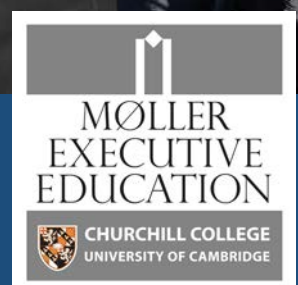


Lead further



The Explorer Mindset

Senior Leadership Development Programme
Møller Executive Education at Churchill College,
University of Cambridge



Welcome



Thank you for your interest in the Explorer Mindset, an exciting new programme designed and developed by Møller Executive Education, at Churchill College, in the University of Cambridge.

Carl Jung wrote: "I am not what has happened to me, I am what I choose to become." Having been founded as a Centre of Excellence inspired by Sir Winston Churchill and shipping magnate Maersk Mc-Kinney Møller, we are committed to supporting senior executives to reach new frontiers in leadership.

We have developed the Explorer Mindset, a unique senior leadership development programme, to equip senior executives with the cognitive, emotional and behavioural resources required to confidently lead their organisations through one of the most competitive and unpredictable environments for centuries.

Just as the early explorers charted new geographical landscapes relying on maps and sextants, compasses and the promise of discovery, 21st Century explorers must span the complexities of an inter-connected, digital world. They are called upon to lead in a world where the once familiar maps from the Industrial Age no longer seem to work.

We know that senior executives who choose to invest time, effort and purpose in learning and developing themselves are able to reach higher levels of performance, ability, meaning and happiness in their chosen careers. We are passionate about designing high impact, experiential programmes, such as the Explorer Mindset, which make a considerable impact on the person, their team, their organisation and society as a whole.

On behalf of the Programme Directors and the whole team, I look forward to welcoming international leaders from across different sectors in the inspirational learning environment at the Møller Centre, Churchill College, University of Cambridge.

A handwritten signature in dark ink that reads "Cathy Butler".

Cathy Butler

Director of Programmes (Executive Education)



The Need for an Explorer's Mindset

- ◆ The gap between available technology and human ability to use that technology for creating a better world has never been greater.
- ◆ The gap between a networked, interconnected world and the growing forces of nationalism and protectionism has never been wider.



- ◆ Advanced robotics and 'smart factories' combining automation and artificial intelligence are poised to re-shape manufacturing.
- ◆ The 'gig economy' and rise of flexible and remote working is already redrawing concepts of work and workplaces.
- ◆ Millennials demand transparency and authenticity in leadership.
- ◆ Organisations increasingly experience socio-economic and cyber risks, intense global competition and high-speed change.

Who is the Programme for?

The Explorer Mindset executive education programme prepares you for new frontiers in leadership. This senior leadership development programme is designed for the C-suite, partners, founders and other senior managers (with 8+ years management experience), and is sector-agnostic.

Whatever your background, academic qualifications or career path, the Explorer Mindset can help you achieve your development goals; a highly interactive and experiential programme that will cater for diverse learning styles.

Limited to just 25 participants, this all-inclusive full-board residential programme provides access in Cambridge (UK) to some of the brightest minds, most engaging facilitators and most experienced leadership practitioners operating internationally.

This programme is for you if you consider yourself to be:

- ◆ Excited by the opportunities and challenges presented by disruption and volatility in your business, marketplace, sector and beyond
- ◆ A highly committed and self-aware leader; you know the world is changing; you know a new leadership mindset is needed to navigate these turbulent times
- ◆ Ambitious and successful; you are always looking to improve your entrepreneurial and innovation skills so you can reach higher attainment and execute new ideas
- ◆ Passionate about building the best organisational environment in which your people can excel in their performance
- ◆ Open to exploring new possible futures, new ways of thinking and to challenging convention
- ◆ Highly motivated to be a leader who effectively navigates your organisation through uncertain and challenging waters towards new horizons and opportunities
- ◆ Proud to be considered a 'thought leader' in your field or an experienced 'safe pair of hands' by your peers. You enjoy making conceptual connections and being 'in the know'
- ◆ Invigorated by learning from some of the leading thinkers in leadership development and personal effectiveness, and networking with global business leaders
- ◆ Engaged and motivated by peer networking, a leader who enjoys drawing on the wealth of experience of other senior leaders from different sectors and geographies
- ◆ Excited by the immersive nature of a residential executive education programme in Cambridge, including exclusive twilight talks, historic College dining experiences and high performance experiential learning in a unique environment at the University of Cambridge.



