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CITY UNIVERSITY OF LONDON STRATEGIC LEADERSHIP PROGRAMME

13-16 JUNE 2022

**AN EXECUTIVE
EDUCATION**

Delivered in
London, UK
by Bayes
Business School
(formerly Cass), City,
University
of London

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BUSINESS SCHOOL
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LEADING EXCELLENCE

Global Reach

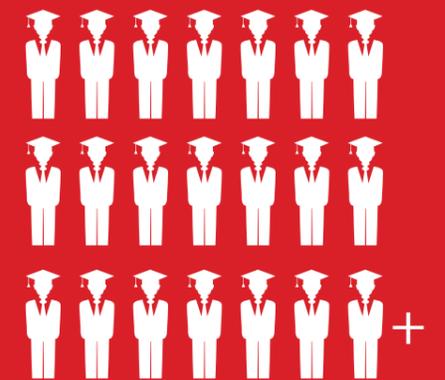


The BIBF qualifies over 20,000 learners a year across all major business disciplines and economic sectors. Since its establishment, it has provided training and development opportunities in 64 countries giving the institute a global footprint.

The BIBF has delivered training to over

360,000

Students since its inception in 1981



BANKING & FINANCE

ISLAMIC FINANCE

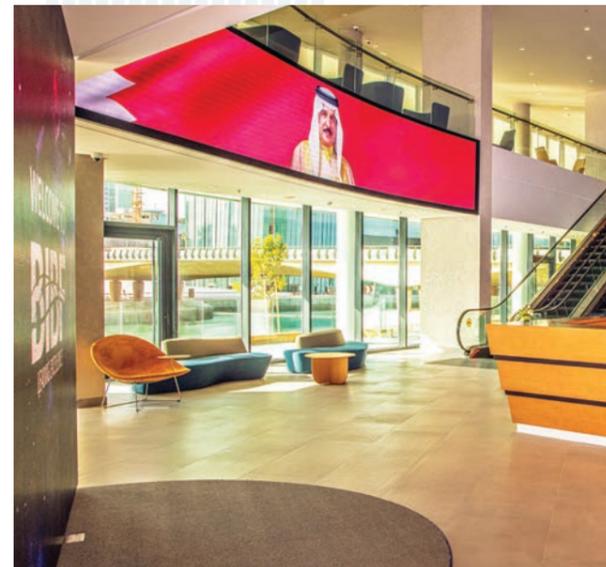
DIGITAL TRANSFORMATION
& PROJECT MANAGEMENT

INSURANCE

LEADERSHIP &
MANAGEMENT

EXECUTIVE EDUCATION

ACADEMIC STUDIES



Overview

Today's leaders and managers must deal with high levels of uncertainty, an ever-changing competitive landscape and diverse virtual teams. This Strategic Leadership Programme will provide participants with evidence-based, cutting-edge tools and frameworks to succeed in today's uncertain business environments. The programme will cover high-level leadership skills, such as strategic decision-making for leaders (2 days) and building networks and collaboration across silos to fast-forward a leadership career (1 day). The skills, mindsets and behaviours unpacked during the first three days of the programme will then be put into practice to understand one of the most exciting and growing trends of our current time: the diffusion of Environmental, Social and Governance metrics to evaluate companies and the key leadership challenges posed by these metrics (1 day).

The programme will be composed of 3 modules over four days:

1. ESG Leadership: Leading Environmental, Social and Governance (ESG) challenges (one day)
2. Strategic Decision-Making for Leaders (two days)
3. Fast-forward your Leadership Career: Build Networks and Break Silos (one day)

Learning outcomes

- Understand how strategic leaders make good decisions and how to establish a discipline of good decision making in your organisation and professional life.
- Learn how to analyse and remove barriers to good decision making, including social and psychological biases, thus creating the right environment for great decision making.
- Learn how to build information-rich and opportunity-driven professional networks and how to collaborate across cultural, professional and geographical barriers.
- Learn how to master the leadership challenges posed by the increasing emphasis on Environmental, Social and Governance (ESG) issues and metrics.
- Learn how strategic leaders think and act to solve new and complex problems.

