefore not usually taught on the job. But these personal skills are crucial for managers in broader and strategic transversal roles. Managers need to be able to network, use persuasion, and guide and inspire diverse stakeholders beyond their own domain to get support for their ideas and make sure their ideas are being executed.

Therefore, the more you develop these skills, the better you are as a leader and the more impact you have driving successful, productive companies with fulfilled and inspired workers.

The programme teaches you essential soft skills and new behaviours to remove limitations and old patterns to provide you with new mindset tools. You are given the time and space to practice what you have learned and break out of your old patterns.

Incorporating a real-life business challenge with deep-dive learning, networking, and sharing with peers from a wide range of nationalities and diverse industries, makes the programme a unique and powerful experience of personal growth, and invaluable for creating high-impact, effective managers of the future.

Create the right context for change



## Collaborate effectively across functions, cultures, and geographies

# PROGRAMME BENEFITS

The CEDEP AME programme takes you on a true journey of transformation. You will:

- Be able to create the right energy and context to drive change
- Understand how you need to reallocate your time to increase your impact
- Acquire a deep knowledge of yourself, your decisions and other perspectives to better analyse situations and solve problems in a pragmatic way
- Become a better manager. Inspire and persuade so you can get things done with and through others, and drive a fulfilled, productive team
- Learn how to collaborate effectively across functions, cultures and geographies and boost efficiency by turning inter-cultural differences into an asset
- Go back to work re-energised, with new ideas, and concrete actionable steps on how to drive your leadership challenge forward
- Have the skills and confidence to give your teams the support they need to implement a 'ripple effect' within your organisation

“The AME programme at CEDEP was an extremely powerful educational experience that exceeded my expectations, expanded my knowledge and was a powerful outside-in experience!”

**VALÉRIE REYNAUD**

Directrice des compétences et du développement des talents  
Renault Truck

“What got you here won't even keep you here.”

**NANA VON BERNUTH**  
Programme Director





“The technical skills we teach today will not be relevant in ten years but soft skills will remain.”

**NANA VON BERNUTH**  
Programme Director

# PROGRAMME DIRECTOR



## NANA VON BERNUTH

Nana is a Professor and Business Coach with a focus on leadership, strategy and innovation. Her passion lies in helping people transform learnings into action.

Since 2003, she has been combining consulting, research activity, programme design and teaching at CEDEP and INSEAD, which allows her to remain at the forefront of the latest insights and developments in these fields.

Nana collaborated with Morten Hansen and Jim Collins on their books ‘Collaboration’ and ‘Great by Choice’, respectively, as well as with Herminia Ibarra on her book ‘Act Like a Leader, Think like a Leader’ on how to successfully step up to leadership. Her work on ‘The 100 Best-Performing CEOs in the World’ is published each year in Harvard Business Review.

Prior to her academic career, Nana was a senior management consultant with KPMG Corporate Finance in Berlin and Milan. Companies she has worked for include: LG Electronics, Johnson & Johnson, Santander, Starwood Hotels, Renault, EdF, Lego, as well as a lot of small and medium-sized companies.

Since 2016, she has been on the board of the Artificial Intelligence company Addventa, Paris. At CEDEP, Nana leverages her deep experience in designing leadership development programmes globally. She coaches and teaches on the Strategic Challenge projects of the CEDEP GMP (General Management Programme) participants and directs several CEDEP custom programmes.

## A COLLABORATIVE LEARNING COMMUNITY



**CHRISTOPHE GILLET**  
Ex Director of Business Innovation for SONY Business Europe, Specialist in Innovation, Transformation, Change Management and Leadership



**GINO PEREMANS**  
Transformational executive coach



**THOMAS HELLWIG**  
Medical Doctor, Adjunct Professor of Organisational Behaviour at INSEAD



**JENS MEYER**  
(DEAN OF CEDEP UNTIL DECEMBER 2019)  
Adjunct Professor of Corporate Strategy at INSEAD



**ANDREW SHARMAN**  
Professor and Best-Selling Author



**LIRI ANDERSSON**  
Founder of this fluid world, Global Business Strategist, and Lecturer



**SIMONE-EVA REDRUPP**  
Adjunct Professor, Keynote Speaker and Business Coach at INSEAD



**DIDI HOPKINS**  
Actor, Director, Trainer and Coach in Leadership Development



# KEY THEMES

## Wake-up call - Replacing your old brain with a new one

Uncover where your mental models are blocking change. And learn how to use collaboration to make change happen and convert ideas to action.

