

# Senior Executive Programme

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London  
Business  
School

# Survive and thrive in fast-changing markets

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The Senior Executive Programme (SEP) is London Business School's flagship executive development programme. First held in London in 1966, it has since served to inspire and reignite the ambition of over 4,300 exceptional leaders from all over the world.

SEP is reserved for senior and experienced participants who have already made significant strides in their career to date.

As a learning experience, it is immersive and demanding, providing immediate access to a high calibre peer-group of senior leaders, as well as an opportunity to join the LBS worldwide alumni community.

The programme draws upon the very latest research from our world-class faculty and guest contributors. Through a compelling programme of teaching, fused with powerful development tools and experiential elements, SEP has established itself as one of the world's most prestigious and impactful general management programmes.

## Elevate your impact

In a world of rapid change the need to respond with imagination, agility and pace has never been more important.

To remain relevant and sustain success, you need to challenge yourself to think about the future differently, sharpening your leadership skills and elevating your impact.

Our Senior Executive Programme experience is designed to be demanding, immersive and deeply impactful – because the key to transforming organisations are leaders who are willing to transform themselves.

**“The Senior Executive Programme totally changed my mindset. Interacting with leaders from different industries, from Asia, the USA, Australia and Africa, who could share strong, cross-sector, multi-geography experiences, both enriched and broadened my outlook.”**

Johan Thijs, (Belgian) Group CEO, KBC Group

# Programme overview

Elevate your impact with a remarkable group of global business leaders in a dynamic city.

## Challenge your thinking and reignite your ambition with London Business School's flagship executive development programme.

With our Senior Executive Programme (SEP), you will hone the skills to drive change, create continued competitive advantage and prepare for the future in an ever-evolving global landscape.

Through an immersive and experiential journey over four weeks, you will unlock a new mindset, challenge your thinking about the future and broaden your perspective on both yourself and your organisation.

Working closely with a peer group of exceptional business leaders from around the world, you will discover a dynamic forum, where dialogue and debate serve

to stimulate and inspire you. Discover intense, thought-provoking, experiential learning, guided by our internationally-renowned faculty who advise and consult with large and established, as well as fast-growing, organisations.

LBS is ranked as one of the world's leading business schools. Benefit from a central location in the heart of London, and immerse yourself in a global business capital.

Upon completion you will also become part of our powerfully connected Executive Education alumni network, a global group of over 17,000 successful leaders in more than 150 countries.