Programme Fees: BD 3500/- exclusive of VAT

Programme Date: 13 -16 June 2022

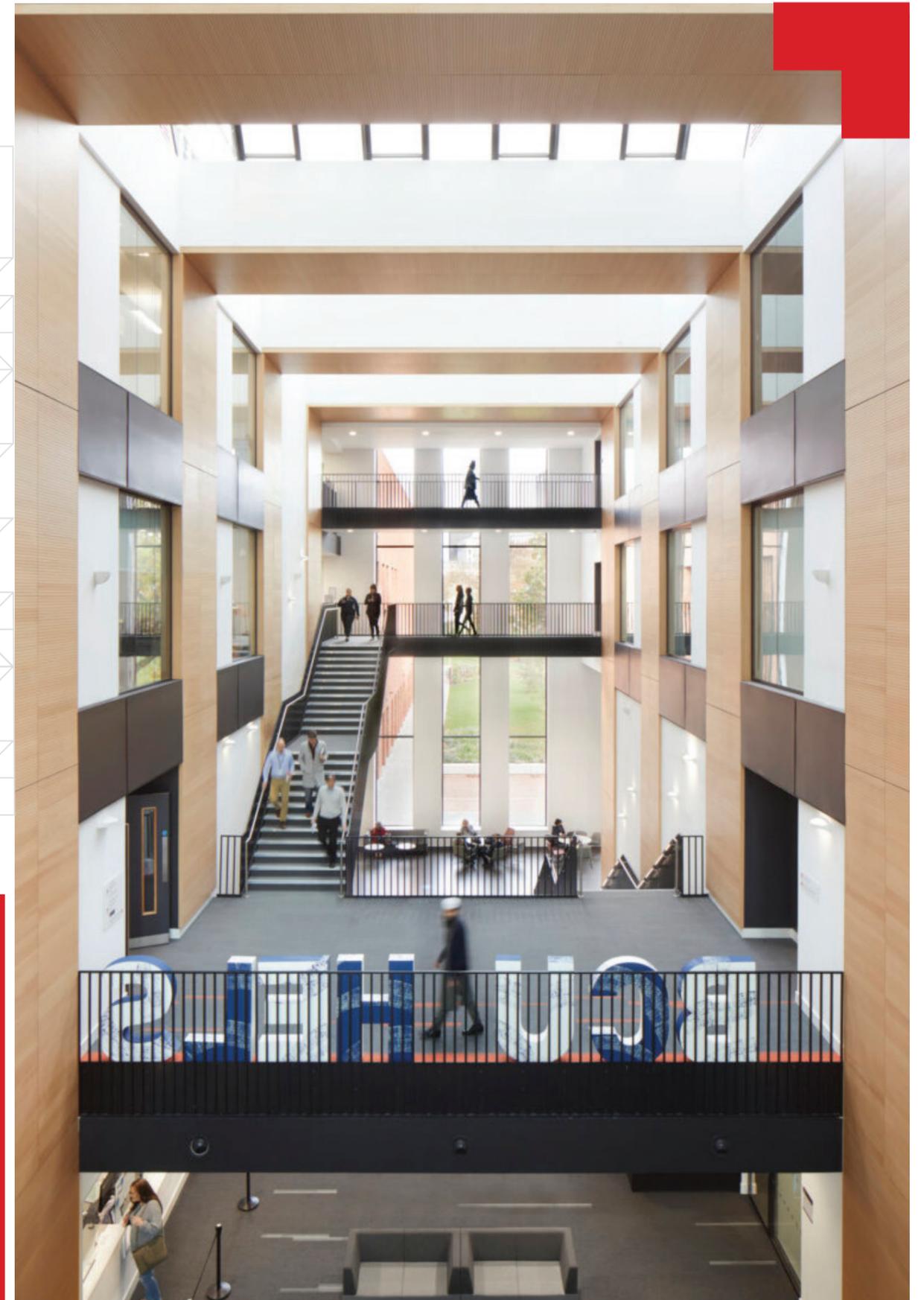


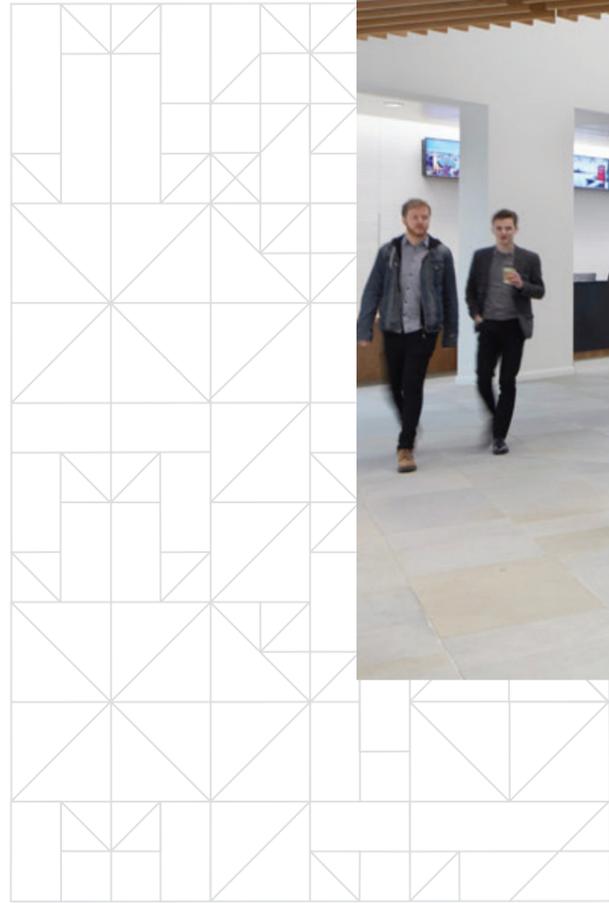


ESG Leadership: Leading Environmental, Social and Governance (ESG) challenges
1 Day (½ day ESG + ½ day Game)
June 13th, 2022

Professor Daniel Benz

The session will introduce participants to the leadership challenges posed by the new Environmental, Social and Governance (ESG) metrics by which investors increasingly evaluate companies around the world. The session will start with a role-play game that places participants in the shoes of the CEO of failed Wall Street bank Bear Stearns, one day before its crisis in March 2008. It will continue with a evidence-based discussion of how leaders should communicate with investors and other stakeholders, focused on the Spanish sovereign debt crisis of 2012. In the second half of the session, participants will consider the dilemma faced by senior executives at British insurer Aviva, who had to decide whether to divest or not from a lucrative mining company with a controversial track record in human rights. This will be followed by a evidence-based discussion of "engagement," that is, the tendency of investors to actively lobby companies to improve their social or environmental track record. The discussion will be based on the case of engagement pioneer Interfaith Centre for Corporate Responsibility. Taken together, the session presents participants with the latest leadership challenges posed by ESG metrics worldwide and particularly from the perspective the City of London, equipping them with best practices to deal with such challenges. Overall, the session will leverage the City of London's unique experience and expertise of to learn how to lead global ESG challenges.to lead global ESG challenges.





Strategic Decision-Making for Leaders
2 Days – June 14th and 15th, 2022

Professor Laure Cabantous

This is a highly experiential module that blends theory and practice. Participants will learn a framework for analysing and making complex decisions that incorporates multiple stakeholder perspectives; discover our human biases and the way we are all affected by them as well as strategies for diffusing them. Participants will learn to apply decision-making tools to analyse situations as well as key pitfalls of intuition, leading to smarter decisions that achieve better results. As a result of the programme, participants will be able to transfer their learning to the workplace and have confidence in the strategic decisions they make.

