REALISING
SUPERIOR
LEADERSHIP
The world is changing in fundamental ways and at an ever increasing pace. Long term strategic plans which leaders used in the past are no longer viable.

The Cambridge Advanced Leadership Programme will help you to find the answers to your challenges, craft a new direction and provide you with the confidence and capabilities to deliver it.”

PROFESSOR STELIOS KAVADIAS
Margaret Thatcher Professor of Enterprise Studies in Innovation & Growth
Co-Director of the Entrepreneurship Centre
A unique learning environment

Three intensive weeks,
800 years of learning

If you choose to join the Cambridge Advanced Leadership Programme (ALP), then you will be experiencing a place that has created knowledge for 800 years. It is a place of unique charm, quiet beauty and inspiration. Drawing on a wealth of knowledge across science, technology, economics, politics, business and management, the ALP provides a breadth of perspectives over an intensive three-week period.

One of the necessary future leadership skills will be how to respond and adapt to the new realities and maintain competitive advantage. Week one of the programme is dedicated to achieving competitiveness in turbulent times with sessions on thought-provoking topics including the Future of Work, the Circular Economy, Environmental Change and Alternative Finance.

Week two examines various strategic approaches and explores how organisations and individuals can build capacity and capability through innovation, new business models and personal leadership development. The ALP does not provide direct answers to specific problems but it helps participants identify the key challenges they need to focus on and how to craft the right solutions.

Developing your own personal leadership style is the focus of the final week. You will now be familiar with new ways of thinking but we will also challenge you to think about leadership in context, managing the unforeseen, leading change and how to create high performing teams.

Participants on the ALP benefit from the power of small as each cohort is limited to 25. As a result they get to know one another extremely well as they work in small groups, visit the Cambridge area and take part in different learning experiences.

We believe that the ALP is a transformative experience and life-changing journey. It creates thoughtful leaders who possess renewed self-confidence to challenge and change their organisations for a better future.

www.jbs.cam.ac.uk/alp

“...I really can say I hardly ever have witnessed an atmosphere of trust and learning that was as intense as we had together as a team and a group. I can say I have grown as a human and as a leader and it was possible only because of the Cambridge ALP.”

Thomas Schmidt
Senior Vice President
ABB
A life-changing journey

There are many styles of leadership - some leaders are charismatic, others not; some foster decentralisation, others seek greater control. When deciding how to change the organisation you lead, you first have to consider the practical steps to take to change yourself. The Cambridge Advanced Leadership Programme will encourage you to examine your personal management style. Is it still suited to the organisation and the changing environment? How might it adapt but remain authentic to who you are?

Among our discussions during the programme about what it takes to move from strategy to action, two key aspects will be given particular attention. One is how, in a difficult economic climate, you find innovative ways of motivating people and reward them with acceptable incentives that will benefit both them and fulfil the company's objectives. Secondly, reporting systems. Most information and reporting systems were established in a different business period and identified, measured and controlled objectives that have since become obsolete. Globalisation and strategic change require new information and reporting tools.

Making sense of turbulent times

How will you lead your company in this new environment?

The standard "straight-line" future projections and long term strategic plans adopted by many organisations for past decades have never looked so inadequate. The global financial crisis, increasing cyber security threats, hostile trade wars and economic sanctions are all external factors we cannot predict or control. But they have the potential to bring about rapid and profound social and political change.

So "more of the same" is not going to work. We need new ways of thinking and a powerful place to start is to look at the fundamental drivers that underlie it. We propose three:

- Increasingly rapid economic and technological change
- Globalisation, which has increased inter-dependency and sharpened the divide between those that are world-class competitors and those that are not
- An increasingly complex and inter-linked global financial system that has rendered prevailing ideas about risk largely obsolete.

The Cambridge Advanced Leadership Programme is designed to help you navigate these turbulent times and develop new and innovative strategic responses. It will also examine how you can best manage an increasingly broader range of stakeholders to achieve long term sustainability for your organisation in the face of uncertainty.