# Programme benefits

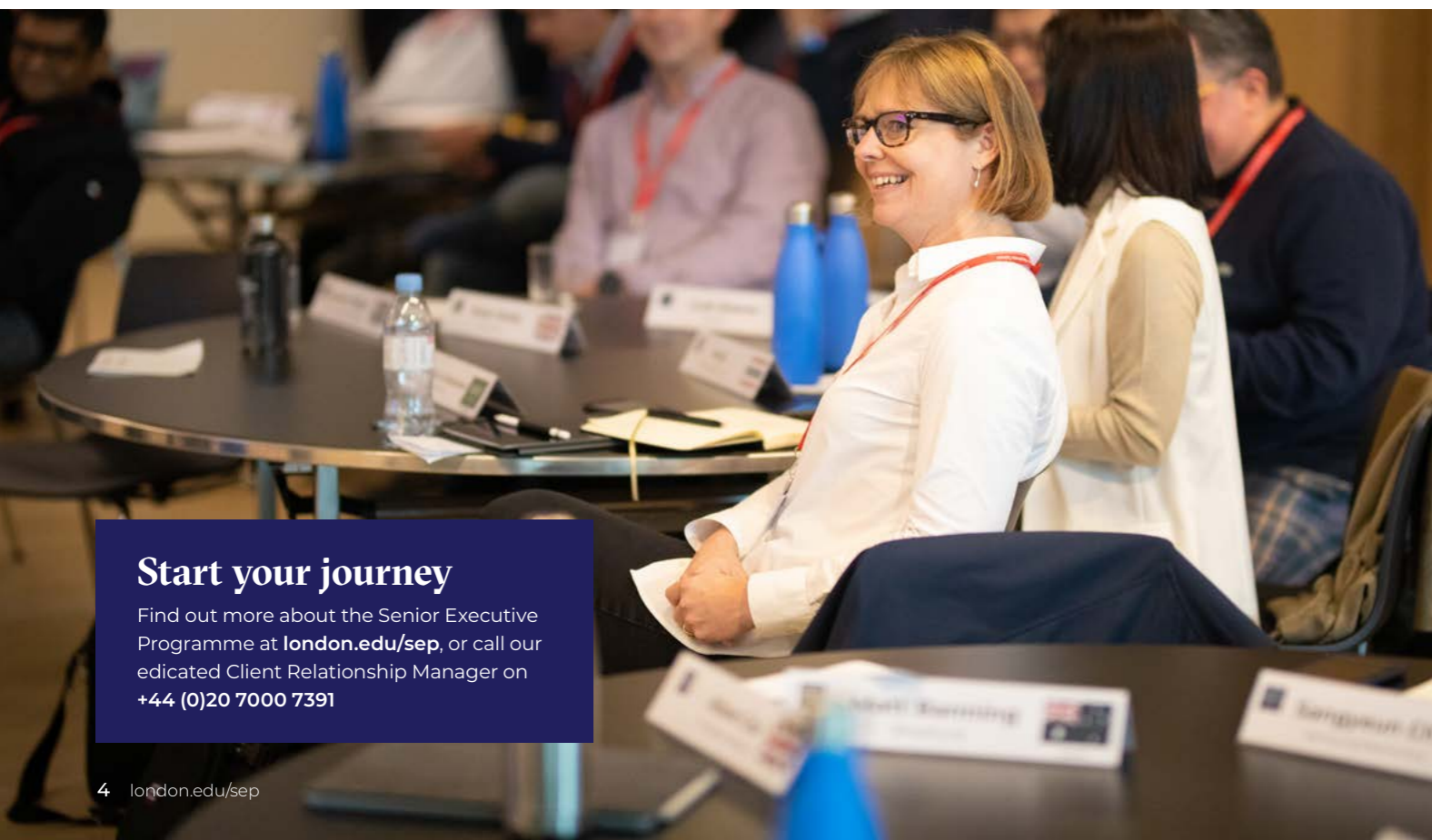
Transform yourself. Transform your organisation.

## Be inspired

- Challenge your thinking and re-ignite your ambition with our flagship programme for senior executives leading at the top tier of organisations worldwide
- Join a globally diverse peer group of exceptional senior leaders, to share experiences and broaden your perspectives.
- Explore the ideas that drive leadership, strategy, change and impact, guided by world-class business thinkers, and bolstered with tried and tested insights from industry practitioners.
- Elevate your impact through experiential learning designed to provoke ideas and challenge your assumptions.
- Experience London as your classroom, and immerse yourself in a dynamic global business hub.
- Renew your confidence to thrive through uncertainty, cut through complexity and seize new opportunities for growth.
- Upon completion, join LBS's global Executive Education Alumni network consisting of over 17,000 executives spanning 150 countries.

## Good for your organisation

- Prepare your organisation for the future of our ever-evolving global landscape, and enable growth, digital transformation and sustainability.
- Invest in your top talent and secure the next generation of your senior leadership team.
- Encourage experimentation and innovation across every part of your business.
- Create positive social impact and superior financial results by transitioning to a more purpose-driven and sustainable model.
- Reconceptualise critical global challenges as profitable and scalable growth opportunities.



## Start your journey

Find out more about the Senior Executive Programme at [london.edu/sep](https://london.edu/sep), or call our dedicated Client Relationship Manager on +44 (0)20 7000 7391

