



**Copenhagen Business School**  
HANDELSHØJSKOLENS EFTERUDDANNELSESCENTER



# Leadership Acceleration Program

Accelerating the careers of high potentials

# Leadership Acceleration Program 2008

- Accelerating the careers of high potentials

## WHAT IS LEAP?

**Recognizing organizations' need to enhance their leadership development efforts, the Leadership Acceleration Program (LeAP) nurtures up-and-coming managers who will eventually drive their company's bottom line. The result is personal transformation that supports effective succession planning and strengthens ongoing competitiveness.**

## OBJECTIVE

The objective of LeAP is to develop young individuals with strong leadership potential. The program gives the participant a holistic perspective of management with a cross-functional perspective and assists the participant in his/her development towards taking overall responsibility and pursuing integrative leadership in his/her own business life.

## ORGANIZATIONS NEED UP-COMING MANAGERS TO BE LEADERS

To succeed in today's business environment, organizations need managers who demonstrate flexibility and empathy, while remaining true to the core values of the organization. Successful leaders understand how their personal character and attributes can — positively or negatively — affect their credibility and the bottom line. Awareness of self and others is critical to organizational and career success, as well as developing maturity in managing ego, power and control. This program will strengthen the potential to become a successful leader by providing functional area expertise, developing specific leadership skills and enabling you to influence followers to accomplish desired goals for your organization.

## POTENTIAL PARTICIPANT PROFILE

High potentials who recently advanced, are about to advance or are seen as potentials for future advancement from functional areas to general management positions.

The program is designed for participants with a non-business educational background and a few years of working experience. The focus is on upgrading business competencies in a leadership perspective. It is required to have a bachelor level educational background or equivalent combined with a few years of working experience as a minimum. Read more about the admission procedure and criteria at [www.hhe.dk](http://www.hhe.dk)

## TIME TO LEARN

The length and intensity of LeAP will enable participants to reassess their roles within their companies and develop a broader, updated perspective on the relationship between management and the organization. While on the CBS campus or at a retreat, participants remain completely immersed in the learning experience through seminar lectures and group exercises. During the program it is expected to spend around the same amount of time on course preparation, assessments and other program assignments as on the modules. All together 250+ working hours.

## THE FACULTY

LeAP is developed and taught by a core faculty from Copenhagen Business School who are skilled educators, groundbreaking researchers, and internationally acclaimed authors. CBS faculty leverage their business expertise and field-based research to create new knowledge and enduring concepts that shape the practice of leadership and management. While a CBS professor is in charge of each module, leadership coaches will build further upon the learning process focusing on the developing the leadership portfolio. The result is a teaching team that exposes participants to multiple perspectives, and thereby challenge the participants thinking on many levels.

# Program Outline

## Business Development

**Module 1**

**Strategy  
&  
Leadership**

**14-17 September  
2008**

**Module 2**

**Management  
Control  
Systems**

**22-25 October  
2008**

**Module 3**

**International  
Markets &  
Marketing**

**25-28 November  
2008**

## Leadership Development

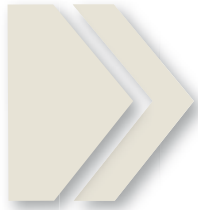
Leadership  
Capacity  
Building



Functional  
Business  
Leadership



Leadership  
Skills  
Development



Group Based Leadership Coaching

Virtual Collaboration and Networking

Mentorial in own company

# LeAP Faculty

## Program manager

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**Associate Professor**  
**Bo Nielsen**

Center for Strategic Management  
and Globalization  
Copenhagen Business School

Program manager Bo Nielsen holds extensive international teaching experience from, among other universities, Western Washington University, where he has conducted research within the field of strategic management from 2003-07. Recently, Bo Nielsen joined the Center for Strategic Management and Globalization at CBS and has already been awarded the CBS teaching award 2008.

## Faculty

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**Adjunct Professor**  
**Claus Valentiner**

Department of Organization  
Copenhagen Business School

Adjunct professor Claus Valentiner is a senior expert in change management and leadership processes and development. He is the former Executive Director of Credit Suisse-Winterthur Insurance in Switzerland and holds extensive experience in working within an international company context.



**Professor**  
**Carsten Rohde**

Department of Accounting and Auditing  
Copenhagen Business School

Professor Carsten Rohde is head faculty professor of the second Management Control Systems module and is also a lecturer on accounting systems, procedures, and policies. Professor Carsten Rohde is an experienced lecturer, not only at CBS, but also as an advisor in different Danish companies and governmental institutions.

## Faculty

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**Associate Professor**  
**Allan Hansen**

Department of Operations Management  
Copenhagen Business School

Associate professor Allan Hansen's expertise covers a wide range of issues related to cost and performance management in practice. Apart from extensive lecturing at CBS undergraduate, graduate and Diploma programs, he is, furthermore, involved in teaching managerial accounting courses at the full time MBA program at CBS.



**Professor**  
**Thomas Plenborg**

Department of Accounting and Auditing  
Copenhagen Business School

Professor Thomas Plenborg masters the discipline of teaching financial analysis and valuation of companies in an enthusiastic manner. As a recurrent educator at the CBS Executive MBA, many people have experienced his participatory style of teaching. He is, furthermore, recipient of numerous awards over the years and has recently been nominated for the CBS teaching award 2008.