Building organisational and personal capabilities

The increasingly competitive environment demands agile and smart leadership as disruptors and innovators ignore the rule book and reset the agenda previously set by established competitors.

Business leaders and their companies may not be able to do this alone. Instead they may need to establish an "ecosystem" of partners around them, bound together by shared interest, common purpose or complementary investment and shared learning. That means leading in a networked or matrix environment and a different kind of skill set.

Equally, being a global leader now requires the understanding of specific local needs and learning how to successfully confront local opponents. The global competitive playing field may be getting smaller as we are better connected, but cultural differences remain as people look to re-establish their identities and sense of belonging.

Our programme will inspire you to think about how scientific and technological developments might transform your company. We will consider how a company can (and should) innovate throughout the value chain and assess how ready your company is to be such an innovator. Some of the questions we will ask you to consider are:

- What kind of innovation should I be considering?
- How do we sustain a creative environment that encourages innovation and intrapreneurship?
- How do we manage change successfully?
- Who do our strategic partners need to be?

Leading into the future

There are many styles of leadership - some leaders are charismatic, others not; some foster decentralisation, others seek greater control. When deciding how to change the organisation you lead, you first have to consider the practical steps to take to change yourself.

The Cambridge Advanced Leadership Programme will encourage you to examine your personal management style. Is it still suited to the organisation and the changing environment? How might it adapt but remain authentic to who you are?

Among our discussions during the programme about what it takes to move from strategy to action, two key aspects will be given particular attention. One is how, in a difficult economic climate, you find innovative ways of motivating people and reward them with acceptable incentives that will benefit both them and fulfil the company’s objectives.

Secondly, reporting systems. Most information and reporting systems were established in a different business period and identified, measured and controlled objectives that have since become obsolete. Globalisation and strategic change require new information and reporting tools.

Programme themes

Three inter-connected themes are woven throughout the programme, helping to connect the discussion and debate so that you can chart your next strategic moves:

- Making sense of turbulent times
- Building organisational and personal capabilities
- Leading into the future

When you are successful but are not sure how to challenge yourself further or become more effective, the Cambridge Advanced Leadership Programme is designed to bring the best out of you. What happens next is up to each participant.

Nan Gibson
Managing Director HR Europe and Pacific
American Airlines

www.jbs.cam.ac.uk/alp
A transformative experience

Some of the organisations who have sent senior executives on the programme:

- AgDevCo
- BIMB Investment Management
- Citibank
- Energie Network Schweiz
- Gildemeister Group
- Hydrasun
- ITA Ministry of Defence
- Marubeni Corporation
- Netflix
- Nigeria Reinsurance Corporation
- Otsuka Pharmaceutical
- Samsung
- TD Bank

We recognise that sponsoring individuals to attend the ALP represents a significant investment both financially and also in time. Releasing valuable people from a busy organisation is not easy and so we know that they will need to make a positive impact on returning.

Refreshed executives who come back after the three weeks with newly-charged batteries and new aspirations are ready to make a difference. They can be powerful agents of change within the organisation who can cascade their learning to their team and colleagues.

Equally, some participants join the programme at a time of transition when they are about to assume new leadership roles with broader responsibilities. By attending they can do so with new levels of confidence and fresh ideas.

The networking opportunities created by the programme and the longer term alumni connections offer the organisation a wider resource for executives to draw on when faced with new challenges or opportunities.

Attending the ALP will provide you with a refreshed leadership mindset - the critical ingredient for future success. Having time out from the office and away from family commitments helps individuals step back and take stock of their professional and personal lives.

Immersion in the unique academic environment of Cambridge free from the distractions of a buzzing big city will help you recharge. Together with conversation and discussion with thought-provoking academics from multiple disciplines, you will be inspired and challenged at the same time.

The time spent together is long enough (yet shorter than many other advanced leadership programmes) to help people make friends and colleagues for life, a group who can call on each other long after the programme. On completing the Cambridge Advanced Leadership Programme you will be eligible to become an associate member of Cambridge Judge Business School’s global network of graduates and business-focused University of Cambridge alumni, faculty and staff.