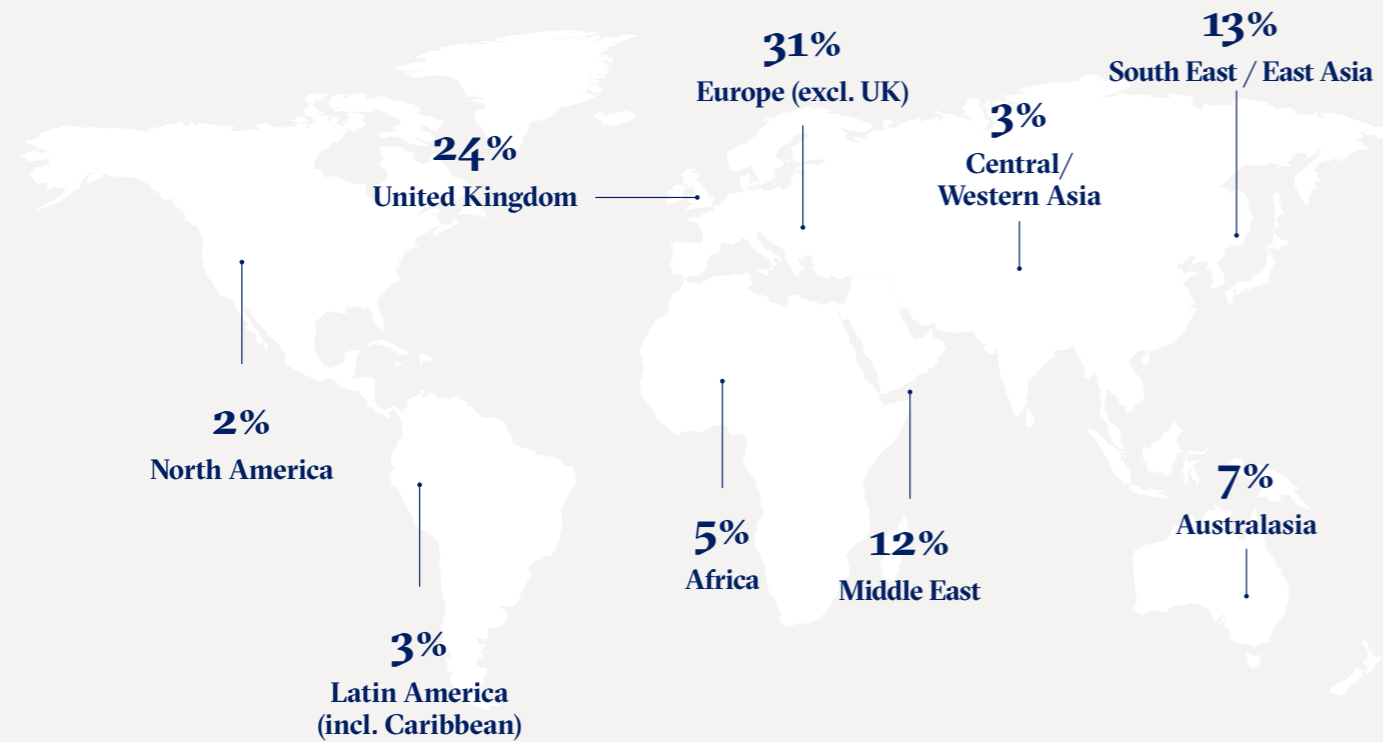


**“The programme was a diverse and global group, with varied international backgrounds. We’ve been fortunate to see many of our classmates at the annual reunions, too. It’s been great to follow everyone’s success.”**

**Michael Mapes** (American) CEO, Trivium Packaging

# Is the Senior Executive Programme right for you?

## A diverse classroom



The data above displays the top nationalities across a three year average of participants on this programme.

Designed for highly accomplished senior executives from around the world, with an average of 15 to 20 years' management experience, the SEP attracts our most senior and experienced executive education cohort members, who will already have a record of achieving significant impact within their organisations.

### Attendees include:

- Senior executives from large organisations who are one or two levels from CEO
- Regional or country heads, and business unit directors
- Executive committee members
- Senior civil servants and leaders of large not-for-profit organisations
- C-suite executives of small and mid-sized organisations

## Women's scholarships

We are proud to offer a limited number of scholarships for outstanding female leaders from around the world.

For more information visit [london.edu/sep](https://london.edu/sep)

# Programme content

Sharpen your skills in leadership, strategy, change and impact.

## What you learn

### Leadership

- Reflect on your leadership journey, and hone your style, impact and effectiveness
- Explore you at your best, by leveraging your signature strengths, and drawing on proven psychometric tools and executive coaching.
- Understand how to fuel your people's performance and support them to navigate change and disruption.
- Gain the confidence to articulate a vision for your organisation with renewed purpose and conviction.

### Strategy

- Build a broader strategic mindset to capitalise on opportunities.
- Improve innovation, ensure sustainability, and drive competitive advantage for the future of your organisation.
- Secure sustainable success in today's volatile business climate by setting a strategy to thrive globally even through volatile, complex and ambiguous future scenarios.

### Change

- Take a holistic approach to change. Examine your organisation's competitive environment, challenge management orthodoxies, and influence corporate culture.

