

Cambridge Judge Business School  
Executive Education

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Cambridge Advanced Leadership Programme

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# REALISING SUPERIOR LEADERSHIP



UNIVERSITY OF  
CAMBRIDGE  
Judge Business School

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Executive Education



“  
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, Vice-Dean for Faculty, Co-Director of Cambridge Judge Entrepreneurship Centre, Academic Programme Director Cambridge Advanced Leadership Programme



Respond & adapt

Craft the right solutions

Thoughtful leaders

The power of small

# Welcome to Cambridge Judge Business School

Thank you for considering the Cambridge Advanced Leadership Programme.

The University of Cambridge is a world renowned locus of learning. We draw upon a heritage that spans more than 800 years of knowledge creation, and the establishment of novel thinking; thought leadership that has transformed the world and continues to impact business and the broader society.

The world is changing in fundamental ways and at an ever-increasing pace. Technological, geopolitical, economic, and societal changes give rise to a volatile and unpredictable world. Unexpected events bring new challenges, but also open new opportunities. Mitigating the challenges, recognizing the opportunities and plotting the next steps will require thoughtful business leaders that look beyond superficial buzzwords and cliché approaches.

Now, more than ever, it is the time to pause, reflect, and invest into you and your leadership capabilities.

The Cambridge Advanced Leadership Programme will prepare you for this challenge. Academic thought leaders across disciplines will stimulate your thinking alongside peers who will concurrently help and challenge you. The Cambridge tradition and ethos will inspire your curiosity and creativity in addressing difficult organizational problems and transformational objectives.

I am confident that you will leave this programme with the renewed confidence and energy necessary to help take your organisation forward in the right direction.

I look forward to you joining us.



**Professor Stelios Kavadias**  
Academic Programme Director  
Cambridge Advanced Leadership Programme

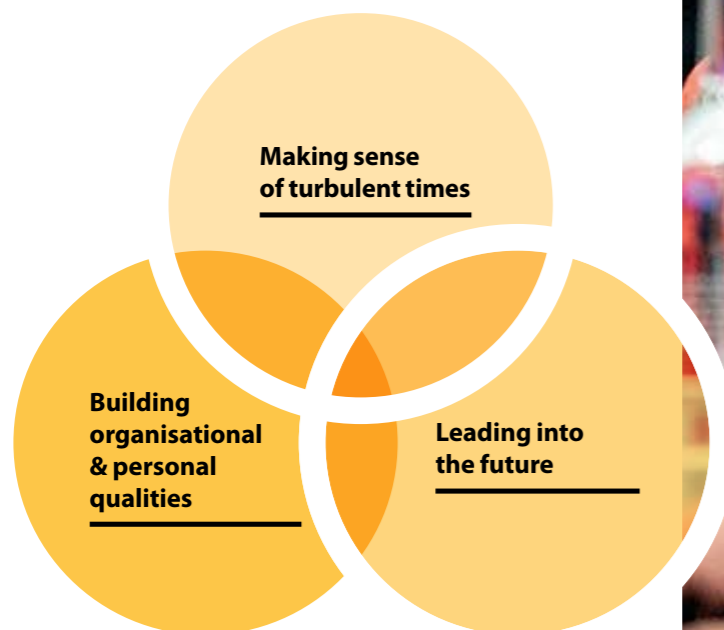


## Programme overview

This three-week general management and leadership programme provides experienced general managers and senior executives with the opportunity to pause, reflect and gain a fresh perspective in a learning environment second to none.

Participants will benefit from discussions with outstanding faculty from Cambridge Judge Business School, other faculties of the University of Cambridge and from industry. In addition they will exchange ideas and solutions with a carefully selected peer group, as a member of the programme cohort.

**Three inter-connected themes come together over three weeks**



# 13

Nationalities represented



# 9/10

Average feedback score

Statistics taken from last three Cambridge ALP programmes held.



