

“Not only has this course provided me with a **holistic view** about the current challenges for leaders in my field, it also brought the world to the class room through an **amazing ensemble** of international speakers who were the very protagonists of the case studies that contributed a lot to the **learning process** of this course.”

Essa Al-Mannai (SMP Class of 2010)
Senior Operations Manager, Reach out to Asia
– Qatar Foundation, Qatar

SENIOR MANAGEMENT PROGRAMME LEADERSHIP AND GOVERNANCE

In the 21st Century, Asian nations and societies have begun to gain new influence on the world stage. At the same time, economies in Asia and across the globe are struggling to maintain their growth and development during the ongoing economic crisis. The challenge will be for systems of governance to keep pace with and adapt to the new realities, which are shaped by changing international dynamics and rapid, technology-driven globalisation. To help meet this challenge, the School of International and Public Affairs at Columbia University, New York and the Lee Kuan Yew School of Public Policy at the National University of Singapore have brought together a distinguished team of academics and policymakers to offer a month-long Senior Management Programme (SMP) on Leadership and Governance.

This programme is jointly developed by the Lee Kuan Yew School of Public Policy at the National University of Singapore and the School of International and Public Affairs at Columbia University, New York.

Date	4 to 29 July 2011
Venue	Lee Kuan Yew School of Public Policy National University of Singapore
Cost	S\$32,500 inclusive of accommodation (subject to 7% GST)
Application Deadline	4 June 2011

PROGRAMME OBJECTIVES

The Senior Management Programme (SMP) gives government and business leaders the opportunity to step back from their day-to-day responsibilities and embark on a journey of intellectual and personal renewal to improve their performance as leaders in their respective organisations.

SMP participants can expect to:

- Gain broader perspectives and heightened awareness of the impact of external forces on their organisations;
- Sharpen leadership abilities and improve self-awareness to lead and inspire better;
- Acquire new management approaches and strategic frameworks to improve their organisations' performance levels;
- Apply what they have learned to a real world case during a one week field trip;
- Establish a valuable network of global peers from diverse backgrounds who will help expand their horizons and opportunities.



PARTICIPANT PROFILE

The SMP is designed for senior executives in the government, non-profit and private sectors, who are poised to become the next generation of leaders in their organisations.

The ideal SMP candidate is a senior functional head or director of an organisational unit with at least eight years of significant managerial experience.

As the programme will be conducted in English, participants must be proficient in the language.

“This Senior Management Programme is very **well designed**. I am particularly impressed by the **quality** of lecturers and various distinguished speakers, and the mass of **knowledge and wisdom** they have brought to bear on this course. Also, not forgetting the administrative staff, which has made this programme **a truly enjoyable experience**.”

Chiang Hock Woon (SMP Class of 2010)
Singapore Air Force, Ministry of Defence
Singapore

PROGRAMME OVERVIEW

The Senior Management Programme (SMP) explores global challenges, pertinent topics and fundamental issues that affect decision making and leadership. It leads participants through a four-week journey of learning and reflection across the following thematic areas:

- **Global Challenges and Opportunities**
- **Government, Business and Society: The Enterprise as a Vehicle for Social Change and Economic Development**
- **New Approaches for New Leaders**

The SMP also includes an innovative experiential module run in collaboration with our partner the Global Institute for Tomorrow (GIFT), which is described in greater detail in the facing page.

The aim of the SMP is to provide participants with a holistic learning experience across a gamut of pertinent topics and equip them with the skills they require to have a positive impact on their organisations and society at large.

The SMP is anchored in the premise that the individual leader has the potential to exercise positive influence in guiding organisations. Hence the programme places great emphasis on enhancing participants' awareness of their strengths and weaknesses when interacting with others.

Although the individual is central to the programme, leadership is not exercised in a vacuum. Thus in addition to understanding one's leadership style and approach, it is also important to accurately assess the context in which a leader operates. This is why the programme also focuses on organisational dynamics and understanding the global forces affecting organisations and the world today.



