

INSEAD

Executive Education
Leadership 2009/2010

Consulting and Coaching for Change

Creating reflective change agents



Develop your business

Develop yourself

It has been said that there is nothing permanent but change. To move in a new direction, you need to step back and gain the knowledge and tools that will equip you for the challenge of leading change.

Many change initiatives fail by not adequately appreciating or understanding the role of human behaviour in organisational performance and change. This programme teaches you to do the opposite, helping you delve into the heart of the basic drivers of human behaviour and learn to identify and manage the hidden dynamics of teams and organisations.

Consulting and Coaching for Change (CCC) is an intense and powerful diploma programme. It is specifically designed for those leading change directly or those advising key people in an organisation regarding change. It provides participants with a clinical framework for understanding how individual and organisational behaviour affects change initiatives. Moreover, it significantly broadens their behavioural repertoire and understanding of individual psychological structures.

On an individual level, the insights and clarity gained from the programme will greatly increase your ability to manage the people issues that affect business performance. By being able to ensure a fit between people, the organisation and corporate goals, you will make a significant contribution to developing business. In the process, by transforming yourself into a reflective and powerful agent of change, you will greatly develop yourself.

Starwood Hotels & Resorts Worldwide
Belgium

“Consulting and Coaching for Change has transformed the way I feel, act & interact with others. It allowed me to learn and grow myself in a safe environment, through intensive knowledge sessions, elaborate case writing and constructive feedback. It was an intense journey but I would recommend it to anyone.”

Senior Director of Human Resources



Reflect Expand Explore

Consulting and Coaching for Change goes to the heart of human relations, drawing on insights from a broad range of disciplines ranging from psychoanalytic psychology to cognitive theory. These are then integrated into a clinical approach and applied to management theory. Because human behaviour touches on a broad range of personal, emotional and cultural assumptions, both time and reflection are necessary in order to gain clarity and a solid understanding of the issues. The programme is thus profoundly reflective and care is taken to create a safe transitional space that provides you with both a tool for implementing change and an extremely valuable opportunity to step back and gain perspective.

Reflect and expand

During the programme, you will be immersed in the change phenomenon and will be encouraged to reflect on your own behaviour and on your interaction with others. From the very beginning, you engage in peer coaching with your working teams of six fellow participants (the total group size is around 36). Linking each module is a case paper which provides you with the opportunity to explore how your new knowledge, awareness, and tools can be applied to your work setting. The personal feedback you receive from faculty and your team contributes to the process of developing and fine-tuning your skills.

Explore

A large part of the programme is comprised of extensive personal exploration, lectures, consulting and coaching. Unlike most executive education programmes, **Consulting and Coaching for Change** is not focused on outside case studies, drawing instead largely on the wealth of experience in the participant group. This, of course, is highly confidential and the classroom is designed as a safe space in which participants can engage in idea experimentation and expansion. In this, you may find that while expecting the programme to teach you about others, in fact, you learn a great deal about yourself as well.

Camco Inc. / Mabe Canada Inc
Canada

“As a business leader, I wanted to better understand the motivations and actions of my business teams, and of myself as a leader – and that was exactly what I got! The interactive educational journey of Consulting and Coaching for Change was greatly enhanced by the diversity of experience and backgrounds in the classroom. The special network I made is very much a part of my life now.”

President & CEO

Experience the difference of INSEAD Executive Education - to learn more about the Consulting and Coaching for Change and download the programme application form, visit: www.insead.edu/executives/ccc.cfm

Programme outline

7 modules over 14 months building
1 unforgettable experience

The seven modules of **Consulting and Coaching for Change** are designed to equip you for the challenges of leading organisational change. Between each module, you will write a brief reflection essay as well as case papers linking what you have studied to your own personal or professional issues. After the final module, you will have the opportunity to write a thesis which qualifies for the diploma awarded at the end of the programme.

Module 1

Building foundations

Gain a theoretical and methodological foundation in the behavioural, clinical, cognitive, and psychoanalytical schools of thought that will be your base for the following modules.

- Learn to use psychodynamic concepts to explore the hidden dimensions of the self and of organisations
- Open the door to exploring the unknown
- Conduct an initial assessment of your own organisation

Module 2

Roots of emotional intelligence

Expand your horizons and begin to read organisations as networks of inter and intra-personal interactions.