## 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.



“ 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

[www.jbs.cam.ac.uk/alp](http://www.jbs.cam.ac.uk/alp)



# 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

### *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.



“The ALP at Cambridge Judge Business School, offers a unique immersive journey through an ever changing business World, whilst providing Senior Leaders a modern toolkit to navigate its challenges!”

**Toby Marsh**  
Chief of Staff, Brewin Dolphin  
Cohort 19

## 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.



## Participant benefits

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.



“ 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



## Benefits to the organisation

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.

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

AgDevCo

BIMB Investment Management

Citibank

Energie Network Schweiz

Gildemeister Group

Hydrasun

Marubeni Corporation

Netflix

Nigeria Reinsurance Corporation

Otsuka Pharmaceutical

Samsung

TD Bank



“ 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

# Inspirational thinking from leading academics and practitioners

## Professor Stelios Kavadias

Vice-Dean for Faculty, Co-Director of Cambridge Judge Entrepreneurship Centre, Academic Programme Director Cambridge Advanced Leadership Programme

Professor Stelios Kavadias serves as the previous 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 Qingdao 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**

**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](http://www.jbs.cam.ac.uk/alp)



## Professor Julian A. Dowdeswell

Director of the Scott Polar Research Institute  
Professor of Physical Geography  
Fellow of Jesus College



## Professor Jennifer Howard-Grenville

Diageo Professor in Organisation Studies  
Fellow of Trinity Hall



## Dr Dominique Lauga

University Senior Lecturer in Marketing



## Professor Christoph Loch

Professor of Management Studies  
Dean, Cambridge Judge Business School  
(2002 - 2012)



## Professor Jaideep Prabhu

Professor of Marketing, Jawaharlal Nehru  
Professor of Indian Business and Enterprise  
Director of the Centre for India & Global Business  
Fellow of Clare College



## Professor Mark de Rond

Professor of Organisational Ethnography  
Fellow of Darwin College



## Dr Kishore Sengupta

Reader in Operations Management



## Dr Khaled Soufani

Faculty (Professor level) in Management Practice  
Director of the Executive MBA Programme  
Director of the Circular Economy Centre (CEC)  
Fellow of Clare Hall College



## Dr Robert Wardrop

Director, Cambridge Centre for  
Alternative Finance



## Suzanne Weeks

Visiting Leadership Development Specialist



## Dr Patrizia Vecchi

University Lecturer in Organisational Behaviour



## Dr Andreas Richter

Reader in Organisational Behaviour



## Professor Neil Lawrence

DeepMind Professor of Machine Learning,  
Department of Computer Science and  
Technology, University of Cambridge



## Dr Jeremy Hutchinson-Krupat

University Senior Lecturer in Innovation &  
Operations Management



## Lord Richard Wilson, Baron Wilson of Dinton

Former Head of the Home Civil Service



## Professor Dame Sandra Dawson

KPMG Professor Emeritus  
of Management Studies  
Fellow in Management  
Dean, Cambridge Judge Business School  
(2002 - 2012)



## Jonathan Haslam CBE, FRGS, MCIPR

Former Chief Press Secretary to  
Prime Minister John Major



## Dr Thomas Roulet

Associate Professor in Organisation Theory



## Sir Richard Billing Dearlove KCMG, OBE

Former Chief of the British Secret Intelligence  
Service (M16) 1999-04  
Master of Pembroke College,  
Cambridge 2004-15



“It is absolutely the most amazing refreshing experience I’ve ever had so far. I am reborn!”

In the past 20 years, I have built up several companies, helped many others expand their businesses across continents, been a board member for several Chinese multi-nationals. Currently I am the chief representative in Europe for ToJoy Shared Holding Group and a board member of ToJoy EMEA, the group’s European subsidiary.

In other people’s eyes, I might be seen as successful. Deep inside me lies a certain sense of insecurity and a lack of confidence. “I am lucky” is the most used term for me to describe when I achieved something in life, rather than think yes, I am good enough. Lack of confidence has been the main reason why I often rejected influential and responsible high position offers.