THE LEARNING MODEL

Practical Application is key. Our faculty's approach emphasises interactive teaching methods, including simulations, case studies, debates, and panel discussions, in addition to the presentation of new analytical frameworks, with the aim of engaging participants as experienced practitioners. Together, the stellar cast of faculty brings with them a wealth of global experience and diverse perspectives.

Networking & Interaction with global peers from diverse backgrounds is integral to the programme. The participants themselves contribute significantly to each other's learning experience. With the diversity in their backgrounds, organisations, countries and perspectives, they contribute to the richness of discussion both inside and outside the classroom.

Exclusive Closed Door Discussions with senior business and government leaders is another highlight of the programme. The leaders share with participants their insights and experience in leadership, global issues and organisational challenges.

“This programme has enabled me to gain the experience of networking and forming great friendships with people of different backgrounds from around the globe and acquire the tools in transformational leadership, effective management and transparent governance.”

Dr. Anita B Z Abdul Aziz (SMP Class of 2010)
Dean of PAPRSB Institute of Health Science & Acting
Vice Chancellor, Universiti Brunei Darussalam, Brunei



GLOBAL LEADERS MODULE

The Global Leaders Module is an experiential leadership development programme run in partnership with the Global Institute For Tomorrow (GIFT). This will be the third year of collaboration between GIFT and the LKY School of Public Policy. As a distinct feature of the Senior Management Programme (SMP), this integrated module offers a unique opportunity for participants to tackle a development challenge in a real-life public-private partnership setting in Asia. During the experiential module, participants are required to apply the leadership skills and knowledge acquired from the classroom discussion in the first few weeks of the programme to create a viable strategic plan that resolves implementation hurdles associated with a development project.



In 2010, the Global Leaders Module brought the 22 SMP participants to Phnom Penh, Cambodia and provided them an opportunity to apply business principles and leadership skills towards developing an innovative, sustainable, and market-based solution to the problem of poor-quality drinking water throughout Cambodia. The final output of their work was a strategic recommendation in the form of a robust business plan which can be taken forward by Hydrologic for implementation. At the conclusion of the programme, participants presented the results of their work as a final business plan at a Social Business Opportunity Briefing in Singapore, on Friday, 23 July 2010. This event served as a culmination to the week-long programme for participants and also brought together key potential investors and business partners.

The methodology of the Global Leaders Module is to use business skills to provide a socially, environmentally and economically viable solution to an existing issue in the development space. In 2011, participants will be working on a project in Asia that is linked to globalisation issues such as public health, community development, environmental management, sustainable development, or natural resource conservation in a public-private partnership framework.



The Global Leaders Module will be facilitated by Chandran Nair and staff from GIFT. Participants will be encouraged to use their own professional experiences with the insights acquired in the classroom module into the strategic planning process. The programme will culminate in a mini investor conference to present the strategic plan to an audience of representatives from the public and private sectors.

The costs (travel, accommodation and meals) associated with this week-long overseas learning segment are already included in the Senior Management Programme fee.



“I thoroughly enjoyed the insightful seminars, the inspiring speeches and the inimitable experience of working in tandem with new friends to collectively make a practical and perceptible contribution to further improve the lives of the Cambodian people.”

Koh Kia Jeng Lewis (SMP Class of 2010)
Senior Deputy Director, Singapore Land Authority,
Singapore

CORE FACULTY

The SMP brings together a stellar team of academic experts and senior practitioners from the Lee Kuan Yew School of Public Policy at the National University of Singapore and the School of International and Public Affairs at Columbia University. Together they brought a wealth of global experience and multiple perspectives to this programme.



Scott FRITZEN is Vice-Dean (Academic Affairs) and Associate Professor at the Lee Kuan Yew School of Public Policy (National University of Singapore). He specializes in the analysis of governance reform and capacity strengthening in developing countries. His current research focuses on the comparative analysis of anti-corruption strategies, public sector decentralization and social policy reforms in Southeast Asia. At the LKY School of Public Policy, where he has taught since 2000, he teaches courses in public management, negotiation and conflict management, public sector reform in developing countries, and strategies for poverty alleviation. His active consulting practice since 1994 in Southeast Asia has included over 35 assignments – most of which as team leader – for clients such as the World Bank, UNDP and Oxfam, among many others. He was the first American in the post-war era designated a Fulbright Fellow for Vietnam, and has lived and worked for extended periods in Japan, Germany, Zimbabwe, and Vietnam. His Master in Public Affairs and Urban and Regional Planning degree and Ph.D. in Public Affairs are both from the Woodrow Wilson School of Public and International Affairs, Princeton University.