All Møller Executive Education leadership development programmes are approved by the Møller Education Standards Committee, Churchill College.

Certificates of attendance for residential programmes are issued under the Royal Charter of Churchill College and endorsed by the University of Cambridge's Board of Executive and Professional Education.



Programme Overview

Core focus areas

Personal growth and team performance

- ◆ Personal leadership development and personal brand
- ◆ Self awareness and authenticity
- ◆ Developing an effective leadership coaching style
- ◆ Communication and impact
- ◆ Managing and leading high performing teams

Organisational growth and development

- ◆ Innovation and creativity
- ◆ Value creation and organisational growth
- ◆ Commercial and societal benefits of leading a sustainable business
- ◆ Strategy, competitiveness, complexity and futures thinking

- ◆ Leading change
- ◆ Organisational culture
- ◆ Cross-cultural leadership and diversity

The five dominant forces outlined below are challenging ambitious leaders at a personal, team and organisational level. These will be inter-woven in the Explorer Mindset course:

1. Implications of Globalisation
2. Socially Created Information
3. Resurgence of Nationalism
4. Digital Technologies
5. Millennial Demographics

While these factors pose threats and opportunities for all organisation leaders, the Explorer Mindset senior leadership development programme is designed to equip you with the cognitive, emotional and behavioural resources to confidently lead your organisation at this critical point in history.

The Møller teaching approach

The Explorer Mindset will be delivered by a diverse team of carefully selected core Associates, Faculty and Practitioners with extensive and highly regarded experience of delivering to senior executives in global organisations across the sectors.

The Explorer Mindset will use a multi-dimensional approach to learning. Namely a blend of learning strategies and social contexts, including group, teamwork and 1:1.

We will provide the most useful and practical leadership “input” and “content”; most importantly, we will use an approach of “guided discovery” where leaders will be put into situations from which new insights will occur.

Ranging from coaching, experiential learning, working on leadership challenges, applied project work and learning from leadership insight talks, our Møller approach will help leaders develop personally, professionally and organisationally.

We will encourage the leaders to learn from each other and to relate all learning back to their individual and unique leadership and organisational contexts. With our modular approach, the Explorer Mindset will not be an isolated event, but instead a guided leadership journey and a process where we will provide all the early and personalised support that the leaders might find most useful for their ongoing development.



Places: 25

Module 1: 26 Nov - 30 Nov 2017

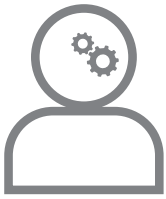
Module 2: 29 April - 2 May 2018

Price: £8,000+VAT

(includes all tuition and full-board residential)

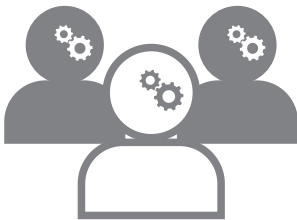
Learning Outcomes

Personal impact



- ◆ Apply creativity and imagination skills to the leadership demands inherent in a complex, inter-connected digital world
- ◆ Improve my decision-making by identifying and tackling unhelpful mind talk and cognitive biases
- ◆ Gain awareness of management mindsets that I have become 'stuck' on and adopt new, more fit-for-purpose mindsets
- ◆ Develop a deeper understanding of my personal purpose and its role in my leadership style
- ◆ Draw on my purpose-driven management style as a source of empowerment, confidence and courage
- ◆ Build on my positive leadership communication skills to develop even more impactful communication styles
- ◆ At this inflection point, allow myself to step back from daily management pressures to develop personally for more effective and enjoyable leadership