The ALP journey urged me look deeper and deeper inside myself from day 1 throughout the whole period, it is absolutely the most amazing refreshing experience I’ve ever had so far. Every day I find out something new about myself, not only in the classroom, but this happens also while I associate and discuss with my peers. I am reborn!

The academic education equipped me with a helicopter view on corporate management. I have gained sufficient work and management experience over the past 30 years, the ALP academic teachings provide me insights from theoretical perspective, helped me fully understand the logic behind the practices, enriched me with guides for further business practices.

I am very happy I survived in this overwhelming Judge Business School Advance Leadership Program. These three weeks have transformed me. I am ready for next step, whatever it is.



**Chunmei Maja Sun**

Chief Representative in Europe, ToJoy Shared Holding Group, Executive member of the Board, ToJoy EMEA  
Cohort 19

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

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 them comfortable with the culture of the organisation. The ALP helped me to reflect on this and as I was the only HR leader in our 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 close to what I do for a living and was actually the biggest surprise for me because I got so much out of it. I think that was the wow moment, something I did not expect as it came from my own discipline and area of expertise. I would do it all over again. All of a sudden a mirror is held up in front of you and it is a brilliant learning experience which I found very powerful.

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.



**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 15

“The teaching on the ALP does not only come from the professors. I found that some of the best insights came from the wealth of global experience in the room.”

Leading an organisation is one of life’s most exhilarating experiences. It can also be one of the most gruelling. After five years as a CEO I was increasingly conscious that some of my go-to ideas and approaches were somehow not as successful as they had been earlier in my career.

The Cambridge Advanced Leadership Programme (ALP) caught my eye immediately. I was drawn to the mix of intensive learning on a broad range of topics and the focus on organisational strategy development and implementation. The good amount of time set aside for leadership coaching – two whole days – was another appeal.

Undoubtedly, I was drawn to the lustre of University of Cambridge’s reputation. How could I resist a taste of the University’s intellectual heritage and architectural beauty?

I found the professors and their teaching on the ALP consistently strong. We heard from experts in a range of fields who either expanded our thinking on a global scale or focused it more intimately on matters closer to home.

Every participant will have their favourite topics and sessions. For me it was Professor Mark de Rond dissecting what drives successful teams. Mark gave his talk in the trophy room at the Cambridge Rowing Club, an historic setting that underlined his insights into collaboration and mutual accountability.

The teaching on the ALP does not, however, only come from the professors. I found that some of the best insights came from the wealth of global experience in the room.

The Academic Programme Director, Professor Stelios Kavadias, talked about his determination to encourage “thoughtful leadership” that keeps faith with the intellectual heritage of the university.

It is a disarmingly simple phrase, almost a cliché, but the concept of thoughtfulness captures the essence of ALP. Leadership is the job of charting the right course, simplifying complexity, and dealing effectively with uncertainty and risk.

The most singular moment for me came late in the last week. We broke into pairs to discuss a disarmingly simple question: What makes for a good day at work? I had never thought about this before. My answer surprised me, and will be a beacon for the next chapter of my career.