John BECK is a Visiting Professor at the Lee Kuan Yew School of Public Policy at the National University of Singapore. He is also President of the North Star Leadership Group, a Senior Research Fellow at University of Southern California's Annenberg Center for the Digital Future, and a Senior Advisor at Monitor Group. Dr. Beck was formerly Director of International Research at Accenture and served as the Dean of Globis University (Japan). He was also a Professor of Global Management & Director of Research

at Thunderbird School of Global Management, where he is now a Global Financial Services Center Senior Research Fellow. Dr. Beck earned his B.A. in East Asian Studies and Sociology summa cum laude from Harvard University, and was the first graduate of Harvard's integrative Ph.D. program in Organizational Behavior. Dr. Beck is a Visiting Professor at IMD (Switzerland), IPADE (Mexico) and ESMT (Germany). Dr. Beck has also taught at numerous other universities like: Harvard, UCLA, USC, and the Ivey School in Canada. Dr. Beck served as the senior strategic advisor to the First Prime Minister, Prince Ranariddh, during Cambodia's first three years as a democracy. He has written six books and hundreds of articles: including: *The Attention Economy*, *DoCoMo*, *Got Game*, *Japan's Business Renaissance*, and *The Kids are Alright*.

William EIMICKE is the founding Director of the Picker Center for Executive Education at Columbia University's School of International and Public Affairs. He has authored or co-authored four books and numerous articles on public management innovation, ethics, competition and privatisation. Dr. Eimicke has served as director of Fiscal Studies for the New York State Senate, assistant budget director of the City of New York, deputy commissioner of the New York City Department of Housing Preservation and Development, New York Governor Cuomo's Deputy Secretary for Policy and Programs, and New York State Housing Commissioner.



Boyd FULLER is an Assistant Professor at the Lee Kuan Yew School of Public Policy of the National University of Singapore. His research focuses on the resolution of difficult public policy conflicts where stakeholders have apparently irreconcilable differences. Dr. Fuller's current research probes the use of traditional and innovative dispute resolution techniques for peacebuilding and reconstruction in post-conflict areas of Southeast Asia. His previous research examined the mediation of intractable environmental conflicts in the United States. Dr. Fuller has eight years of experience designing and implementing water supply projects in developing countries. He completed his Ph.D. at the Massachusetts Institute of Technology.

Darryl JARVIS specialises in risk analysis and the study of political and economic risk in Asia, including investment, regulatory and institutional risk analysis. He has authored and/or edited several books and has contributed articles to leading international journals. He has been a consultant to various government bodies and business organisations, and for two years was a member of the investigating team and then chief researcher on the Building Institutional Capacity in Asia (BICA) project, commissioned by the Ministry of Finance, Japan. His current research is a large cross-national study of risk causality in four of Asia's most dynamic industry sectors. He teaches courses on risk analysis, markets and international governance, and international political economy.



LAM Chuan Leong is the Ambassador-at-Large with the Ministry of Foreign Affairs. He is also concurrently the Chairman of the Infocomm Development Authority of Singapore and Chairman of the Competition Commission of Singapore. His key areas of interest and expertise are in the application of general management theories and also of micro-economics, particularly in regard to regulation of monopolies, competition policy, pricing and market efficiency, privatisation of government services, transport economics, and the structuring of public as well as private financing initiatives. Mr. Lam held the post of Permanent Secretary in the Ministry of Finance, Ministry of the Environment, the Ministry of National Development, the Ministry for Trade and Industry, and the Ministry of Communications and Information. From 1981 to 1984, he served as Principal Private Secretary to the Prime Minister of Singapore.