Team impact



- ◆ Understand how to use my personal purpose to motivate my team to work together to achieve aspirational common goals
- ◆ Understand the complexities of team dynamics to build optimum-performance teams
- ◆ Learn how to inspire high-performance teams, drawing on values-led leadership
- ◆ Understand the importance of innovation in leadership and how to execute a disciplined innovation process
- ◆ Gain practical methods for developing a culture of innovation, creativity and collaboration among people in my organisation
- ◆ Effectively communicate my leadership through the successful development and execution of organisational strategy
- ◆ Learn sustainability leadership practices to drive team and organisational performance
- ◆ Understand how my role as a coach makes me a more effective team leader



Organisational impact



- ◆ Deepen my knowledge of megatrends and how they will likely affect my sector, industry and organisation
- ◆ Develop implementable strategies to optimally position my organisation for these megatrends
- ◆ Know how to apply systems thinking to navigate complex scenarios and dynamics
- ◆ Identify leadership paradoxes, enabling me to grow the organisation in a more astute way
- ◆ Understand the different ways I can lead change in my organisation during turbulent times
- ◆ Effectively communicate my leadership through the successful development and execution of organisational strategy, tackling 'sticking points' in an agile way
- ◆ Gain practical methods for developing a culture of innovation, creativity and cross-boundary collaboration
- ◆ Know how to execute user-centred design principles and the benefits of doing so for my organisation
- ◆ Understand and appreciate the impact my personal leadership development can have on my organisational vision and priorities
- ◆ Strengthen my skills and confidence in developing and leading a powerful, purpose-driven organisational culture
- ◆ Know the tangible, commercial benefits of embedding sustainability practices into my organisation

Programme Features

Executive wellbeing



Wellbeing is a key element of the Explorer Mindset. Organisations responding to an increasingly complex, competitive and unpredictable environment, are demanding their people do more with less – and leaders are no exception.

While successful executive leaders have long acknowledged the benefits of ensuring their top physical wellbeing is nurtured, there is now greater understanding of the importance of positive psychological wellbeing and resilience, to ensure both individual and organisational robust health.

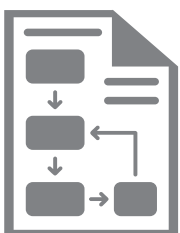
Resilience and wellbeing are becoming an increasingly vital part of any leaders' overall business strategy, a crucial ingredient to creating a motivated, committed and high-energy culture and environment.

The Centre for Mental Health calculated that presenteeism from mental ill health alone costs the UK economy £15.1 billion per year, while absenteeism costs £8.4 billion.

Mobile technology, global competitiveness, and financial pressures from the recent recession are ratcheting up workplace pressures, with inherent risks of lost productivity and disengagement.

The Explorer Mindset has embedded the theory and practice of wellbeing into its intensive residential programme. Devised and delivered by exceptionally experienced fitness experts, an optional wellbeing and fitness programme has been integrated into the Explorer Mindset programme.

Inter-session project work



Programme participants will source and undertake an inter-modular project that will provide them with a rich experiential context to support the learning context.

Through the project, and through coaching check-ins, they will apply many aspects of their learning including:

- ◆ Strategic focus
- ◆ Innovation leadership
- ◆ Prioritising, making choices, planning
- ◆ Creating and managing a high performance team
- ◆ Disciplined execution skills



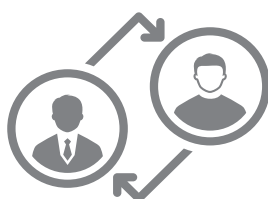
Mindset diagnostic



Prior to the programme, all participants will undertake a personalised diagnostic which is designed to:

- ◆ Help participants through psychometric feedback to understand their own mindset and the ways in which it enables or detracts from the attributes of an explorer mindset
- ◆ Help participants understand their strengths and areas they could benefit from working on with their management coach
- ◆ Assess and provide feedback to support the development of an explorer mindset

Effective leadership through coaching



Coaching helps leaders and organisations reconnect with what is most important for them.

A survey by the Institute of Leadership and Management found that 95% of organisations that embraced coaching “saw direct benefits to the organisation”, and 96% saw benefits to the individual.