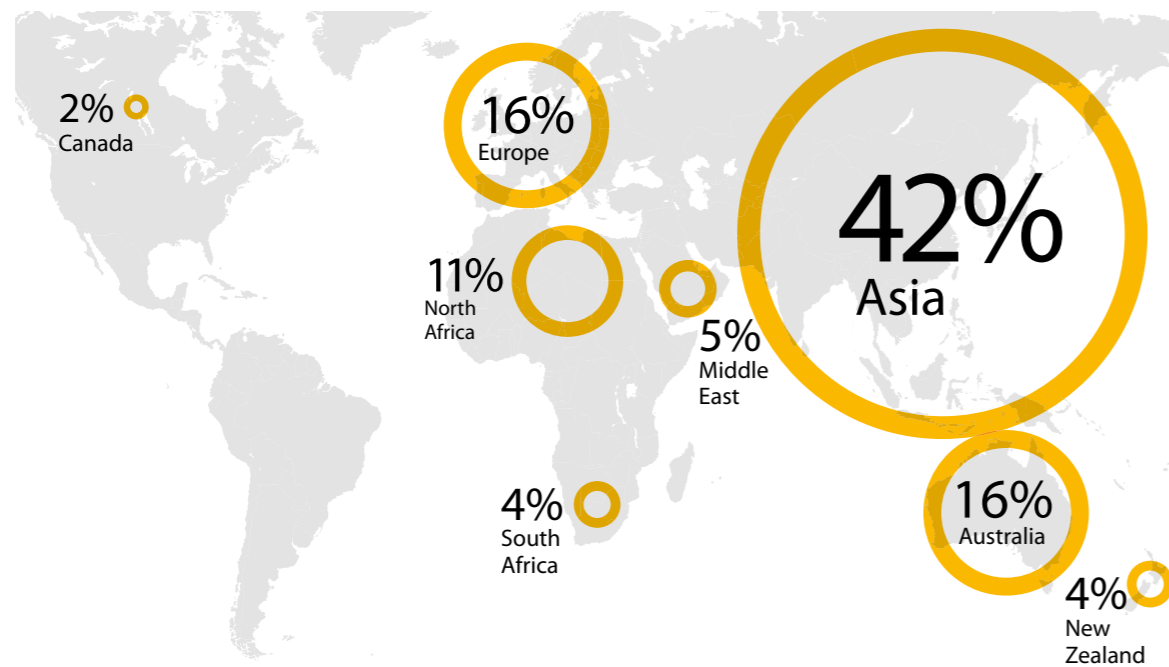


**Paul Thompson**

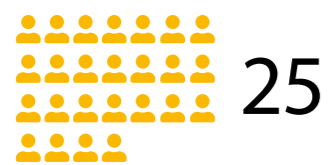
CEO & Editor-in-Chief  
RNZ  
New Zealand  
Cohort 17

# Join a highly international and diverse group of like-minded peers

## Nationalities represented



Maximum number of participants on the programme



Average years of management experience



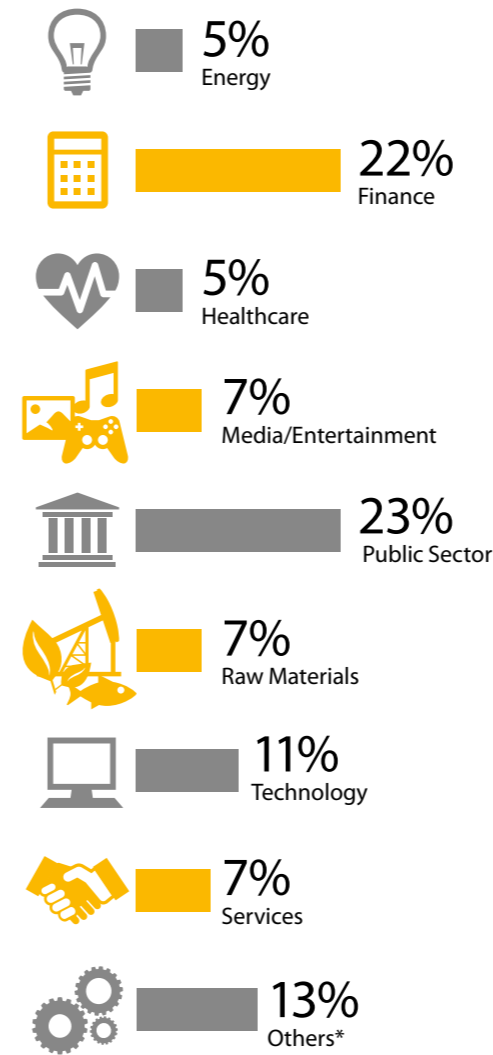
Cambridge ALP alumni around the world



Statistics taken from the last three Cambridge ALP programmes held.

