

NYENRODE STRATEGY CENTER
EXECUTIVE EDUCATION
CORPORATE GOVERNANCE & STRATEGIC LEADERSHIP





NYENRODE STRATEGY CENTER

The Nyenrode Strategy Centers mission is to provide (future) managers and leaders of organizations with cutting-edge strategic knowledge and know-how in order to help them improve their individual and organizational value creation. This goal is achieved in close cooperation with the business world and through technology-enabled tailored learning and academic research about gaining strategic insight, creating corporate architectures and strategy formation and strategy execution and leadership.

The Strategy Center provides several executive programs for non-executives, executives, managers, directors and future directors of national and international businesses. These programs are top-ranked programs in the field of international executive education.

We make a distinction between open programs - based on individual registration - and tailor made programs and specials that focus on providing guidance and support to these target groups within a single company (or a group of companies). Characteristic of these programs is that they are very demanding, combining training and work, and address all managerial qualities, not only the intellectual. A unique learning philosophy is applied, which places a heavy focus on practical matters. The main focus of the Strategy Center's executive programs is on Corporate Governance and Strategic Leadership.



Corporate Governance

The responsibilities and liabilities of non-executive board members have increased enormously. Their accountability in creating value goes beyond the scope of companies, it affects society at large. Being a non-executive requires skill and knowledge in corporate governance and boardroom dynamics in which most professionals are not especially taught or educated. The Nyenrode Powerhouse Corporate Governance provides non-executives and professionals involved with corporate governance with the knowhow to fulfill their supervisory role. At Nyenrode multiple disciplines, legal, financial, strategic and business, contextual and behavioral aspects of corporate governance are integrated in a 'pracademic' (pragmatic academic) approach.



Nyenrode Business Universiteit has a strong history on corporate governance programs. Since 1995 the university develops internationally recognized corporate governance programs for non-executives and other professionals. Unique to the education at Nyenrode is the focus on 'How to execute your role as non-executive'. Participants can enroll in open programs programs as an individual or as a delegate of their company. Specific educational needs are met in tailored corporate governance programs for corporate boards and advisory councils.

The **New Board Program** delivers a new breed of board directors who take responsibility to make sure executive boards effectively manage companies. Participants learn contemporary issues and ways to manage the inner working of boards. They develop a strong sense of obligation and deeper views about board independence, board structure and board processes. The NBP recognizes the increasing international attention

of both the function and requirements of effective supervisory boards, particularly related to director behavior and board decision-making. This program proves its value as it prepares directors to face current challenges; skilled and prepared to deliver.

www.newboardprogram.com

The **NCD-Nyenrode Commissarissen-cyclus** offers perspectives on the role of the Supervisory Board member, non-executive and the Supervisory Board president. The program aims at managers that already have one or more supervisory roles or that are at the urge of retrieving their first supervisory role. In an

interactive setting, professors and guest lecturers offer a number of (Dutch) cases and dilemmas from situations that are daily practice for the non-executive.

www.nyenrode.nl/ncd

Foundations of Corporate

Governance provides the basic principles of, and current development in, corporate governance. The program is particularly intended for people that have no specific background in corporate governance but regularly have to deal with corporate governance issues, and therefore wish to expand their knowledge in

this field. In short, everyone who has to deal with supervisory boards and non-executives. Professors from Nyenrode explain the various aspects of corporate governance, based on their own specializations and practical experience.

www.nyenrode.nl/focg

Corporate Governance specials

Executive boards, non-executive boards and management teams work on basis of a custom made educational program (varying from 1 to 4 days) on specific themes in corporate governance.



Strategic Leadership and Moments of Truth

Executives report an accelerating pace of change in an increasingly competitive business environment, driven by knowledge and technology trends and the forces of globalization. However, CEOs are more likely to rely on their intuition than on data-driven analyses and qualitative information when making business decisions. So, the current complex and dynamic markets, demand new strategic tools to “run and manage” these new dynamics in strategy in order to make sound decisions for your company when Moments of Truth appear.

The Nyenrode Strategy Center has developed a number of programs for various target groups that will give people insight in how to deal with Moments of Truth and that offer the necessary tools to develop the leadership skill needed.



The **Strategic Leadership Program** provides CEO's/managing directors of medium-sized and larger companies with the knowledge and insights they need to make successful strategic decisions. Subjects: Dynamics of strategy, Strategic growth and valuation, Alignment and organizational performance,

Leadership and organizational performance, Integration and presentation of business cases. Peer groups give the opportunity to exchange ideas and insights with experts and colleagues.

www.nyenrode.nl/slp

The **YMP – Your Leadership Development Program** is designed for managers between 30 and 40 years old, recognized by their organization as high potential for management positions with much more responsibilities. They have a minimum of 7 years work experience, and at least two years experience in a leadership role. They are facing a present or future step into a general management position.