The coaching elements of the programme focus on the following key development areas:

- ◆ Personal transformation through improved self-belief, confidence and resilience
- ◆ Adopting a different, positive leadership mindset to engage effectively and influence stakeholders with greater impact
- ◆ Handling and optimising career transitions or leadership hand-overs
- ◆ Honing core leadership skills such as impact, engagement, personal brand and communication to be a more inspirational team leader
- ◆ Organisational transformation and bringing about positive change in culture through engaging and effective people leadership
- ◆ Learning and adopting coaching techniques, including the participant’s own coaching experience on the programme, helping them lead/achieve mindset shift in themselves and in others whom they are leading

The Møller Centre – Residential Experience





A Unique Cambridge Experience



24,500

Cambridge-based companies,
with a total turnover of £35.6bn

Cambridge offers a truly unique learning environment for executives – an inspiring place characterised by exploration and discovery.

The perception of Cambridge as steeped in history and boasting stunning ancient College architecture, immaculate College gardens, and people punting down a quaint willow-fringed river is accurate – but there is far more to it than this.

Cambridge is small enough to retain a community atmosphere and yet it hosts a cosmopolitan and international mix of some of the world's brightest academics and students. As a world-leading centre for knowledge and education, Cambridge draws from this wealth of intellect and creativity to fuel its thriving technology and biotech cluster, often referred to as 'Silicon Fen'.



Cambridge: Where billion-Pound (£) companies grow

It has become known as the big little city where billion-Pound companies are grown; Cambridge-founded ARM Holdings, whose microchips power most of the world's smartphone devices, secured a £24.3bn sale to Japanese SoftBank in 2016. The Raspberry Pi, another Cambridge-based innovation, became the best-selling British computer in 2015 having sold 11 million units.

Cambridge is a thriving entrepreneurial hub, home to 24,500 companies boasting a turnover of £35.6bn and employs 210,211 people. It has an established innovation ecosystem connecting investors, start-ups, multi-nationals and some of the world's brightest brains emanating from the University of Cambridge.

The UK's leading life-science research campus the Babraham Research Campus managed by Babraham Bioscience Technologies is based in Cambridge, as well as Microsoft Research and Amazon (which starts testing its drone deliveries here in 2017).

The Explorer Mindset programme leverages this entrepreneurial foundation to provide enviable access to a range of Cambridge entrepreneurs and business leaders at its Twilight Talks, who will share their leadership stories as well as business best practice.

Cambridge, a city of explorers and innovators

It is also an historic city, built by the Romans and familiar to Danes, Saxons and Normans. One of the pilgrims who set sail for America on the Mayflower was from Cambridge. Yet with all this history, Cambridge has nevertheless been the birthplace of some of the most recent scientific advances.

Famous alumni of the University include the poets Milton, Tennyson, and Wordsworth; the scientists Darwin, Newton, Crick and Watson and Stephen Hawking; writers from Samuel Pepys to Clive James; and entertainers from Ian McKellan, Emma Thompson and David Attenborough to John Cleese, Hugh Laurie and Stephen Fry.

The Explorer Mindset – leveraging Cambridge

The Explorer Mindset blends the best of the academic backdrop of the University with business practitioner input.

The programme offers an immersive Cambridge learning experience in the following ways:

- ◆ **Exceptional and sought-after academic speakers from different subject areas and backgrounds from across the University of Cambridge and beyond to inform relevant parts of the programme**
- ◆ **Customised Twilight Talks with inspiring business leaders and entrepreneurs will provide invaluable networking opportunities in addition to fascinating business and leadership insights**
- ◆ **Social and cultural programme for participants to learn from each other and be fully integrated with the inspirational collegiate setting of Churchill College at the University of Cambridge**
- ◆ **Private dining experiences in historic and contemporary College settings where discussions with peer participants, invited guests and speakers will continue the learning experience beyond the classroom**
- ◆ **The world-famous personalised Cambridge approach to small-group learning; the programme is capped at a maximum of 25 participants, and small action learning groups are a key part of the programme**
- ◆ **The Explorer Mindset has been developed by two highly experienced Leadership Programme Directors. They will deliver and ensure the highest leadership learning results alongside a dedicated full programme team including Programme Manager, Coaches, Facilitators, Møller Associates and highly service-oriented Møller Operational staff**

Programme Directors



Ruth Berry

Ruth has 20 years' experience in leadership development, teaching diverse and dynamic management executive education courses for multinationals such as Royal Dutch Shell, and world-leading business schools.