### Impact

- Understand and utilise the motives of your stakeholders to maximise opportunity and value.
- Operate with the confidence to elevate your impact at the top tier of your organisation.



**“SEP was invaluable in honing my management skills. The programme brought about changes in me, and as a result, improvements to the dynamics of my USA and global teams. It's advanced all my working relationships.”**

Kevin Gallagher (American),  
President, Croda

# Your learning journey

Immerse yourself in a transformational experience in the heart of London.

## Pre-programme

- Benefit from an on-boarding call with the Programme Director to explore your learning objectives and ensure your ambitions will be met. You will also gain access to programme materials before the start date and take part in personal and organisational self-assessment exercises to prepare you for the programme – provoking your thinking and formulating the perspectives you will share with your cohort.
- Better understand, or refresh your knowledge of accounting, financial statements and value creation.

## Module one | 2 weeks

### WEEK 1 | LEADERSHIP

- Explore the challenges and complex demands of modern leadership, encompassing transformation, mindset, behaviours, diversity, longevity and globalisation.
- Learn to boost your presence and visibility through an interactive session with an improvisation coach.
- Understand why and how the role of leader has evolved from managing organisations to being responsible for organisational transformation.

### WEEK 2 | STRATEGY

- Understand the latest thinking in strategy and explore the strategic innovation, disruption and digital transformations that will shape the future.
- Learn to address complexity and other challenges with resilience and confidence.
- Tackle complex issues and methods to add value to the enterprise, using metrics and tools to evaluate corporate finance, mergers and acquisitions.

## Back in the workplace | 6–8 weeks\*

- Apply these new concepts in your workplace with the support from your cohort.
- Experiment with new ideas.

## Module two | 2 weeks

### WEEK 3 | CHANGE

- Reframe your mindset and behaviours to become an active agent of change and influence.
- Discover purpose-led organisations, building brand value and distinctive propositions.
- Re-evaluate your personal and professional networks and devise a strategy to build and diversify its value.

### WEEK 4 | IMPACT

- Dismantle the burden of bureaucracy and unleash innovation through experimentation in your organisation.
- Explore new entrepreneurial business models and consider new ideas, innovation and ways of working.
- Grow your personal impact, taking into account your cumulative learning from the programme and devise a plan to focus your energy, skills and new ideas.
- Reconnect with your coach and re-focus on future goals.

\*You can attend in a modular format (two separate modules of two weeks each, as illustrated above), which takes place twice a year, or in a continuous four-week format, which happens once a year.



**“The Senior Executive Programme challenges you to think about who you are, where you are and what you want to be doing.”**

**Catherine Faiers**, Chief Operating Officer at Autotrader UK

# World-class thought leaders

SEP is led by 13 LBS faculty from different areas of expertise, plus guest lecturers and world-class contributors. SEP offers you a unique opportunity to learn from some of the finest business minds in the world. Their industry experience, thought leadership, academic caliber and global perspective on key issues leave you with invaluable knowledge and powerful insights.



## Henri Servaes

**Richard Brealey Professor of Corporate Governance; Professor of Finance**

**Academic focus:** Offers participants new approaches to adding shareholder value, number analysis and governance.



## Costas Markides

**Professor of Strategy and Entrepreneurship; Robert P Bauman Chair in Strategic Leadership**

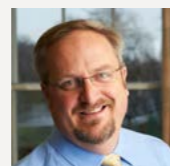
**Academic focus:** Teaches strategic innovation and creative thinking leading to breakthroughs.



## Gary Hamel

**Visiting Professor of Strategy and Entrepreneurship**

**Academic focus:** Gary lectures on management innovation.



## Randall Peterson

**Professor of Organisational Behaviour; Academic Director, Leadership Institute**

**Academic focus:** Teaches team and organisational leadership and interpersonal relationships.



## Dan Cable

**Professor of Organisational Behaviour**

**Academic focus:** Dan teaches *Alive at Work*, the power of purpose and strengths-based performance and positive psychology



## Andrew J Scott

**Professor of Economics**

**Academic focus:** Teaches macroeconomics in a global competitive environment. His expertise ranges from global capital markets to monetary and fiscal policy.



