

Shift up a gear

The Ernst & Young Executive Programme
10 – 23 March 2012

Ernst & Young Executive Programme

10 – 23 March 2012, Huka Falls Resort, Taupo

Ernst & Young is committed to helping companies develop and grow. Nineteen years ago Ernst & Young began a collaboration with the Faculty of The Darden Graduate School of Business Administration, University of Virginia. Darden is one of the top Business Schools in executive management education in the world. We would be delighted to have your participation at the Ernst & Young 2012 Executive Programme where you will join a dynamic group of executives from a broad cross section of business and government organisations.

The Darden Graduate School of Business Administration

Darden is one of the world's leading Business Schools in executive management education.

- ▶ Ranked by the Financial Times of London 2011 survey in the top five business schools in the world in executive management education open enrolment courses. The senior open enrolment programme is the base of the Taupo course.
- ▶ Scored number one in quality of teaching for the eighth consecutive year, number two in course design and number two in relevance of new skills to the workplace.

These rankings show that The Darden Graduate School of Business Administration continues to be amongst the top academic institutions providing world class courses for today's top executives.

Alan Beckenstein, Sankaran Venkataraman, and Alec Horniman are leaders of The Darden Executive Programme, and will join with Geoff Lewis, a former faculty member of The Darden Business School, to present the Ernst & Young Executive Programme in New Zealand.

Achieving your potential

The Ernst & Young Executive Programme is all about helping you reach higher ground in leadership and management. Darden faculty members challenge you to permanently shift your thinking and approaches to work and life challenges. As much as it delivers deep content, the programme supports individuals to take learnings back to their personal and professional lives to positively impact others.

Team learning – the Darden difference

Highly ranked in participant feedback is the 'syndicate' approach to learning by a peer group collectively solving real-life business issues. Small group work is reinforced by individual readings and dynamic classroom sessions in a campus environment. Participants learn new techniques, concepts and theories that will help them manage their current role more effectively, while the total experience prepares the executive for broader responsibilities in the future.

The networking and learning alongside some of New Zealand's emerging and current leaders is then sustained by joining an active lifelong alumni group of senior leaders.

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Objectives

Specific objectives which should be achieved by participants include:

- ▶ Improving the understanding of the global and New Zealand environment and the commercial impact.
- ▶ Improving the understanding of the way in which leaders of private and public organisations manage their businesses.
- ▶ Gaining new concepts, techniques and knowledge to enhance performance
- ▶ Sharpening analytical and decision-making skills; improving communication skills at board and executive management level.
- ▶ Building capabilities and confidence for the customer servicing and leadership opportunities during the next decade.
- ▶ Sharing the ideas and experiences of a diverse group of executives.

Who should attend?

The programme is designed for outstanding individuals who demonstrate a keen interest in self development and possess a strong desire to assume positions of higher responsibility.

Participants should have:

- ▶ Attained, or be about to attain, a position as general manager or functional division head, involved with general management issues.
- ▶ Demonstrated significant managerial achievement and potential for further development.
- ▶ Endorsement from senior management within their organisation to attend the Programme.

Ernst & Young reserves the right to approve applications after taking into consideration the criteria above and the need to balance participation from all sectors of the economy. Enrolment is limited to 60 participants.

The faculty

Professor Alan Beckenstein, A.B., Lafayette College; M.A., Ph.D., University of Michigan

Professor Beckenstein is the Faculty Leader of the Darden Graduate School of Business Administration Executive Programme. His areas of specialisation include global economies and markets and business-government relations. With his research and teaching also encompassing regulation issues and global competition Alan also consults to government agencies and international corporations. Prior to joining the Darden Faculty Alan was at the Brookings Institution and worked as a management consultant. Alan demystifies economics and provides strong links between the theory and practical experiences for those in business and government. Alan has been a regular visitor to New Zealand and has widely consulted with New Zealand business leaders and Government over the last decade.

Professor Alec Horniman A.B Middlebury College; M.B.A., University of California, D.B.A., Harvard University
Professor Horniman is Killgallon Ohio Art Professor of Business Administration, and Senior Fellow in the Olsson Centre for the study of Applied Ethics at the Darden school. His current teaching and research interests are in the areas of strategy, leadership and change, high performance business and the moral and ethical issues in leadership. Prior to joining Darden, Alec worked in the Military and in the aerospace industry. He has also served as a special consultant to the Secretary of Defence. Alec has a long-standing relationship with New Zealand business and Government organisations. He is passionate about leading for high performance and positively challenges the status quo.