Programme Co-Director of the Explorer Mindset, Ruth's leadership work focuses on personal effectiveness, leading change management and personal leadership awareness and development.

Ruth has delivered large and complex development programmes for a number of global organisations – spanning professional services, financial services, TMT, energy and public sector – often as they face key transitional moments.

Drawing on her previous business experience in senior HR roles over a ten-year career in professional services, Ruth is renowned for delivering dynamic, high-impact sessions with a down-to-earth communication style.



Sudhanshu Palsule

Sudhanshu is an award-winning educator, consultant, leadership coach and author. He is regarded as one of the leading thinkers in the field of Transformative Leadership and Leading in Complexity.

Programme Co-Director of the Explorer Mindset, Sudhanshu's leadership work brings together the latest research emerging from neurology and psychology, and his own exploration of human thinking and behaviour over thirty years.

Faculty staff at Duke Corporate Education (USA) for the past decade, Sudhanshu teaches at other global business schools and works with senior management teams across Fortune 500 companies, government organisations and the public sector.

Trained as a physicist, he uses principles of quantum mechanics in his work on building effective 21st Century organisations and teams that can thrive in increasingly complex global eco-systems.

Teaching Team



Adam Billing

Adam is an innovation specialist with 18 years' experience delivering innovation-focused projects for global organisations and world-leading business schools. Adam's work focuses on design thinking in innovation and its application in organisational leadership contexts.



Dr Javier Marcos

Javier has 20 years' experience in executive education, with his work focusing on sales leadership, customer value and business growth. He has authored two sales management books and is published in respected management journals.



Edward Mason

Edward Mason has wide experience in aligning senior management teams around a consistent and motivating purpose. He has deep experience of coaching senior management in bringing purpose alive. He has been CEO of highly successful businesses and a trusted NED at several more.

Edward's specialist areas are pitch and presentation coaching; brand development and engagement; business strategy development and articulation, all of which are very closely connected. It's only when you have a clear business strategy and a clear proposition that you can pitch it effectively.



James Stacey

James is a senior environment and sustainability professional with 25+ years' experience of team and business leadership in private equity, banking and consulting. His work focuses on identifying the impact of sustainability to companies' future prospects, business models, financial forecasts and enterprise value for mergers and acquisitions.



Allyson Stewart-Allen

Allyson is an award-winning educator and an internationally-recognised business adviser, broadcaster, and speaker. Her expertise in international marketing and inter-cultural working is regularly sought by leading businesses globally, including the Fortune 100.

About Møller Executive Education

3500+

senior leaders have attended programmes with Møller Executive Education over the last 12 years



Part of Churchill College at the University of Cambridge, the Møller Centre is the UK's Best Management Training Centre and multiple award-winning for its academic venue and banqueting staff.

Møller Executive Education has been designing and delivering highly successful leadership development programmes with global organisations for more than a decade.

It provides open enrolment programmes and customised executive education programmes for senior leaders, aspiring leaders and those operating in highly regulated environments.

The Møller Centre was founded as a Centre of Excellence, inspired by two great leaders: Sir Winston Churchill and Maersk Mc-Kinney Møller. It was the recipient of the Queen's Award for Enterprise in 2012; an annual award bestowed by Her Majesty The Queen.

Inspired by its Danish heritage, the Møller Centre building combines high-quality architecture, art and design to provide a truly creative and inspiring space within which to learn and collaborate.