Gain a more international perspective - participants and faculty come from all over the world sharing different cultural experiences and exploring how to operate across geographical boundaries.

Participant benefits

I particularly liked the way the ALP took a holistic view of the business world and encouraged us to think deeply about a spectrum of issues relating to the global economy and sustainability, industry specific, social networking and managing people, including oneself.”

Susie Cheung
General Counsel and Company Secretary
Hong Kong Mortgage Corporation

“The quality of the presenting faculty was truly impressive. Their international real-world experience allows them to better understand the business challenges we face, seeing them through our eyes, then providing relevant and thought-provoking insights.”

Derek McMillan
Chief Executive Officer – Retirement Living
Australian Unity

Benefits to the organisation

www.jbs.cam.ac.uk/alp
We use the unique power of Cambridge to convene a group of high calibre individuals who have had first-hand leadership experience at the very highest levels of business and government. They have been specifically chosen to represent a diverse range of specialist knowledge and experience.

The key faculty and contributors featured here reflect some of the team for the forthcoming sessions of the Cambridge ALP but is by no means exhaustive and may be subject to change.

Visit our webpages to learn more about the Cambridge ALP faculty and contributors: www.jbs.cam.ac.uk/alp

Indicative faculty, guest speakers and coaching team

Professor Stelios Kavadias
Academic Programme Director
Professor Stelios Kavadias serves as the Associate Dean of Research at Cambridge Judge Business School (CJBS) and as the Director of CJBS’ Dynamic Entrepreneurship Centre. He is an expert on the innovation and growth challenges that small and large organisations face, and passionately shares these with senior executives on several open and custom executive education programmes. He directs the CEO Growth Challenge programme offered by CJBS’ Entrepreneurship Centre, and has led custom programmes with major corporations such as HSBC, Barclays, Bayer AG and Dinglao Bank.

As an expert on innovation he serves as an Associate Editor for Management Science’s Entrepreneurship and Innovation department, and as the Department Editor for the R&D, New Product Development and Project Management department of Production and Operations Management Journal. His work on transformative business models featured in Harvard Business Review, and Barclays sponsored a research report on scale-ups that he co-developed with a team of experts from CJBS. He is often invited as a keynote to leadership events for major corporations and has authored award-winning case studies.

Prior to coming to the Judge, Stelios held the Steven A. Denning chair of Technology and Management at Georgia Tech in the USA, where he directed the GE Energy Project Leadership Management Programme. He has also been a Batten Fellow at the Batten Institute of Innovation and Entrepreneurship at the Darden School of Business.

Stelios leads ALP sessions on:
- Sensing Trends: Insights & Synthesis
- Building a Strategic Response
- Business Models
- Strategy Cascading

Suzanne Weeks
Visiting Leadership Development Specialist
Suzanne leads multiple sessions on Coaching for Personal Growth: Asking and Accepting.

Dr Robert Wardrop
Director, Cambridge Centre for Alternative Finance
Robert leads the session on Alternative Finance.

Professor Jaidip Prabhu
Professor of Marketing, Jawaharlal Nehru Fellow of Indian Business and Enterprise
Director of the Centre for India & Global Business Fellow of Clare College, Cambridge
Jaidip leads the session on What Makes India Special?

Professor Mark de Rond
Professor of Organisational Ethnography
Fellow of Darwin College
Mark leads the session on Things Effective Teams Do Differently.

Professor Jochen Runde
Professor of Economics & Organisation
Professorial Fellow of Girton College
Director of Studies in Management at Girton College and Murray Edwards College
Jochen leads the session on Thinking About the Unknown.

Dr Kishore Sengupta
Reader in Operations Management
Director of the Future of Work and Organisation in the Age of Technological Disruption.

Dr Khaled Sowfani
Faculty (Professor level) in Management Practice
Director of the Executive MBA Programme
Director of the Circular Economy Centre (CEC)
Fellow of Clare Hall College
Khaled leads the session on Circular Economy.