- Learn to understand both your own and others' emotions
- Discover techniques for regulating your emotions
- Increase your ability to recognise and diagnose key behaviours

Module 3

Organisational family systems

Revise your understanding of how families shape our thinking and provide our first model of how organisations work in regard to decision making, control and rewards.

- Develop your ability to apply family systemic thinking in coaching and consulting
- Build your appreciation of the influence of your family on your work
- Gain an understanding of the unique business and interpersonal challenges of advising family-owned businesses

Module 4

Leadership dynamics

Explore the dynamics of leadership in diverse organisational contexts.

- Engage in comprehensive 360° feedback exercises examining your professional and personal leadership styles as well as a personality audit
- Use these insights to develop a personal leadership development plan
- Learn about effective and dysfunctional leadership styles
- Better understand how to create high performance teams

Module 5

Groups and teams

Expand your perspective to gain a theoretical framework for understanding the psycho-socio dynamics of groups and teams by participating in an experiential learning exercise.

- Increase your understanding of group decision making, influence processes and team dynamics through an experiential learning simulation
- Learn to increase cohesiveness and effectiveness regarding tasks
- Practise team coaching

Module 6

Organisational change

Learn how to think systematically and strategically by examining organisational defensiveness and resistance to change.

- Address the challenges of diagnosing and changing behaviour in organisations
- Engage in an in-depth case consultation by presenting your change management study
- Learn how to take your organisation from “good to great”

Module 7

Transformational

Develop your own approach to change and transformation and understand the intricacies of interactions between the individual, group, organisation and the environment in the process of change.

- Navigate career transition
- Implement the new perspectives you have gained to develop a unified and integrated change process

Your faculty team

Uniting world-class theory and practice

Bringing together some of the world's leading management thinkers, psychologists, organisational consultants and executive coaches, **Consulting and Coaching for Change** is led by a diverse and internationally renowned faculty team.

Programme directors



Professor Roger Lehman

Adjunct Clinical Professor of Management
Programme Director and Executive Coach,
INSEAD Global Leadership Centre
PhD in Clinical Psychology, Florida Institute
of Technology

Roger Lehman designs and teaches in both open and company specific programmes, providing a focus on executive leadership, personal and professional development, and high performance teams. Roger's clinical, teaching and organisational consulting career spans over 25 years during which time his experience

has included a variety of staff and leadership positions in both public and private institutions. He is a licensed clinical psychologist (Indiana, USA) and a psychoanalyst with membership in the American Psychological Association, the German Psychoanalytic Society and the International Psychoanalytic Association.



Professor Erik van de Loo

Adjunct Clinical Professor of Management
Programme Director, INSEAD Global
Leadership Centre
Professor of Leadership and Behaviour,
Free University of Amsterdam
PhD in Social Sciences, Leiden University,
MWO, SIOO

Erik van de Loo is partner and co-founder of Phyleon, Center for Leadership and Change in The Hague, The Netherlands. Phyleon is specialised in interrelated change processes on individual, group and organisational levels. Erik is a licensed clinical

psychologist and psychotherapist. He is a member of the International Psychoanalytical Association and of the Dutch Society of Psychoanalysis and has a private psychoanalytic practice. He is a member of the International Society for Psychoanalytic Study of Organisations.

Scientific programme director



Professor Manfred Kets de Vries

The Raoul de Vitry d'Avaucourt Chaired Professor
of Leadership Development
Clinical Professor of Leadership Development
Director, INSEAD Global Leadership Centre
Econ. Drs., University of Amsterdam
ITP, MBA, and DBA, Harvard Business School

Manfred Kets de Vries brings a different view to the much-studied subjects of leadership and the dynamics of individual and organisational change. Bringing to bear his knowledge and experience of economics, management and psychoanalysis (member of the Canadian Psychoanalytic Society and the International

Psychoanalytic Association), he scrutinises the interface between international management, psychoanalysis, psychotherapy, and dynamic psychiatry. His specific areas of interest are leadership development, top executive team building and organisational change.