By examining the change in the personal role, related to the change in management perspective and the organizational context and by studying a number of topics in the different areas of management, the students explore the challenges for personal development and personal growth towards the new management position. Also, the participants will be challenged to explore their career perspective.

The program intends to help individual managers to build the bridge to this next management job.

www.nyenrode.nl/ymp

Tailored programs

Nyenrode has over 25 years of experience in designing tailored programs to meet the development needs of managers and professionals in organizations. In close cooperation with our clients we develop programs that support organizational change or address business issues key to the organization. In these programs, we offer a mixture of state of the art business knowledge (head), improvement of skills (hands) and space for personal development (heart), linked to the needs of the organization.

Program management and faculty

Our programs are developed and executed by a dedicated group of staff and faculty members. In addition, many visiting professors, guest lecturers and business practitioners contribute to our programs.

Our main contributors are:

Prof. Keith Brouthers PhD
 Drs. Lizette Cohen MBA
 Dr. Pablo Collazzo
 Prof. Hugh Courtney PhD
 Drs. Floris Croon
 Tom Cummings BA MA
 Prof. dr. Fred van Eenennaam (director)
 Iris van Eijk
 Dr. Bart Eikelenboom
 Heleen van Hall MBA
 Elvira Ijkema
 Prof. dr. Pieter Klaas Jagersma
 Drs. Claudia Janssen
 Drs. Richard Janssen
 Drs. Fred Kandou
 Ir. Maarten Koomans
 Prof. Fred Lachotzki
 Ir. Roald van Leeuwen
 Dr. Rodria Laline
 Drs. Marjan Lubbers MSc
 Prof. dr. Jean Paul van Marissing
 Drs. Daniëlle Melis MBA
 Pieter Michielsen
 Dr. Paul van der Nat
 Mr Hans Plesman
 Janine Rietjens MSc
 Prof. dr. Annemieke Roobeek
 Carla de Roover
 Prof. mr Steven Schuit
 Drs. Ruth Soesman
 Karien Sueters
 Dr. Jeroen van der Velden
 Hansje Vlam
 Dr. Herman Wittockx





NYENRODE
BUSINESS UNIVERSITEIT

THE NYENRODE STRATEGY CENTER ALSO FEATURES

Nyenrode Life Sciences & Healthcare Institute

The objective of the NLSHCI is Connect, Collaborate and Contribute innovative, value-based and entrepreneurial driven concepts to the industry and society leaders for the purpose over overall improvement and successful management of LS&H companies, operations and delivery in The Netherlands, Europe and the world. The NLSHCI offers:

Executive Education

- Executive Sessions
- Masterclasses
- Executive MBA LS&H Research
- LS&H Challenges

Research

- LS&H Strategic Outlook
- Changing Roles and Configurations of Hospitals
- Future of Dutch Healthcare

www.nyenrode-lshci.com

International Business and Competition

The Strategy Center hosts the Nyenrode Institute for Competition which a.o. offers international modules on *Microeconomics of Competitiveness and Clusters* in close cooperation with professor Michael E. Porter of the Harvard Business School.

The Being Effective in Europe program is a unique and multidisciplinary program on the challenges and opportunities of the European market

Strategic Alignment

The Strategy Center has a strong history in the field of strategic alignment and the tradition of action research. In close cooperation with companies and PhD students, research is conducted in this key strategic theme. Several publications have been done over the years.

The themes of (1) strategy as learning, (2) knowledge based network organizations, (3) new ways of working, (4) innovation and new business development and (5) managing strategic alignment through corporate dialogue, have been selected within this developing field.

Statistics in Executive Education

- Average score of all executive education is 4.1 on a 5.0 scale
- Over 500 participants per annum
- Growing in an unstable market
- Equis accredited

Partnerships & collaboration with a.o.:

- AT Kearney
- NCD – Nederlands Centrum voor Directeuren en Commissarissen
- Life Sciences & Health/The Decision Group
- Harvard Business School - Institute for Strategy and Competitiveness (US)
- Cambridge Judge Business School (UK)
- NC State University (US)
- George Washington University (US)
- University of St. Gallen (CH)
- Academic Network for Microeconomics of Competitiveness (80 universities worldwide)

Nyenrode Business Universiteit

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