Dr Simon Taylor
Faculty (Professor level) in Management Practice (Finance) Cambridge Judge Business School Fellow of St Catharine’s College
Simon leads the session on The Global Economy Situation.

Professor Jochen Runde
Professor of Economics & Organisation
Professorial Fellow of Girton College
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Director, Cambridge Centre for Alternative Finance
Robert leads the session on Alternative Finance.

Suzanne Weeks
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Suzanne leads multiple sessions on Coaching for Personal Growth: Asking and Accepting.
To be in the heart of learning, where so many distinguished personalities have graced the cobbled streets of Cambridge, was daunting yet exciting. You cannot separate the learning experience from the culture and heritage of what Cambridge offers.

I chose this programme because I wanted to challenge my current notions of leadership and also to discover, or should I say, uncover my leadership blind spots. I was looking to learn more about myself and the environment in which my business operates - a glamorous geo-political, social, digital that is not only challenging but economically evolving. I was keen to improve my ability to lead and manage people at all levels and to gain insights from others through a sharing of experiences and the development of new ideas.

I strongly believe this is critical to understand how you can provide effective leadership in today's highly dynamic and uncertain environment. Any leader will probably never be 100% perfect and the ALP certainly sharpened my existing skills whilst at the same time the cultural diversity of my cohort allowed for open and honest discussion which was incredibly helpful for all of us.

It was a true immersive experience with a genuine wealth and depth of knowledge shared by many lecturers and business guests. The ALP created the opportunity for some sense-making of one's environment with a level of challenge and provocation forcing clarity of thinking and exploration of ideas.

I would say that the ALP delivered on all fronts. If you are a leader looking for a challenge to understand and confront your fears (and your strengths), to improve yourself for those you serve, then this is the right programme for you. I think the intensity of the programme and its structure were a major influx of new offices around the world, so our biggest challenge is people getting comfortable with the culture of the organisation. The ALP helped me to reflect on this and as I was the only HR leader in my cohort, I was able to draw on the broader expertise we shared together.

Working closely with other people on the programme, learning why they approached the problems in the way they did, was really enriching for me and I found these conversations continued beyond the classroom so that I could find out more about what lay behind their thinking. The coaching experience with the executive coach is very important to me that the programme offered a learning opportunity to reflect, exchange ideas and learn about innovative practices from around the globe.

As an HR leader, I am used to advising people on their career and through my job I was aware of the best senior leadership programmes out there. I really wanted to gain some new insights in general management areas beyond my area of expertise and understand those challenges from the informed perspective of others. In addition to my demanding job I am a mother with four children, so finding the time was a major consideration for me and I felt that the length of ALP course was just right.

Taking three weeks out from your daily job is a real privilege, but I was fortunate to find a window of time whilst transitioning between roles and the opportunity to have access to perspectives which are different from those I normally encounter was very compelling for me. Our business is growing very quickly in an international context with a major influx of new offices around the world, so our biggest challenge is people getting comfortable with the culture of the organisation. The ALP helped me to reflect on this and as I was the only HR leader in my cohort, I was able to draw on the broader expertise we shared together.

For me, there were some memorable course components that stood really out and I genuinely gained new knowledge and insight which I did not have before going on the programme. I definitely think the ALP can be a great opportunity to reflect, exchange ideas and learn about innovative practices from around the globe.

It is very rare that you have time to switch off from the day to day and the historic atmosphere and ideas that you breathe in while walking the streets of Cambridge are really inspiring. Part of me is very much looking forward to being back there and I am fortunate to have been asked to speak at a programme running in June.

The programme really helped me to look at things with fresh eyes and delivered some fantastic insights.

Virginia Colurcio
HR Director EMEA
Netflix
Netherlands
Cohort 15

Personally, I believe that leaders are made, not born. This is why I think the ALP can be such a great opportunity to reflect, exchange ideas and learn about innovative practices from around the globe.