Contributing faculty*

Konstantinos Arvanitakis

Professor of Psychoanalysis at McGill University
Senior Psychiatrist at McGill University Health Centre

Howard E. Book

Associate Professor,
Dept of Psychiatry Faculty of Medicine,
University of Toronto

Randel Carlock

The Berghmans Lhoist Chaired Professor
of Entrepreneurial Leadership
Senior Affiliate Professor of Entrepreneurship
and Family Enterprise at INSEAD
Director, Wendel International Centre for
Family Enterprise

Morten Hansen

The André and Rosalie Hoffmann Chaired
Professor of Family Enterprise
Professor of Entrepreneurship at INSEAD

Herminia Ibarra

The Cora Chaired Professor of Leadership
and Learning
Professor of Organisational Behaviour at INSEAD

Robert Kegan

The William and Miriam Meehan Professor in
Adult Learning and Professional Development at
Harvard University Graduate School of Education

Anton Obholzer

Organisational Consultant and Psychoanalyst,
former Director of Tavistock Centre, London

Gianpiero Petriglieri

Affiliate Professor of Organisational Behaviour
at INSEAD

Catherine Sandler

Associate Consultant of the Tavistock
Consultancy Service
Associate Tutor at London Business School
Founder, Sandler Consulting

Ludo Van der Heyden

The Solvay Chaired Professor
of Technological Innovation
Professor of Technology and Operations
Management at INSEAD