On the first day, the session begins by looking at the theory and frameworks behind effective decision-making and focuses on process over outcomes. Participants will explore how to master the key principles of behavioural decision science and equip themselves to make decisions that are complicated by the constraints of time pressure, imperfect data or too much data. On the second day, participants will work in small groups on decision-making tools, analyses and cases while gaining hands-on experience on modelling objectives, trade-offs, uncertainties, and risks. The day has two main objectives, to create a safe environment for participants to get input and feedback from their peers and to enable participants to work with these tools after they return to their organisations.



**Fast-Forward your Leadership Career:
Build Networks and Break the Silos**
1 Day – June 16th, 2022

Professor Santi Furnari
Associate Dean for Executive Education

In today's uncertain business world, leaders need to think outside the box and leverage relationships that break the silos typically characterising industries (external silos) and organisations (internal silos). Hence, being able to build and nurture effective cross-silos networks is critical to fast-forward a leadership career and business growth. This session will develop the skills, mind-sets, and capabilities needed to leverage networks and opportunities across silos in industries and organisations. Many opportunities for growth and leadership development are missed because they fall into the cracks between silos, but can be leveraged by enhancing collaboration and networking across silos.

The session will include a group-level, interactive simulation to practice different networking styles and identify the right style for different types of leaders and situations. In addition, the session will include a self-assessment exercise where participants will reflect on their own professional networks using evidence-based network metrics. This will in turn inform an exercise about various strategies to further enhance one's networks. Overall, the day will be based on the most up-to-date thought leadership and will be highly interactive.