I felt very privileged and excited when I was selected by my organisation to attend the ALP at Cambridge Judge Business School. My life experience and management experience has taught me a great deal, but I was looking forward to how the programme would broaden my exposure to different perspectives, introduce me to new ideas and further develop my leadership ability.

In today’s complex, dynamic and highly competitive environment, organisations need to innovate continuously to survive and prosper. Possessing the leadership capability to help others unlock their creativity but also having the confidence to provide or withhold resources and make difficult decisions is critical to success. So it was important to me that the programme offered a learning experience where I could network with a group of peers and benefit from insights gained from across different industry sectors.

For me, there were some memorable course components that really stood out and I genuinely gained new knowledge and insight which I did not have before going on the programme. I definitely think the ALP can be a great opportunity to reflect, exchange ideas and learn about innovative practices from around the globe.

The programme has the right balance of academic rigour and relevance with cutting edge thinking and practical skills which you can implement on returning to work, helping you to make a lasting positive impact on your organisation.

Dr Shahrazat Binti Haji Ahmad
Deputy Director General
Prime Minister’s Department
Malaysia
Cohort 13

My expectations were exceeded in spades, there wasn’t one presentation or session I didn’t get something from.

My company was looking to support my personal leadership development via an external course and when I saw the Cambridge ALP it was distinctly different to anything else I’d looked at before. The idea of stepping away from the normal work environment and immersing for three weeks in topics I don’t have the opportunity to think about on a day to day basis was very appealing.

It is very easy to develop an insular perspective because you mainly talk to people within your own industry. Through the ALP I got to speak with, listen to, and work with some very clever and interesting people from very diverse industries; this not only opened my eyes to new challenges and opportunities but also enabled me to really develop my listening skills. Every subject in some way, shape and form sparked a thought and now, months on from the programme, it still does that.

I got real value from the international composition of the cohort and I really enjoyed the cultural experiences as my peers brought their personal references into discussions. I’ve spent a lot of time overseas and view this kind of know about the international business economy. However, I learnt that there was so much I didn’t know whilst also recognising that so much was very similar across the globe.

The faculty were excellent and Stetios was particularly passionate. I’d say that my expectations were exceeded in spades and for me, there wasn’t one presentation or session I didn’t get something from. There was a particular focus on personal development which was unlike anything I have ever done before and I think I’m a better leader because of it. The coaching sessions were very exceptional and in a day they were able get our small group to understand their challenges and work through them. There was a great one hour follow up and following a suggestion for me to try a different approach to the challenge I faced. I used some changes and the outcome was very positive - it really worked.

As I reflect, I recognise that it was a great privilege to spend time in such historic settings as Jesus College and that the City of Cambridge is a fantastic environment with a great vibe to it. On returning to my organisation I am working on being more open to the nonlinear aspect of change and thinking outside of the normal solutions to problems. I have also been able to impart information gained on the programme to my direct reports and to the wider team in general. I have already recommended the ALP to other people and would encourage them to open their minds to gaining new experiences.

Simon Phillips
Retail Director
Fiesco
United Kingdom
Cohort 16

Dr Cahit Arf
Chief Executive Officer
Yellow Pages Consulting
Singapore
Cohort 15

Cohort 15
Virginia Colurcio
HR Director EMEA
Netflix
Netherlands
Cohort 15
Join a highly international and diverse group of like-minded peers

Nationalities represented

- 22% Europe
- 33% Asia
- 14% Australia
- 3% North America
- 7% South Africa
- 3% Middle East
- 3% North Africa
- 3% South America
- 3% New Zealand

Industry sectors

- 16% Education
- 10% Energy
- 23% Finance
- 10% Healthcare
- 6% IT
- 7% Manufacturing
- 5% Oil, Gas & Mining
- 10% Public
- 8% Services
- 5% Others*

Cambridge offers the opportunity to have the reflection that comes with an 800 year history, as well as exposure to the leading edge of high-tech thinking. As part of a world-renowned research university, Cambridge Judge Business School benefits from a rich local business community. Cambridge is surrounded by science parks, incubators and innovation centres. The Cambridge Cluster or Silicon Fen, is the most successful technology cluster in Europe and one of the most successful in the world. Many of these businesses have connections to the University of Cambridge. To date, innovators based at the University and in the wider local community have developed over 1,600 firms employing more than 30,000 people. Collaboration between the University and the private sector continues to influence the growth and prosperity of what is known as the Cambridge Phenomenon.