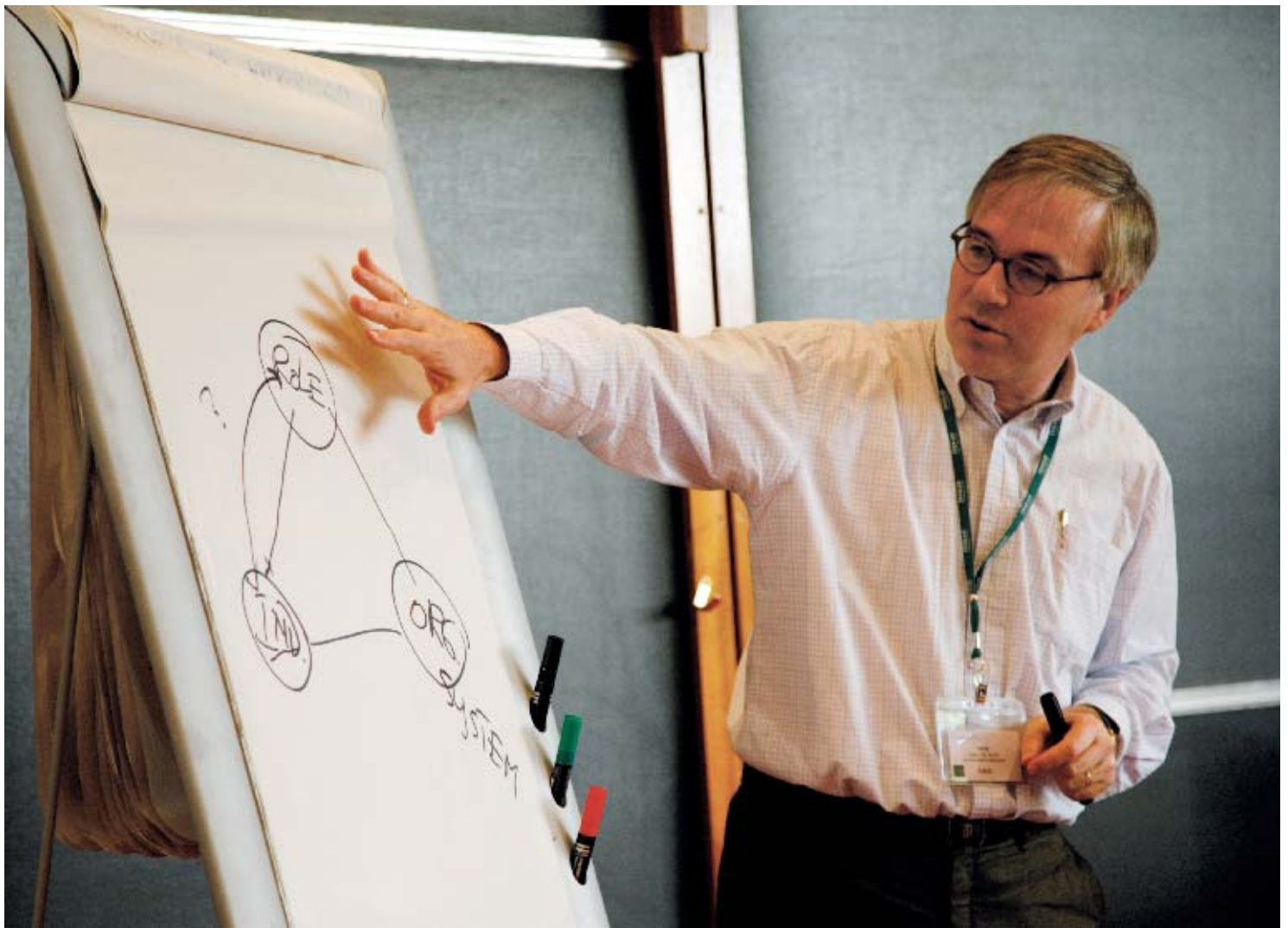
Abraham Zaleznik

Konosuke Matsushita Emeritus Professor
of Leadership, Harvard Business School

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Change and download the programme application form,
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*Programme faculty may change.





You and your peers

Participants on **Consulting and Coaching for Change** are either general management executives, human resource professionals in regional or global corporations, or consultants in either small boutique-like structures or global consulting firms.

Because the intense and personal nature of the programme requires a trusting environment, the class size is limited to 36. The application process is rigorous and is designed both to determine suitability for the programme and to form part of the learning. A detailed application requires applicants to outline their personal background, motivation for applying and personal goals for the programme. You can expect that this will take a considerable amount of time to complete and that it will help you begin your process of reflection.

Final interviews with the Programme Directors are scheduled at INSEAD or elsewhere, schedules permitting, so please apply in advance, as soon as you have made your decision to do so.

Acceptance on the programme implies a commitment to be present for the duration of all modules. Partial absence is not only detrimental to the individual, but also has a negative impact on the other participants.

Airbus SAS

France

“This programme opened up a lot of windows and generated a positive approach to individual and collective change. Both intellectually stimulating and directly applicable in business life, it was a great opportunity to learn more about myself and understand the different environments. I truly enjoyed the quality and diversity of the group and the authenticity of relationships made.”

Executive Vice President, HR

Participants by Industry

Consulting	25%
Financial Services	15%
Pharmaceuticals & Biotechnology	12%
Heavy Industrial & Chemicals	10%
Services	7%
Consumer Goods	7%
Natural Resources	4%
Others	20%

Participants by Country/Region

The Netherlands	19%
Germany	13%
British Isles	13%
Russia	7%
Belgium	7%
Africa	6%
Switzerland	6%
Asia	5%
US & Canada	5%
South America	3%
Rest of Europe	6%

Participants by Function

Human Resources	25%
Consulting	19%
Top Management	17%
Business Development & Corporate Planning	8%
General Management	7%
Finance	3%
Manufacturing & Prod. / Operations	3%
Others	18%

Some recent participants

Executive Director

Banco Real ABN AMRO SA

Brazil

Manager Learning & Development

Group Head of Training Centre

Cathay Pacific Airways Ltd

Hong Kong

Culture Change Consultant

Cellian Pty Ltd

Australia

Senior Vice President - Head of Corporate University

EDF

France

Senior Manager

Ernst & Young Business Advisory Services

Luxembourg

HR Manager Trading Area South Asia

Ikea Trading India

India

Organisational Consultant

Knowledge Network

Spain

Director, Senior Executive Development

L'Oréal SA

France

Management Consultant

Magnitude Consulting

The Netherlands

Group Organisation Executive

Massmart Division of Massatores

South Africa

Division Manager Management Development

Metro Cash & Carry International

Germany

Partner Account Manager

Microsoft Schweiz

Switzerland

CEO

NedTrain

The Netherlands

Director HR Development & Training

Orange Communications Switzerland

Switzerland

Group Corporate Director

Premier Group of Company

Thailand

Partner

PricewaterhouseCoopers

The Netherlands

UK Managing Director

RightCoutts

United Kingdom

Owner/Manager

Salmania

Iceland

Senior Consultant Executive

SAP

Germany

Personnel Director Russia

Schlumberger

Russia

Founder-Owner-CEO

Skillbuild Inc.