# LeAP Faculty

## Faculty

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**Professor  
Ken Bechmann**

Department of Finance  
Copenhagen Business School

Professor Ken Bechmann is a valued lecturer from the Department of Finance with expert knowledge in corporate finance and financial markets. Ken Bechmann is recognised for his outstanding personal commitment within research and teaching activities and has, on a number of occasions, been given awards for his outstanding teaching.



**Professor  
Thomas Ritter**

Department of Marketing  
Copenhagen Business School

Professor Thomas Ritter is a native German but has been teaching and researching at CBS since 2001. Thomas Ritter is an expert within marketing management and relationship management and has been teaching executives at the CBS Executive MBA for several years.

## Faculty

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**Professor  
Wesley Johnston**

Department of Marketing  
Georgia State University

Professor in marketing Wesley Johnston is an expert in network dynamics and relationship strategies, especially in sales force management. Wesley Johnston has, over the years, conducted numerous executive seminars in China, Australia, Korea, Singapore, Finland, Argentina, and Slovenia among other countries.

## Coaches

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**Leadership Coach  
Birgitte Fuglsang**

FK Select

Birgitte Fuglsang is a highly experienced leadership consultant, facilitating leadership development, coaching of new or experienced managers, teambuilding, and human processes. Birgitte Fuglsang has a professional background from, among other organisations, the Danish Ferrosan Group and is a licensed psychologist.

## Coaches

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**Leadership Coach  
Sanne Kaas**

FK Select

Co-coach Sanne Kaas is a licensed psychologist, working with a number of different Danish companies and public organisations on, for instance, leadership development, coaching, teambuilding, etc. Sanne Kaas is a skilled coach having worked with leadership development for more than 15 years.



**Leadership Coach  
Helene Kirkegaard**

FK Select

Co-coach Helene Kirkegaard is an accomplished coach, facilitating psychological testing and feedback, leadership development in general, and teaching related themes.

# LeAP program content

## PROGRAM STRUCTURE

The program is structured purposefully in 3 separate four-day modules, each focusing on different aspects of business functions and leadership capabilities deemed necessary to become an effective leader. Each module is followed by an individual assessment, typically administered via a virtual platform as a 24-hour case, in order to ensure internalization of key learning objectives. In addition, the program features an ongoing distance-learning discussion forum, which serves to integrate the key leadership characteristics from each module into a personal leadership development portfolio. Active involvement in all classroom sessions, home-based assignments, case discussions, exercises, and other program activities is expected. All 3 modules are intensive and require considerable preparation and participation. Hence, participants must remain free of outside responsibilities during those modules. Some modules include weekend days in order to reduce the number of days away from work.

## LEADERSHIP SKILL DEVELOPMENT

The development of the leadership portfolio is a continuous on-going process prior, during and after each module. Initially and prior to the first module all participants will carry out a personal test followed by a personal coaching session with the affiliated leadership consultants. Based on these findings and discussions the participant will begin the development of the leadership portfolio i.e. on the IT-platform. Following the first and second module is a half day group-based coaching session supervised by the leadership consultants with a focus on receiving feedback on the participants individual progress, giving and taking advice on managerial and leaderships skills and clarify the further process.

We also encourage all participants to meet regularly with their closest manager in order to ensure that the development of the leadership portfolio is aligned with the organizational realities of own company.

The final oral assessment will be based on the participants ability to translate the acquired leadership skills into a forward-looking leadership development and implementation plan.

## OVERVIEW OF MODULES

The overarching framework for integrating critical business functions with the leadership perspective includes:

### Module I: Strategy and Leadership

Location: Off-campus

Dates: 14-17 September 2008

Exam: 26 September 2008 (24 hour case)

Coaching: Week 41 2008 (1/2 day)

- Leadership assessment and development
- Strategic management
- Managing organizational change and innovation
- Leading effective teams

### Module II: Management Control Systems

Location: CBS campus

Dates: 22-25 October 2008

Exam: 31 October 2008 (24 hour case)

Coaching: Week 46 2008 (1/2 day)

- Managerial finance
- Managerial accounting
- Production and operations management
- Functional business leadership

### Module III: International Markets & Marketing

Location: CBS campus

Dates: 25-28 November 2008

Exam: 4 December 2008 (24 hour case)

Oral Exam: Week 50 2008 (1 day)

- International markets & marketing
- International marketing strategy
- International market expansion
- Leadership development planning

## ADMISSION AND FEE

The program is highly intensive, and has great focus on the individual participant – therefore the maximum number of participants is 35. Read more about admission criteria and procedure at [www.hhe.dk](http://www.hhe.dk).

The tuition fee is DKK 69,000 + Danish VAT (25%). The fee includes course materials and catering, but excludes accommodation and catering on the residential module 1. If all final exams are passed the program equates 9 ECTS.

### **LEADERSHIP SKILLS AND LEARNING PHILOSOPHY AT CBS**

The program's action-learning approach blends interactive lectures with hands-on experiences that put the principles into practice. Faculty challenges the participants to examine their own management objectives, and focus on developing an effective leadership style. Throughout the program, the participants will focus on one of their own current and urgent challenges. They will experiment with new approaches and behaviours in applied learning sessions, receive constructive feedback

and insights from faculty, fellow participants and consultants leaving with learning for resolving current and future challenges. The faculty will constantly present and challenge questions about:

**The Fundamental Questions of Leadership**

**The Effective Decision Making and Execution**

**The Leadership Through Collaboration & Networks**

#### **For more information, contact:**

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