*Others include FMCG, Railway and Real Estate.

Statistics taken from two Cambridge ALP programmes held in 2018.
Beyond the Classroom

To fully immerse participants in some of the big issues, we need to go beyond what can be taught effectively in the classroom. Participants attend a session on Environmental Change at the Scott Polar Research Institute and meet some of the leading researchers on climate change to think through what it means to lead in a harsh environment, followed by a private viewing of the museum.

We visit the Cambridge Boat House, an iconic building overlooking the river Cam to discuss Things Effective Teams Do Differently. We believe that inspiring Cambridge settings like these help leaders gain a deeper appreciation of the capabilities required to drive change.

Time to step back, reflect, and make lasting friendships

Believing there is more learning that goes on outside of the classroom, we encourage each cohort to spend time together. We automatically book each future participant a room in a quality Cambridge city centre hotel within walking distance of the programme venues and many other local amenities, and the entire group stays in the same place.

On most evenings participants go out to dinner together, or spend time catching up with necessary reading and project work.

Free time at weekends provides an opportunity to explore Cambridge and absorb its many charms and tranquil settings that provide the chance to step back and reflect on what really matters, against the backdrop of our unique 800 years of history.

Discover Cambridge

While in Cambridge for these three weeks, participants can make the most of their free time by exploring more of our historic colleges. Visit the famous Fitzwilliam Museum, take a stroll in the beautiful Botanic Gardens, or leisurely punt on the River Cam, or enjoy the many shops, restaurants and bars this cosmopolitan city has to offer.

Participants have several free evenings during the week as well as some leisure time at weekends to explore Cambridge and the surrounding area.

Organised activities

Events may include some of the following:
• Punting on the River Cam
• Walking tour around the historic city
• Visit to a choir rehearsal at King’s College
• Cycle along the river to Grantchester

Health Space

The demands of performing at a high level can have a detrimental effect on personal wellbeing and relationships with colleagues, employees and family. Your potential as a leader will be greatly enhanced if your mind and body are working in harmony and at their peak. The Health Space allows participants on the programme to benefit from a wellbeing programme designed to provide them with the opportunity to take control of their most important assets: physical and psychological health. This is an optional part of the Cambridge ALP that is highly appreciated by participants.

Programme arrangements

“The things that shape organisations are the things they did not plan for, they are the things that test the leaders. You have to be prepared for the world around you to change radically, and you can do something to prepare yourself for it, that’s what we talk about on the programme.”

Richard Wilson
Baron Wilson of Dinton Former Head of the Home Civil Service
Master of Emmanuel College
Cambridge 2002-12
Take your first step towards joining the programme
APPLY NOW

We are highly selective about who participates in the programme. It is very important that participants have the right level of experience to learn from each other and work effectively together. Our stringent selection process, led by the dedicated Programme Director, ensures that the objectives and experience of the final group are well matched before attending.

Upon receipt of a completed programme application, and if necessary, a telephone meeting between the director of the programme and each applicant, a decision will be made and communicated within two working days.

Programme dates

The ALP is a three-week programme, the opening session takes place on Sunday evening. The programme finishes on the Friday lunchtime three weeks later. Classroom sessions are scheduled on Saturdays until lunch time.

2-22 November 2019
7-26 June 2020
1-20 November 2020

Full attendance is expected throughout the three weeks.

Tuition fee

The tuition fee for the ALP is £20,000 (ex. VAT). This includes a bed and breakfast accommodation package for 19 days, pedagogical materials, morning and afternoon refreshments, lunch, two gala dinners at Cambridge College venues, and some Cambridge based activities.

*Tuition fees for ALP 2019/20 sessions are subject to change, please refer to our website for further details.