Switzerland

Change Manager

Solvay

Belgium

Head of Group Risk Management

Swiss Reinsurance Company

Switzerland

Vice President

TDC Solutions

Denmark

Head of HR Division

The National Commercial Bank

Saudi Arabia

Supply Chain Manager

Unilever

The Netherlands

Communication Manager

UPM-Kymmene France

France

Senior Partner - CEO

Vain & Partners

Estonia

HR Director

ZAO "Severstal-Resurs"

Russia

Joining the CCC community

The **Consulting and Coaching for Change** programme is a powerful experience that, by its very nature, creates a strong and close-knit community. Through peer coaching, sharing experiences and giving and receiving 360° feedback, you and your fellow participants engage with each other on a privileged level, both inside and outside the classroom. With graduates becoming part of the extended INSEAD family through the Alumni, you can expect your learning community to journey with you well into the future.

Beyond the classroom

In many ways, only part of the value you take from **Consulting and Coaching for Change** originates in the classroom. Your interaction with your programme peers and your learning from them is continuous throughout the programme and between modules. Lunches, breaks and evening social events, including a private visit to the Château of Fontainebleau are intended to encourage contact and exchange.

The INSEAD Alumni

Having attended **Consulting and Coaching for Change**, you will become part of the global network of over 36,000 alumni. Present in over 160 countries, this community creates lifelong opportunities for professional development and networking. As an INSEAD alumnus/a, you will receive resources such as an INSEAD lifelong email forwarding address, access to the online directory allowing you to find alumni globally, a copy of the annually printed edition of the Alumni Address Book, the quarterly Alumni E-Newsletter, featuring INSEAD and alumni events and activities globally, as well as invitations to join events that INSEAD and its alumni hold throughout the world.

Experience the difference of INSEAD Executive Education - to learn more about the Consulting and Coaching for Change and download the programme application form, visit:
www.insead.edu/executives/ccc.cfm





INSEAD: The Business School for the World

As one of the world's leading and largest graduate business schools, INSEAD brings together people, cultures and ideas from around the world to change lives and transform organisations.

This worldly perspective and cultural diversity are reflected in all aspects of our research and teaching. In the course of a year, across the school's two campuses in Asia (Singapore) and Europe (France) and our two centres in the Middle East (Israel and Abu Dhabi), 138 renowned faculty members from 32 countries inspire more than 1,000 degree participants – MBA, Executive MBA and PhD – and more than 9,500 executives from the world's leading companies. Across this comprehensive range of programmes, our participants are drawn from more than 100 countries and represent all continents.

On both campuses and centres, our faculty conduct leading edge research projects with the support of 17 Centres of Excellence. The INSEAD-Wharton Alliance extends the reach of INSEAD business education and research across three continents. More information on INSEAD can be found at www.insead.edu

Our mission

As an educational institution, our mission is to promote a non-dogmatic learning environment that brings together people, cultures and ideas from around the world, changing lives, and helping transform organisations through management education. Through teaching, we develop responsible, thoughtful leaders and entrepreneurs who create value for their organisations and their communities. Through research, we expand the frontiers of academic thought and influence business practice.

Our values

Diversity as a source of learning and enrichment

We are free from any dominant culture or prevalent dogma. We are open to and respectful of other views. We learn through the exchange of ideas and experiences.

Independence as a governance principle

We believe in intellectual freedom and are autonomous in our financial, institutional and academic planning and decision-making process.

Rigour and relevance in teaching and research

We encourage diversity in research and teaching methods, with no single school of thought or methodology predominating. What matters is rigour and impact on management as an academic discipline, on business practice and in the classroom.

Closeness to the international business community

We partner with the international business community to explore and disseminate management knowledge. We believe in the role of business as a force for improving people's lives.

Entrepreneurial spirit

We are willing to experiment and innovate. We are ready to take risks and manage well the results of our actions.

