



**Timoney** LEADERSHIP  
INSTITUTE



Instituto Internacional  
**San Telmo**

# Management by Missions

Case study & Workshop

## Coaching to win

Insights from Seville Football Club

Timoney Alumni Module  
Seville

**Thursday 25 - Saturday 27 May 2017**







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## **2nd Alumni Workshop Seville - May 2017**

Following on a successful 2 day Alumni Leadership module in Malaga & Seville in 2016, we are organising it again this year.

The short and intense few days in the company of fellow alumni and peer leaders is an excellent opportunity to continue learning and discuss the challenges and opportunities facing you as a leader







**Friday 26 May**  
**Management by Missions**

**Dr Carlos Rey**  
**UIC Barcelona**





# Dr Carlos Rey

Professor of Strategic Management and  
Director of the Chair Management by Missions and Corporate Governance



Professor of Strategic Management and Director of the Chair  
Management by Missions and Corporate Governance  
**Universitat Internacional de Catalunya (UIC Barcelona)**

Visiting professor at Instituto Internacional San Telmo.

He is business strategy & change management consultant for companies  
such as Coca-Cola, Sony, Camper, Repsol or Bristol Myers Squibb.

Formerly, he was Managing Director of HUF Spain and held managing  
positions in India, Mexico, United Kingdom & Spain.

He is co-author of Management by Missions, published in six languages,  
and several articles of strategy, leadership and change management.





# MANAGEMENT BY MISSIONS

PABLO CARDONA  
& CARLOS REY



**Management by Missions** is a fresh approach in Strategic Management and Talent management fields.

Management approaches and systems have limitations that are not easily overcome simply by including non-financial objectives or by promoting a system of values imported from outside the management system.

What is needed is a new management system capable of enriching and making sense of the objectives. Management by Missions (MBM) rises above the limitations of earlier systems and, at the same time, takes into account other recent innovative approaches such as Management by Competencies or Balanced Scorecard.

This workshop helps leaders learn to use mission-based management as a method for putting into practice your company mission. Participants undertake a practical exercise working in groups to develop shared missions, indicators and objectives to contribute to the corporate mission.

## Benefits of Management by Missions

- It increases commitment and leadership among the members of the organization.
- It breaks functional silos and improves cooperation between areas and departments.
- It improves communication and facilitates strategy implementation.
- It promotes new idea generation and personal involvement.
- It increases motivation.
- It improves the working atmosphere.

Management by missions is a more human, richer and, out of a sense of mission, more demanding way of managing companies, better able to guide and give meaning to the work people do.





Thursday 25- Saturday 27 May  
*Outline Timetable*



*Thursday  
afternoon*



## *Coaching to Win*

*A session on Thursday afternoon with Management team of Seville Football Club on coaching & leadership  
Seville FC have been Europa League winners for the past 3 years*



*Thursday  
evening*



## ***Entrepreneurs Dinner***

***A discussion on Thursday evening with two entrepreneurship exploring how they built and lead sustainable businesses***



**Friday**



***2 case studies & a workshop in San Telmo Business School  
Management by Missions & Sustainable Innovation***



***Friday evening***  
***dinner in Seville...***







***Free time on Saturday morning***



# ITINERARY

## Thursday

Flight: Dublin - Malaga

(arrive morning)

Travel to Sevilla by coach

Visit & meeting with key coaching staff at Seville Football Club

Dinner & discussion on experience since the ALP

## Friday

Sessions in San Telmo

- Dr Carlos Rey (UIC Barcelona)

Dinner in city centre

## Saturday

Morning in Seville - free time

Flight: Seville - Dublin



# Arrangements

## Fee includes:

- Academic fees,
- 2 nights accommodation,
- Coach in Malaga and Seville, including to and from airports,
- Meals (including dinners on Thur and Fri evening)

Fee: €1,200

Payable by cheque or EFT by **Friday 28 April** to

**Timoney Leadership Institute**  
**Ulster Bank, College Green, Dublin 2**  
**IBAN: IE40 ULSB98 50 10 14169957**  
**SWIFT/BIC: ULSBIE2D**

*Note: please book your own flights as soon as possible to arrive in Malaga circa 11am on Thursday morning and leaving Seville at 2pm on Saturday.*







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**Book your place now**

**[info@timoneyleadership.ie](mailto:info@timoneyleadership.ie)**

**Ph: 01 676 0477**