**The Møller Centre,
Storey's Way,
Cambridge,
CB3 0DE**

*Cambridge is located one hour from London
and 45 minutes from London Stansted Airport*



Our Clients

- ◆ 4Finance
- ◆ A&L Goodbody
- ◆ Ahmedabad University
- ◆ Astrazeneca Academy
- ◆ Bank of China
- ◆ British Council
- ◆ Capgemini
- ◆ China CITIC Bank
- ◆ China Commercial International Travel Service Ltd
- ◆ China Construction Bank
- ◆ Daily Mail and General Trust Group
- ◆ Foreign Commonwealth Office
- ◆ Global Radio
- ◆ Huafu Securities Ltd
- ◆ Industrial Bank China
- ◆ J R Tokai
- ◆ Landmark Developments
- ◆ Marshall Group
- ◆ Metal Bulletin
- ◆ Metro
- ◆ Nanjing University Business School
- ◆ NTT DoCoMo Telecom
- ◆ Ping An Bank
- ◆ Reed Smith
- ◆ Shanghai Hospital Development Centre
- ◆ Shanghai Pudong Development Bank
- ◆ Sinopharm Pharmaceutical
- ◆ Thailand Government
- ◆ The People's Government of Inner Mongolia Autonomous Region
- ◆ UnionPay
- ◆ Wowcher
- ◆ Yunnan Construction Engineering Group



"The Møller team has worked on a variety of programmes with our senior leadership teams from around the world since 2010. The programmes consistently receive fantastic feedback from our participants and Ruth Berry's practical yet warm and engaging delivery, combined with her extensive expertise in leadership has been very beneficial in my role as a business leader."

Simon Levine, Global co-Chief Executive Officer and Managing Partner, DLA Piper UK LLP



"Møller Executive Education programmes are immersive, engaging and inspiring whilst at the same time incredibly practical in nature. This unique approach helped me develop a deeper understanding of leadership and strategy and with new tools and knowledge to deploy increased my confidence in successfully leading high performing teams through significant periods of transition from print newspaper to a multi-channel media brands."

Linda Grant, Chairman, housesimple.com.

Linda attended programmes at Møller whilst Managing Director of Metro and an Executive Director at DMGT



Application Process

An admissions process ensures a diverse yet complementary senior management cohort with which to collaborate and ensures the programme learning outcomes are tailored to your needs.

Places on the programme are limited to 25 and are expected to fill quickly.

Step 1: Contact the Director of Programmes to express an interest. An application form will then be provided.

Step 2: Applicants will receive notification of receipt of application.

Step 3: Applicants will be contacted in order to arrange a 45 minute telephone interview with one of the Programme Directors.

Step 4: During the telephone interview the Programme Directors will enquire about the applicant's work experience, current leadership role, current challenges and specific interest areas within the programme.

Step 5: Applicants will be notified within two working days as to whether they have been offered a place on the programme.



Apply Now: Please contact the Director of Programmes (Executive Education) cathy.butler@chu.cam.ac.uk or +44 (0)1223 465 575.

This is *Your* Time



The Explorer Mindset brings together a fusion of practical and creative leadership development underpinned by evidence-based intellectual thinking.

Over the last twelve years the Møller Centre has been building its leadership development capability and this programme showcases our distinctive values-based approach designed to stretch individuals to lead at their peak. It is no longer the case that leaders can know all the answers, or be effective through setting the direction then managing people and resources to deliver. Leaders of today need to know the right questions and be so much more.

21st Century leaders need the courage and capacity to thrive in uncertain times, the resilience to navigate uncharted waters and the humility to develop and engage high performance teams to deliver success for their organisations. We encourage leaders to understand the value of the context in which they work as well as the people and communities which they serve and take responsibility for their impact both in the short and long term.

You will have the chance to build upon your strengths, acknowledge weakness and find the resources within yourself to innovative new approaches. Are you brave enough to challenge yourself and embark upon this personal exploration?

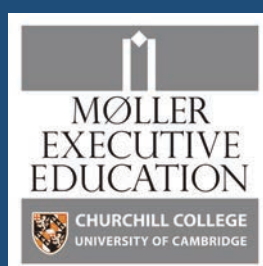
Gillian Secrett
Chief Executive

Want to know more about the Explorer Mindset?

Immerse yourself in the Explorer Mindset programme by watching our short video at www.ExplorerMindset.com



Explorers:
Apply Now. Lead Further.



www.ExplorerMindset.com