## Peter Hinssen

**Guest Lecturer, Chairman of nexxworks**

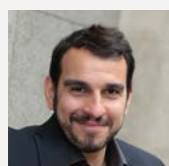
**Academic focus:** Radical innovation, leadership and the impact of digital on society and business.



## Richard Hytner

**Adjunct Professor of Marketing**

**Academic focus:** Enables marketers and non-marketers to work together to execute the organisation's organic growth and customer acquisition strategy.



## Ioannis Ioannou

**Associate Professor of Strategy and Entrepreneurship**

**Academic focus:** Sustainability and Corporate Social Responsibility. He seeks to understand whether, how, and the extent to which the modern business organisation contributes towards building a sustainable future.



## Luisa Alemany

**Associate Professor of Management Practice in Strategy and Entrepreneurship; Academic Director, Institute of Entrepreneurship and Private Capital**

**Academic focus:** Entrepreneurial finance, venture capital, entrepreneurial education, business angels and venture philanthropy.



## Niro Sivanathan

**Professor of Organisational Behaviour**

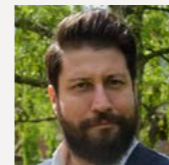
**Academic focus:** Negotiations, influence and decision-making.



## Herminia Ibarra

**Charles Handy Chair in Organisational Behaviour; Professor of Organisational Behaviour; Chair, Organisational Behaviour Faculty**

**Academic focus:** Herminia is an authority on leadership.



## Aytekin Ertan

**Associate Professor of Accounting**

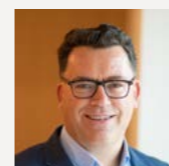
**Academic focus:** Aytekin's research focuses on whether changes in accounting practices or regulation help overcome or create market frictions by studying the impact of these changes on the decision-making of the banking sector.



## Michel G Jacobides

**Sir Donald Gordon Professor of Entrepreneurship and Innovation; Professor of Strategy and Entrepreneurship**

**Academic focus:** Industry evolution and profit migration, business model change, strategy in changing environments, corporate turnarounds and organisational transformation and structural change and policy challenges.



## John Dore

**Programme Director**

**Programme focus:** Directing SEP, from onboarding to graduation. Working with our delivery teams, faculty, contributors and guests to create a learning experience that engages, challenges and connects senior leaders.

**“The programme is designed as a powerful, immersive experience for exceptional leaders from around the world.”**

John Dore, SEP Programme Director



Costas Markides, Professor of Strategy & Entrepreneurship

# A transformational experience

Immerse. Explore. Challenge. Transform.

**The SEP programme brings together a powerful combination of world-class faculty insight, leading industry experts, and experiential learning designed to elevate your impact. We don't adhere to a single learning methodology – we keep you engaged, informed and open to new ways of doing business.**

With London as your classroom, you will join a group of exceptional senior leaders, bringing their own diverse experiences and ideas, as you transform from colleagues into an exclusive network of long-term support, advice and opportunity.

Our careful selection process ensures you are surrounded by a like-minded cohort of senior and experienced leaders, where diverse minds powerfully collide to challenge your perspective and alter your approach.

You will discover an exceptional learning environment, with onsite accommodation, health and wellbeing facilities and a central location with London on your doorstep.

Upon completion of the programme, you will become part of London Business School's Executive Education alumni network, joining a lifelong community of 17,000 global business leaders.



## How you learn

- Learn from some of the finest business minds, with classes led by our world renowned faculty, drawing on their research, thought leadership and global perspectives on key issues to equip you with powerful insights.
- Industry practitioners will share their hard-won experiences and offer an inside view of some of the world's most innovative businesses.
- Become immersed in experiential learning, featuring unique performance, presentation and decision-making simulations.
- Draw from the powerful perspectives of your cohort, a diverse group of senior leaders from across the globe.
- Evaluate your capabilities, using proven psychometric tools with one-to-one coaching to create a personal development plan.
- Be inspired, challenged and enlightened through real-life business problems discussed and debated through international case studies.
- Practise key lessons and test ideas in a supportive and varied learning environment.

**“SEP challenges your way of thinking, explores best practice and provides innovative leadership models. I'm much more confident in my abilities.”**

Jennene Buckley, (Australian),  
CEO, Feros Care

# The SEP impact

Our alumni are shaping the future of business at organisations worldwide.