We encourage early payment of ALP tuition fees in order to:

- Confirm a place on the preferred set of dates;
- Pay deposits and prepare the pre-reading and preparation material at least three weeks before the start of the programme, in order to allow enough time to prepare;
- Benefit from our early payment discount. If full payment is received at least 60 days before the programme start date, there will be a 10% discount on the tuition fee, subject to the applicant being accepted on the programme.

Corporate rates

We are delighted to provide a 15% corporate discount per person off the tuition fees to organisations nominating several participants within a 12 month period (subject to successful application).

University of Cambridge and Cambridge Judge Business School Alumni

Former students and participants can benefit from a 20% discount on all Open Programmes.

Reserve a place

The ALP is highly subscribed – we encourage applicants to reserve a place which we will hold until the applicant has had the time to complete the application form. You can download an application form at: www.jbs.cam.ac.uk/alp

Find out more

Please contact Allison Wheeler-Héau, the Director of Open Programmes, for an informal discussion to enhance your understanding of what the Cambridge ALP has to offer you and your organisation.

Allison Wheeler-Héau
Director of Open Programmes
Cambridge Judge Business School
Executive Education
Direct line: +44 (0)1223 765855
Email: alpenquiries@jbs.cam.ac.uk

Alumni status

Upon completing the programme, participants become associate members of the Cambridge Judge Business School global network of graduates and business-focused University of Cambridge alumni, faculty and staff, and will also receive a Cambridge Judge Business School email address for life.

Varied Pedagogy

It is important to introduce variety to the learning days over these three weeks. Participants will enjoy lectures, debate and exchange, simulations, presentations, role play, coaching, and numerous small group work sessions. The programme schedule is deliberately varied to ensure every day is stimulating and engaging – the pace is fast, intensive and diverse.

www.jbs.cam.ac.uk/alp
Within weeks of returning to work, I was asked to take on a new role within the organisation…

If I reflect back to the time I enrolled on the ALP, I was thinking “what next”? I did my research and looked at a number of the top business schools and the ‘Cambridge package’ resonated best with me. I was particularly drawn to the style of learning, the location and overall learning environment. The content and structure of the programme was also very appealing with topics like the future of business, innovation, evolution of business models and strategy, adopting new technology, stakeholder involvement and evaluating risk when taking the leap into new and emerging areas.

One challenge for me living in Western Australia is it’s a long way away from everywhere – it’s not like living in Europe! After spending three weeks with your peers you gain valuable insights based on much wider business and cultural perspectives and during discussions, people approached problems, and possible solutions, from such different directions – much more so than your day to day work environment can offer. One common factor we all shared was leading and managing people. Knowing what to do to build strong teams, which challenges to take on, when to push your team to go further or when to pull back is very demanding, the ALP provided a fantastic opportunity to talk openly with a group of supportive and highly experienced senior executives.

Having completed the programme I knew I felt energised and better equipped to take on any new challenge but I did not realise that I would need to use my learning and refined skills so quickly. Within weeks of returning to work, I was asked to take on a new role within the organisation, it was a complete change from asset planning and investment, the Corporation asked me to take on the challenge of digitising the business.

I think the space and history of Cambridge created the opportunity for me to reflect and consider business in a broader context with new and different perspectives which continue to be invaluable. The pace of change in business continues to accelerate, the ALP definitely helped me to be prepared for the future and strengthened my confidence that I’m ready, for whatever that future looks like, to make a real difference to the organisation.

Deanne McDonald
General Manager Digital Transformation and Chief Information Officer
Water Corporation of Australia
Cohort 13

The ALP enabled me to learn from leading Cambridge thinkers but also from high calibre participants representing different countries and industries; bringing fresh perspectives to common challenges.

I selected Cambridge Judge Business School because of its strong reputation, the academic content of the programme and the unique opportunity to have a leading educational experience in a historic city of learning and knowledge.