## Insight fair

A fast-paced and exciting way for you to share your business challenges and identify the root cause vs tackling the symptoms. In addition, learn how to ask powerful questions – one of the most important leadership skills today.

## Balancing people and performance: Experiential learning

You will undergo a suite of experiential exercises in the Fontainebleau Forest where you will need to make decisions under pressure. Through direct reflection on your reactions in the moment, you will learn how to adjust your behaviours to balance people and performance. It is not either people or performance - both are needed to move your business challenges forward.

## Balancing EQ and IQ

Develop the ability to monitor your own and other people's emotions, and use this information to guide behaviours, get the buy-in and support you need, and create the right context to enable change and innovation.

## Feedback coaching

How do my current capabilities block or help my transformational journey? Successful managers recognise their key strengths and continuously look for small but significant behavioural changes.

## Getting things done when you don't have formal authority

Using an engaging and realistic computer-based change simulation, you will experiment and test your change management skills and your ability to build relationships and align the team in order to convince your organisation to embrace and implement your new project.

## Stakeholder matrix, fair process & challenge workshop

Learning this integrative approach to actively engage and connect with people and teams by listening more, asking more and telling less. This encourages all those impacted or involved to support your business challenge.

## Developing people and performance

Explore the developmental challenges and personal transitions you go through as you move into roles requiring more leadership skills. Also, the deeper personal challenges involved in managing other people.

## How do you allocate your time?

Through a co-coaching exercise, you will explore how you need to reprioritise your time and energy and adjust your behaviour in order to successfully transition from doing things yourself to getting things done with and through others.

## Power of networks

Learn strategies to build and use networks more effectively to help develop your leadership capacity and career, and connect to different units and stakeholders beyond your specialty area to get support for your ideas and make sure they are being executed.

## Decision making in uncertainty

Decision making has never been more challenging. Develop the necessary understanding, mindset and skills to turn decision making into a competitive advantage, giving your organisation the best opportunity for success in an uncertain business environment.

## Understanding diversity and culture

Learn how to work effectively and sensitively with counterparts in the global marketplace where different cultural realities characterise the mentality of people and how they achieve results.

## Turning negotiation and conflict challenges to your advantage

We all negotiate. Every single day. Often without even realising it. Surprisingly our negotiations continuously succeed or fail for the same reasons. In this session you will receive the keys to make your negotiations more intelligent and increase the chances for success. You will learn how to bend every negotiation from a stressful tug-of-war into an interaction that creates compelling opportunities.

## Communication: impact, influence and inspiring through story

Learn tools and techniques to increase your personal impact and communicate effectively. This includes methods to engage and inspire people, storytelling as well as how to lead difficult conversations.

## Resilience, stress and energy management

Learn how to manage stress, and see where the boundary between positive 'eustress' and 'distress' lies in order to develop resilience and monitor your mental state. You will also learn how to uplift the energy of your team, while boosting your own to enhance working conditions.

# C - CREATE



# PROGRAMME DETAILS

## SET UP

This programme can be experienced in two ways

### Multi-company programme

To share insights, experiences and knowledge with other companies across varied industries

Or

### Custom programme

Highly personalised solution based on your culture, current business challenges and strategic issues

“The AME programme was a refreshing experience that provided a strong small group learning experience with distinguished experts and world class faculty that helped elevate our collective intelligence.”

ABDUL QADIR MALIK  
Project Leader & Administrator L'Industreet ,Total SA

### FORMAT:

In person

### LOCATION:

CEDEP campus in  
Fontainebleau, France

### DURATION:

9 days

### IDEAL PARTICIPANT

The CEDEP AME Programme 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. 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, breakdown silos, have more responsibility, and lead larger transversal teams.

*As one of our three flagship programmes the CEDEP AME Programme on soft skills can be followed as a complement to the CEDEP MBE Business Fundamentals curriculum to obtain a comprehensive set of managerial skills.*

# OUR MEMBERS AND ECOSYSTEM

## MEMBERS

Bekaert, Biomérieux, Brambles, BMS, CGG, Daher, Garrett, ITT, L’Oréal, Moët Hennessy, NNE, Renault, Safe, Transvalor, Tata Steel

## ECOSYSTEM

Adisseo, Aditya Birla, Crédit Agricole, Danone, Europool, Havas, Honeywell, HSBC, Orange, Prevor, RATP, Renault Truck, SCOR, Sodexo, Total, Sanofi, Valeo, WTS Global







**Muriel Pailleux**

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