**“It has been a totally transformative experience.”**

Emana Ambrose-Amawhe,  
Chief Operating Officer/Managing  
Partner Dzoay Media Ltd,  
SEP99 alumna

When you practise a profession for a significant period of time, you can easily become boxed into thinking and seeing things from one particular angle. I felt it was time to expand my horizons and network, whilst learning something new about life from different people. That's why I decided to join the Senior Executive Programme at London Business School.

It has been a totally transformative experience. Studying alongside a group of professionals from such diverse backgrounds has greatly contributed to a shift in the way I think. I feel totally reenergised and I'm no longer afraid to take risks. The faculty and learning environment is totally

far from the average business school classroom. Another highlight for me is the life-long friendships I've forged. I am now part of a community around the world, with contacts everywhere from Nigeria and Australia to parts of Asia and Europe.

One of the most interesting things for me is that I didn't walk away from the programme just better professionally, but personally too. Not only am I a better leader, but I've become a better person overall. I've learnt to be more tolerant and aware that everybody has a different perspective. I left the Senior Executive Programme with a transformed mindset.

**“The programme really challenges the way you work. It challenges your assumptions and your techniques, providing you with new ways of thinking and the tools to become a more engaging, motivational leader.”**

**Piret Mürk-Dubout**, Member of the Management Board, Tallink Grupp, SEP99 alumna



The biggest highlight of the programme is the people. Having the chance to network with elite business executives from around the world exposes you to different cultures, diverse perspectives and unique insights. It allows you to better engage with people on a global level, which is invaluable both professionally and personally. I'm still connected to the colleagues that made up my cohort, and we speak almost every day – sharing learnings, experiences and putting things into practice in the real world. This community acts as a support network, where through valuable feedback and real-life connections, you never stop learning and improving yourself.

I joined the Senior Executive Programme as I wanted to develop myself as a leader and as a person. I wanted to reflect on my past experience and learn from others

who were the very best in their field. What I got was a once in a lifetime experience. Four weeks of immersive learning, engaging discussions, self-discovery and amazing companionships with business leaders from around the world who have gone on to become lifetime friends.

The programme really challenges the way you work. It challenges your assumptions and your techniques, providing you with new ways of thinking and the tools to become a more engaging and motivational leader. I've now developed the self-confidence and self-awareness to lead through the change and disruption that my organisation has to sustain.

**“The programme really makes the most of London, taking you outside of the campus into the city, which gives you a completely new perspective.”**

**Terry Dennis**, Managing Director, Citigroup, SEP99 alumnus



I have worked in finance for nearly 25 years and had reached a point where I was thinking about the next phase of my career. I decided to step away from the business for a period of time and join the Senior Executive Programme. When joining, my objectives were fairly broad. It wasn't a case that I had chosen one specific subject such as corporate finance, strategy or innovation. So what I was really looking for was the opportunity to spend time with a diverse, international group of senior leaders, brought together from across the world and across a range of different industries and businesses.

Naming just one highlight from the Senior Executive Programme is impossible. The learning environment was of the highest standard. Our faculty and guest speakers were leading practitioners and academics on their chosen subjects, and the cohort themselves, were an amazing part of the experience. The way it is structured, and the immersion that takes place really creates a bond, and an opportunity for deep learning. It challenges you to think about complex problems individually,

and as a group, sharing perspectives and learning from each other, which was incredibly valuable.

The programme really makes the most of London, taking you outside of the campus into the city which gives you a completely new perspective. We had the opportunity to go to the Design Museum, House of Commons, and into other notable places and businesses, listening to the challenges they were facing and working together to propose new solutions. Participating in this programme in London, really brought an added dimension to the class.

I'm the first participant from Citi Bank to join the Senior Executive Program and since returning I've arranged meetings with my Region and Global heads to talk them through the experience. I am very strongly encouraging the organisation to send more participants on the programme. It's had a very significant impact on me and it's something that I'm confident the business will continue to invest in over the coming years.

I've come away with new friends who are senior leaders in organisations all from across the globe. The personal and professional impact has been huge, the Senior Executive Programme has doubled my ambition. I am hungry for more, and now, I feel equipped to take it on.

## Talk to us

Contact our dedicated Client Relationship Manager on **+44 (0)20 7000 7391** [sep@london.edu](mailto:sep@london.edu)

For the latest programme dates and fees visit [london.edu/sep](https://london.edu/sep)

# London Business School

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