Let us help you decide: frequently asked questions



You may find answers to some of your questions below. If not, **Liz Ciccarella** is your contact at INSEAD for all questions regarding **Consulting and Coaching for Change**.

Liz Ciccarella

Associate Director, Open-Enrolment Programmes
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Why should I choose INSEAD? What makes it different from other business schools?

INSEAD is the only business school in the world in which a typical classroom can be made up of 36 participants from over 20 nationalities. We are truly diverse, and truly international. This means that because everyone is a minority, no culture or idea dominates and there is space to learn from approaches and cultures from all over the world. In addition, because we know that you learn as much from your fellow participants as from our world-class faculty, great care is taken to ensure that participants have a comparable level of skill and experience. That way, you will benefit from your peers' depth and breadth of experience in conditions that could only exist at INSEAD... and that is in addition to the world renowned faculty who will guide you through your programme.



What is the diploma offered?

After the completion of Module 7 and before submitting a thesis incorporating and applying the theory and practice of the Consulting and Coaching for Change programme to your own specific situation, you will receive a certificate. In most cases, the thesis is based on the on-going case papers but some participants have chosen to use the thesis as an opportunity to explore new perspectives based on the clinical approach. Successful completion of the thesis will result in your receiving the INSEAD Diploma in Clinical Organisational Psychology.



Seven sessions over 14 months seems quite dispersed. What is the value-add of this structure?

At INSEAD, we know that there are no quick fixes when it comes to human behaviour. In order to become effective — and reflective — agents of change, you need time to absorb the discoveries and learning you will gain. Thus, the inter-module periods are designed to allow you to try out your new skills and concepts. In this way, and through the written assignments, your learning is not restricted to your time on campus. Indeed, you can expect to be learning continuously during your Consulting and Coaching for Change programme.



The admissions process appears very involved. How important is it and how are participants selected?

Consulting and Coaching for Change is the only INSEAD Executive Education programme where participants work towards a thesis and diploma. You are strongly encouraged to contact us for advice about applying and to apply at least six months in advance. Great weight is placed on your application form and you should set aside a considerable period of time for completing it. This exercise actually marks the start of the learning process, giving you a first opportunity for reflection. Your application form, recommendations and other details are carefully evaluated by the Programme Directors. The face-to-face interview that follows (see interview dates on page 21) is an exercise of mutual expectation-setting. It is designed to examine your motivation and potential integration in the group.



General information

Dates and location

Programme held in Fontainebleau

Module 1: 15-18 April 2009

Module 2: 18-20 June 2009

Module 3: 3-5 September 2009

Module 4: 12-14 November 2009

Module 5: 27-30 January 2010

Module 6: 25-27 March 2010

Module 7: 3-5 June 2010

Fees and expenses

Tuition

A tuition fee of **€ 36,000*** is billed after acceptance, two to three months before the programme, and must be settled before the programme begins. Instruction, teaching materials, books, refreshments at breaks, lunches on working days and opening and closing dinners are covered by this fee.

Accommodation

Accommodation is not included in the tuition fee. It is reserved by INSEAD and generally averages **€ 130** per day including breakfast. Accommodation charges should be settled at the end of the programme. Weekday lunches are served cafeteria-style in the campus restaurant. A wide variety of choices allows you to select dishes in accordance with your tastes and dietary requirements.

Incidentals

Telephone, laundry, mail, etc. handled by INSEAD should be settled directly with us at the end of the programme. We accept a variety of credit cards, travellers' cheques and cash.

Schedule

A typical working day lasts from 08:00 to 18:00 with several short breaks and a break for lunch in the restaurant. Evening activities include some reading, group discussion and social events. Saturday sessions end at 16:00.

Cancellation policy

Cancellation charges are as follows:

- 45 to 30 days' notice: 25% of the tuition fee
- 29 to 8 days' notice: 50% of the tuition fee
- 7 days' or less: 100% of the tuition fee

* Subject to change. VAT to be added for companies based in France.

Application procedure and questions

This programme, with its special nature, has a relatively involved application process*, including a face-to-face interview. We invite you to speak to us about how the programme meets your objectives as soon as you start asking yourself questions. We are here to help you. You are encouraged to begin the process and send your application form at least six months ahead of time.