Diversity is important to me, but my role is very North American centric. The ALP enabled me to learn from leading Cambridge thinkers but also from high calibre participants representing different countries and industries; bringing fresh perspectives to common challenges. The breadth of the curriculum is a key strength of the programme and I think the three-week format offers the right balance when managing time away from work and family while seeking sufficient time to explore specific topics in-depth, and then reflect on your learning.

It was intense and demanding at times, but there was also downtime and the opportunity to enjoy the treasures of the City and the University. Holding the “Developing High Performance Teams” session at the Goldie Boat House was a definite highlight and I appreciated the programme’s ability to deliver some experiential learning by leveraging the inspiring and impressive surroundings.

Future challenges are probably common across many industry sectors now with disruption, data management, artificial intelligence, strategic partnerships and the ability to attract and retain top talent all key issues. It was refreshing to hear how these were being tackled in different settings and the ALP definitely encouraged me to expand my thinking and to set my own leadership development course for the future.

The ALP provided tremendous insights for me both professionally and personally. Since returning I have been sharing the key lessons of the programme to my colleagues and rolling them out over the course of time. The early results have been very encouraging with tangible organisational benefits including cost savings and improved talent management processes.

Paul Guerin
SVP & Head, Control Processes
Group & Chief Loan Review Officer
TD Bank North America
Cohort 16
Meeting the challenges of the global business landscape from the heart of one of the world’s greatest universities.

About Cambridge Judge Business School
Founded in 1990, Cambridge Judge Business School is part of the Faculty of Business and Management at the University of Cambridge. In 1991 sponsorship from Sir Paul and Lady Judge provided the funds that enabled construction of a building for the newly established school. One of Britain’s most brilliant and innovative architects, John Outram, was chosen to design the building, which has been widely acclaimed for its boldly imaginative and colourful design.

The reputation of Cambridge Judge Business School has grown rapidly and today it is internationally celebrated as a provider of stimulating management education, with a particular emphasis on entrepreneurship and innovation management.

With a world-class faculty of over 70 members and a philosophy of collaboration, the School is a place where people from many disciplines meet and share ideas – policy makers, entrepreneurs, leaders of industry, regulators, not-for-profit organisations and academics.

One of the main strengths of Cambridge Judge Business School is its position at the heart of a vibrant entrepreneurial community – the so-called Silicon Fen, or Cambridge Cluster. Cambridge, and the area surrounding it is home to a multitude of high-tech businesses and the School benefits from this proximity by drawing on experienced business founders who can act as role models to aspiring entrepreneurs and business leaders.

Current statistics
206 MBA students
124 EMBA students
82 MFin students
125 MPhil students
34 PhD students
48 MSt undergraduate students

Alumni: Cambridge Judge Business School’s global community has over 9000 members in more than 100 countries worldwide; a truly international and dynamic network.

JBS Executive Education Ltd
JBS Executive Education Limited is a wholly-owned subsidiary of the University of Cambridge. JBS Executive Education Limited is the limited company designing, developing and delivering Executive Education from Cambridge Judge Business School at the University of Cambridge.

PROFESSOR CHRISTOPH LOCH
Professor of Management Studies
Dean, Cambridge Judge Business School

"We recognise that investing time and energy in the Cambridge Advanced Leadership Programme represents a big commitment for any senior executive. We take that responsibility seriously, striving to deliver an exceptional experience over three weeks – sufficient time for participants to fully immerse themselves in the inspiring Cambridge environment and get the most value out of the programme.

This is a unique opportunity to take a step back from daily professional demands, take stock and reflect on the challenges facing today’s organisations, with world-renowned academics, experienced practitioners and a global gathering of like-minded executives. It is a rejuvenating experience and a personal journey that participants will never forget.”

www.jbs.cam.ac.uk/alp
Including the ALP, our Executive Education portfolio offers 25 Open Enrolment programmes in the fundamental business management areas of general management and leadership, strategy, finance, people and management, marketing, operations management, innovation, family business and professional service firms.

Executive Education also provide a variety of custom programmes designed to help maintain competitive advantage, inspire and enable executives.