# The Cambridge Phenomenon

## Industry sectors



As part of a world-renowned research university, Cambridge Judge Business School benefits from a rich and diverse local environment of academia, innovation and business. 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 Biotechnology, Chemicals, Manufacturing, Not for Profit/NGO and Wholesale.



## 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, a 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
- Dinners at historic Cambridge colleges
- Walking tour around the historic city
- Visit to a choir rehearsal at King's College
- Cycle along the river to Grantchester.

### Wellbeing 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.



“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.

**Please visit the website for programme fees and dates**

Full attendance is expected throughout the three weeks.

### Tuition fee

The programme fee 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.

**Please visit the website for programme fees and dates**

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

- Confirm a place on the preferred set of dates;
- Activate 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 6 months 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).



“The programme is only as good as the quality of its participants. For this reason, we take participant selection very seriously to ensure the quality of executives who choose to join us on the ALP in Cambridge.”

**Allison Wheeler-Héau**  
Director of Open Programmes  
Cambridge Judge Business School

## Varied Curriculum



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.

### 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](http://www.jbs.cam.ac.uk/alp)

### Find out more

Please contact Jasmin Abdel Moneim, Business Development Director, for an informal discussion to enhance your understanding of what the Cambridge ALP has to offer you and your organisation.

Jasmin Abdel-Moneim  
Business Development Director, Open Programmes  
Cambridge Judge Business School  
Executive Education  
**Email: [alpenquiries@jbs.cam.ac.uk](mailto: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.

[www.jbs.cam.ac.uk/alp](http://www.jbs.cam.ac.uk/alp)



## The power of small

When participants join the Cambridge ALP they will be in a group of no more than 25 people. They get to know each other extremely well, they have a personal relationship with the faculty members who are working with them, and we believe that in this small group the learning is deeper and more intense.

“The ALP has provided me with a boost of energy, inspiration and better skill to move things forward more effectively together with my teams. The discussion and the work with experts of their fields and with like-minded peers, the well-structured program and the City and University Cambridge allowed for a unique experience which was worth all the effort I put into it.”

**Johannes Rosenthal**  
Managing Director, Dr. Oetker (UK)  
Cohort 19



[www.jbs.cam.ac.uk/alp](http://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 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





“As Dean of a leading Business School, I realise that there comes a time in the professional life of a senior executive when it is really valuable to simply step away from the treadmill of leading the business, for enough time to recharge the batteries and re-energise the brain. The Cambridge ALP will give you this space. Our programme challenges executives with stimulating content to stretch their thinking, creates a safe space to exchange and debate with other senior global leaders and Faculty, in a city which is so conducive to learning and reflection.

Please be prepared to contribute as much to the programme as you hope to get from it – we are looking to you as engaged participants who will challenge our Faculty too. In this spirit we are confident that the Cambridge ALP will be a watershed moment in your career, and we take your experience very seriously. You will probably only do one programme such as this in your professional life - we realise you have a choice, and we will do our utmost to rise to your expectations.”

#### PROFESSOR MAURO F GUILLÉN

Dean of Cambridge Judge Business School,  
Professor of Management Studies

Meeting the challenges of the global business landscape from the heart of one of the world's great universities.

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#### DR BETH AHLERING

Director of Executive Education

#### 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. 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 16 research centres, 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. Small class sizes emphasise maximum interaction between faculty and participants.

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.



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Cambridge Judge Business School **Executive Education**

University of Cambridge  
Trumpington Street  
Cambridge CB2 1AG  
United Kingdom

Jasmin Abdel-Moneim  
Business Development Director, Open Programmes  
Email: [alpenquiries@jbs.cam.ac.uk](mailto:alpenquiries@jbs.cam.ac.uk)  
[www.jbs.cam.ac.uk/alp](http://www.jbs.cam.ac.uk/alp)

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