Professor Sankaran Venkataraman M.A., Birla Institute of Technology and Science, Pilani, India; M.B.A., Indian Institute of Management, Calcutta; Ph.D., University of Minnesota
MasterCard Professor of Business Administration and Research Director, Batten Institute, at the Darden School, University of Virginia. Teaches, researches and consults in the areas of Strategy, Entrepreneurship and Business Ethics. In 2008, the Entrepreneurship Division of the Academy of Management recognised his research as foundational to the field. Prior to joining the Darden team he was part of a group that created and developed a highly successful new business venture with Fortune 500 companies as well as with several small companies. His experiences and entrepreneurial background will be very relevant to the New Zealand environment.

Professor Geoffrey Lewis PhD (London) MBA Melbourne BAppSc Adelaide
Professorial Fellow – Strategy at Melbourne Business School, The University of Melbourne, and a former faculty member at The Darden Graduate School of Business Administration. Geoff consults to leading corporations in Australia, North America, Europe and Asia in addition to his teaching and research activities and has conducted major strategic reviews for a broad range of organisations. Geoff's association with the Ernst & Young Executive Programme has been long-standing and his significant academic and business related experiences are practical and timely for New Zealand organisations.

Topics

The Programme comprises four major topics:

Strategy, leadership, change

- ▶ Strategic thinking
- ▶ Building competitive advantage
- ▶ Industry analysis
- ▶ Forecasting environmental trends
- ▶ Strategy identification and evaluation
- ▶ Creating and sustaining the high performance organisation
- ▶ Building strategic capabilities
- ▶ Service excellence
- ▶ Supplier relationships

Organisations

- ▶ Leading strategic change
- ▶ Principle-centered leadership
- ▶ Strategic implementation

Global political economy

- ▶ International and New Zealand trends
- ▶ Global economy
- ▶ National and industry competitive advantage
- ▶ International competitiveness
- ▶ Global strategy and leadership
- ▶ Corporate culture as a source of competitive advantage
- ▶ Global competition and strategic intent

Entrepreneurship

- ▶ Entrepreneurial thinking and mind-set
- ▶ What makes entrepreneurs entrepreneurial?
- ▶ Entrepreneurship and firm growth
- ▶ Entrepreneurship and regional development
- ▶ Leading entrepreneurially
- ▶ Entrepreneurship and change

Special features

Participants will particularly benefit from:

- ▶ Actual business situations set forth in carefully prepared studies
- ▶ Specific New Zealand case studies and presentations
- ▶ Total faculty commitment, an integral part of the Darden faculty philosophy

How to register

- ▶ Post the attached form to:

Rob Martin

Course Director

Ernst & Young Executive Programme

PO Box 490, Wellington

- ▶ Fax to: **+64 4 495 7400**

- ▶ Email to: **executiveprogramme@nz.ey.com**

Please attach or email a passport size photograph with your application (and if posting, a business card).

Registration due date

Please reserve your place by **28 October 2011** as numbers are strictly limited to 60 participants. Applications received after 28 October will be processed on an availability basis. All applications will be confirmed for acceptance by Ernst & Young.

Programme fee

The fee for the programme is **\$16,500 plus GST**. This includes tuition, course materials, accommodation and meals. Personal items such as laundry and toll calls will be invoiced separately. The fee should accompany the registration form.

Payment method

- ▶ By cheque payable to Ernst & Young (GST No. is 26-913-071)
- ▶ A GST invoice will be provided
- ▶ By direct credit to bank account no. 030104 0884015 00

Please include reference 'Ernst & Young Executive Programme'.

Travel

You will be required to arrive at the Huka Falls Resort by midday on Saturday 10 March (full directions included in pre-course information pack). Programme concludes late Friday 25 March and you should plan to depart on Saturday 24 March.

Cancellation policy

Cancellation or withdrawal from the programme may be made until 17 February 2012 with full refund of fee. After that date and up until 1 March, substitutions may be made from applicants from within that particular organisation who meet the overall registration criteria. If not successful, a partial refund may be paid.

“The Ernst & Young Executive Programme provides a fantastic learning opportunity for New Zealand leaders, and networking opportunities across the past 18 years alumni. The course is fully interactive with great international and local case studies.”

Craig Holloway, Head of Strategy Execution, Kiwibank Ltd

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SCORE No. NZ00000351

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