Arvid LUKAUSKAS is the Director of Programme in International Economic Policy and Management at the Picker Center for Executive Education in Columbia University's School of International and Public Affairs. Dr. Lukauskas specialises in international and comparative political economy. His recent publications include the books, *The Political Economy of the East Asian Crisis and Its Aftermath* (ed. with F. Rivera-Batiz) and *Regulating Finance*

as well as numerous articles on political economy, financial policy and central banking. He has served as a consultant to the United Nations Development Programme and the World Bank.

Kishore MAHBUBANI was appointed Dean of the Lee Kuan Yew School of Public Policy on 16 August 2004 after having served 33 years in the Singapore Foreign Service (with postings in Cambodia, Malaysia, Washington DC and twice as Ambassador to the UN, during which he also served as President of the Security Council). He was Permanent Secretary of the Foreign Ministry from 1993-1998. He is the author of the book *Can Asians Think?*, published in Singapore, Canada, US, Mexico, India and the People's Republic of China and of *Beyond The Age of Innocence: Rebuilding Trust between America and the World*. He is also the author of *The New Asian Hemisphere*, published in February 2008. He was named in 2010 as one of Foreign Policy's top 100 Global Thinkers for being the voice of a new Asian Century.

Brian MANDELL is a Senior Lecturer in Public Policy and Director of the Kennedy School of Government's Negotiation Project. He is also Chair of the Wexner-Israel and Kokkalis Fellowship programmes at the School. His current teaching and research address the theory and practise of negotiation, emphasising third party facilitation and consensus building in domestic and international protracted policy disputes. He writes about contentious disputes and is completing a book on scenario planning for conflict managers and negotiation practitioners. Before joining Harvard, Dr. Mandell taught at the Norman Paterson School of International Affairs at Carleton University in Ottawa. Previously, he was a strategic analyst for the Canadian Department of National Defence, specialising in UN peacekeeping and the implementation of arms control agreements. A Pew Faculty Fellow and Senior Research Associate at the Kennedy School's Belfer Center for Science and International Affairs, Dr. Mandell holds a PhD from the University of Toronto.



Jonathan MARSHALL has research interests in leadership, peak performance, and the mind-body connection. At the Harvard Business School he worked closely with the faculty, staff, and students to facilitate higher levels of individuals' personal and career performance. His doctorate, at Stanford University, focused on the use of hypnosis and meditation to improve mood and wellbeing. Prior to his current appointment, he helped build the new psychology division at the Nanyang Technological University. Currently, he conducts research on how individual leaders are perceived and teaches courses on leadership development.

Chandran NAIR is the Founder and Chief Executive of GIFT. Corporate and government leaders seek his advice on how to meet the challenges of doing business in Asia as well as on leadership development, ethics, sustainability, and corporate social responsibility. For more than a decade, Mr. Nair has strongly advocated a more sustainable approach to development in Asia, and he has helped governments and corporations instill these principles into their key decision making processes. He is a frequent speaker at forums around the world, notably at speaking engagements in London, New York, Sydney, and all the major Asian capitals. He is also a fellow of the Royal Society of Arts (RSA) and the Hong Kong Institute of Directors. Mr. Nair has written widely including opinion pieces for international publications such as the Financial Times. He is currently working on a book titled "Consumptionomics: Asia's role in reshaping capitalism and saving the planet."

Stavros YIANNOUKA is the Executive Vice-Dean for Executive Education of the Lee Kuan Yew School of Public Policy. His areas of interest include leadership, European and Middle Eastern history and current affairs. Prior to joining the School, Mr. Yiannouka was a senior consultant with McKinsey & Company. Based in Singapore, he served a wide range of major public sector clients, in areas such as financial services, healthcare and higher education. Before joining McKinsey & Company, Mr. Yiannouka practiced corporate and commercial law in the City of London and is still a member of the Law Society of England and Wales.