Please see the “frequently asked questions” page for more information about the application or contact:

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To learn more about INSEAD's executive programmes, please contact:

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* INSEAD does not discriminate on the basis of race, sex, sexual orientation, religion, national or ethnic origin, age or disability, in the administration of its educational policies, admissions policies, scholarship and loan programmes, employment and INSEAD administered programmes. Once we receive your application form, including the essay questions and all other required information, it will be read by the Programme Directors, one of whom will call suitable candidates for a face-to-face interview.

Interviews will be held on the following dates and in the following locations:

- 5 November 2008 at INSEAD Fontainebleau (evening)
- 26 November 2008 at INSEAD Fontainebleau
- 9 December 2008 in The Hague
- 19 January 2009 in Frankfurt
- 20 January 2009 at INSEAD Fontainebleau (morning)
- 27 January 2009 in Frankfurt and at INSEAD Fontainebleau (evening)
- 9 February 2009 in Frankfurt

Open-Enrolment Programmes

General Management

- Advanced Management Programme (AMP) **E**
- Asian International Executive Programme (AIEP) **A**
- International Executive Programme (IEP)
 - Consecutive version **E**
 - Modular version **E&A**
 - Modular version **E&A&M**
 - Modular version **E**
- Management Acceleration Programme (MAP)
 - Consecutive version **E**
 - Modular version **E&A**

Top Management

- AVIRA: Awareness, Vision, Imagination, Responsibility, Action (AVIRA) **E&A**
- The Challenge of Leadership (COL) **E&A**
- The International Directors' Forum (IDF) **E**

Leadership

- Consulting and Coaching for Change (CCC) **E**
- The Leadership Transition (LT) **E**
- Leading for Results (LFR) **A&M**
- Learning to Lead (LLD) **E&A**
- Women Leading Change in Global Business (WLC) **E&A**

Strategy

- Business Strategy for HR Leaders (BSHR) **E**
- Building the Business: Strategies for Asia Pacific (BUBS) **A**
- Competitive Strategy (CS) **E**
- INSEAD Blue Ocean Strategy (BOS) **E**
- Managing Partnerships and Strategic Alliances (MPSA) **E**
- Managing Your Global Enterprises (MYGLOBE) **E**
- Strategic Issues in Mergers and Acquisitions (SIMA) **E&A**

People and Performance Management

- Achieving Outstanding Performance (AOP) **E&A&M**
- Human Resource Management in Asia (HURMA) **A**
- Leading Successful Change (LSC) **A**
- Management of People (MOP) **E**
- Managerial Skills for International Business (MSIB) **E**
- Management in the Humanitarian Sector (MHS) **E**
- Negotiation Dynamics (ND) **E&A&M**

Marketing

- Advanced Industrial Marketing Strategy (AIMS) **E&A**
- Customer Focus: from promise to action (CF) **E**
- International Marketing Programme (IMKP) **E**
- Leading the Effective Sales Force (LESF) **E&A&US**
- Marketing of Consumer Goods in Asia (MOCA) **A**
- Telecommunications Strategy and Marketing (TSM) **E**

Finance and Banking

- Corporate Financial Strategy in Global Markets (CFSGM) **E**
- Finance for Executives (FFE) **E&A**
- Mastering Alternative Investments (MAI) **M**
- Risk Management in Banking (RMB) **E**
- Strategic Management in Banking (SMB) **E**

Operations Management

- International Manufacturing Programme (IMP) **E**
- International Project Management (PROM) **E**
- Strategic R&D Management (SRDM) **E&A&US**
- Supply Chain Management (SCM) **E&A**

Entrepreneurship and Family Business

- The Family Enterprise Challenge (FAME) **E&A**
- The INSEAD Social Entrepreneurship Programme (ISEP) **E&A**

E denotes programmes taking place on our Europe campus in Fontainebleau, France

A denotes programmes taking place on our Asia campus in Singapore and other cities in Asia

M denotes programmes taking place at our centre in Abu Dhabi, United Arab Emirates

US denotes programmes taking place in USA



Europe campus
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INSEAD

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