Speaker Biography



Professor Santi Furnari

*Professor of Strategy
Associate Dean for Executive Education
Bayes Business School, City, University of London*

Santi Furnari is Professor of Strategy and Associate Dean for Executive Education at Bayes Business School, City, University of London. He held visiting faculty positions at the University of Chicago, the Judge Business School at the University of Cambridge, and Kellogg School of Management at Northwestern University in Chicago. He obtained his Ph.D. in Business Administration and Management at Bocconi University.

Professor Furnari works with executives in the areas of strategic leadership, business models, organisation design, collaboration across silos, negotiation and influence skills, and generative networking for business. He has been involved in the design and delivery of several Executive Education and Strategic Leadership programmes for companies such as the ABB, BBC, Barclays, Fullers, Inmarsat, Nokia, Odgers and Berndtson, SimCorp, Symantec, and Weber & Shandwick, as well as for professional associations, such as the Asian Banking School and the Association of Insurance and Risk Managers in Industry and Commerce (Airmic). Prof. Furnari has also served as a consultant for small start-ups and large companies in a variety of sectors, including creative and high-tech industries.

Professor Furnari does research on innovation, business models, organisation design and on how to leverage networks for business and collaboration. His research has been published in world-leading academic journals such as the Academy of Management Review, Human Relations, Journal of Management, Organisation Science and Organisation Studies (among others). Professor Furnari's papers have received prestigious awards, including the 2014 AMR Best Paper Award for the best paper published in 2014 in the Academy of Management Review (the highest-ranked academic journal in management in the world).

At Bayes, Professor Furnari teaches "Corporate Strategy" and "Advanced Corporate Strategy for a Globalised World" in the Executive MBA programme as well as "Advanced Strategy Analysis" in the Executive Master of Leadership. He received a Staff Recognition Award by City, University London for the outstanding quality of his teaching and he is regularly ranked as a top teacher by the participants of his executive programmes.



Professor Laure Cabantous

Professor of Strategy and Organisation

Professor Laure Cabantous holds a PhD in Economics from Toulouse School of Economics (France). Prior to being a Professor of Strategy and Organisation at Cass Business School, she worked at Warwick Business School, ESCP Europe and Nottingham University Business School. Laure has a long standing interest in decision-making, both at the individual and organisational levels, and for the management of risk and uncertainty. Among other things, she has studied how insurers make decisions under conflicting and consensual ambiguity; how decision analysts help managers make decisions; and how models support decision-making. She has a specific interest for the (re)insurance industry.

Laure teaches Strategic Decision - Making for Leaders open programme at Cass Executive Education, and has delivered a Masterclass in this area to Airmic (The Association for Insurance and Risk Managers). Laure has also taught in various MBA and Executive education programmes, including a 5-day strategy class developed for supplier chain managers from Rolls-Royce (Executive MSc, Nottingham University Business School).

Her research has been published in journals such as the Journal of Management, Organisation Science, Organisation Studies, the Journal of Risk and Uncertainty and Theory and Decision.



Professor Daniel Beunza

*Professor of Organisational Behaviour
Bayes Business School, City, University of London*

Over the years, Professor Beunza has taught and researched at the intersection of management and finance. As part of this, he pioneered a unique use of anthropological methods to equip bank executives in the City of London with tools to observe, analyze and improve their organisational culture. He has collaborated with the UK's Financial Services Culture Board in the use of qualitative research methods to assess culture in the UK's financial sector. Beunza was Chair of the Academic Board of the Principles for Responsible Investment between 2015-17. Beunza's Executive Education module on financial communication, "Persuading the Markets," has been a top-rated programme at the LSE Enterprise for several years. Beunza has also delivered Executive Education modules at Columbia Business School's Advanced Management Programme and IMD Business School.

Beunza's research explores the ways in which social relations and technology shape financial value. His award-winning study of a derivatives trading room on a Wall Street bank traced the roots of extraordinary returns to the use of space and internal organisation. His more recent book, "Taking the Floor: Models, Morals and Management in a Wall Street Trading Floor" explores how bank managers can offset the moral risks of algorithmic control, and received the 2020 Terry Best Book Award by the Academy of Management and the 2020 Best Book Award by the European Group on Organisation Studies. Beunza has also published in leading academic journals such as Organisation Science, Business Ethics Quarterly, or Organisation Studies.

At Bayes, Professor Beunza teaches "Digital Management" as well as "Ethics, Society and the Financial Sector" in its MSc Programme. Beunza is also the Course Director for the school's flagship MSc Management programme.

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