ABOUT GLOBAL INSTITUTE FOR TOMORROW (GIFT)

GIFT is a social venture think tank that prepares future leaders of corporations, government and civil society to think differently about the role of business in society. GIFT is a unique intermediary to the disparate worlds of the academic, corporate and development communities on a platform of education, providing critical links to connect and map the social enterprise space in a way that makes sense to the constituents and in the process, seeking new investment opportunities for dynamic social enterprises in the region.

www.globalinstitutefortomorrow.com

“Thank you SMP 2010, which gave me a chance to learn from others talents, to broaden my mind, to meet international colleagues and to share different views. I believe that this programme will benefit me a lot in both my career and my life.”

Ge Hua (SMP Class of 2010)
Deputy Director General,
Department of Development and Planning
Ministry of Education, China

THE LEE KUAN YEW SCHOOL OF PUBLIC POLICY

MISSION

Since its launch in August 2004, the LKY School has grown remarkably. Today, it is widely regarded as Asia's premier public policy school, where outstanding scholars, public officials and students from all over the world gather to study, research and exchange ideas on how Asian countries can be better governed through more effective policymaking and implementation. The School aims to educate and train a new generation of globally-minded policymakers from the public and private sectors, who will help transform Asia in the 21st century by raising the standards of governance in their respective countries.



GROWTH

The LKY School has rapidly grown to become a leading centre for public policy study and research, comprising more than 337 scholars from 51 countries and territories; four research centres of excellence striving to produce cutting-edge research in energy, water, information and innovation and global governance; partnerships with leading global public policy schools; and a distinguished faculty from Harvard, MIT, Princeton and other leading institutions from across the globe. Today it is recognised as one of the fastest growing schools in the world.



FACULTY

The School's reputation for excellence also rests on its distinguished faculty. A significant proportion of the faculty members have been trained at leading global universities and have deep knowledge of both Asia and the West. The School also has leading experts from India, China and ASEAN who bring with them tremendous academic and practical knowledge of the East.

www.lkyspp.nus.edu.sg

THE SCHOOL OF INTERNATIONAL AND PUBLIC AFFAIRS (SIPA) AT COLUMBIA UNIVERSITY

SIPA was founded in 1946 to train professionals to meet the new challenges of the post-war world. SIPA aims to provide an educational experience that enables its graduates to function creatively and effectively in a variety of professional settings – in government, business, finance, the media, the nonprofit sector, and international organisations. The School offers two different master degrees, the Master of International Affairs and the Master of Public Policy and Administration, as well as a Ph.D. in Sustainable Development.

www.sipa.columbia.edu

“The most memorable words for me and any leaders are ‘Attention, think ahead, think again, think across, think like a sun and think for yourself’.”

Nongnard Petsom (SMP Class of 2010)
Bureau Director, Office of the Secretary General
Office of the Civil Service Commission, Thailand



“At LKY School of Public Policy it blows your mind when the protagonists in the case studies or videos appear in front of you to share their experiences and perspectives. That’s something.”

Chan Eng Chye (SMP Class of 2010)
General Manager, SIIRD, Economic Development Board, Singapore



“This is a thought provoking course with rich insights on leadership in a changing era. What I learnt is not only applicable at work but also a personal level.”

Tang Shuk Nei Melissa (SMP Class of 2010)
Chief Investigator for Financial Investigation,
Independent Commission Against Corruption,
Hong Kong



“Coming from different backgrounds and bringing together different experiences and perspectives, a new network is formed for sharing, bonding and learning from and amongst the participants.”

Lim Jew Sai Jackson (SMP Class of 2010)
Senior Director, Strategic Planning &
Development, Ministry of Home Affairs, Singapore





For more information, please contact:

Lee Kuan Yew School of Public Policy

Executive Education

National University of Singapore

469C Bukit Timah Road

Singapore 259772

Telephone : (65) 6516 6458 / 7167 / 7551

Fax : (65) 6872 9291

Email : LKYSPPep@nus.edu.sg



Lee Kuan Yew School of Public Policy
Executive Education
National University of Singapore
469C Bukit Timah Road
Singapore 259772
www.lkyspp.nus.edu.sg



School of International and Public Affairs
Columbia University
420 West 118th Street Room 400
Picker Center for Executive Education
New York, NY 10027 United States of America
www.sipa.columbia.edu