

# **Timoney Autumn Module**

## **Decision Making in an uncertain world**

**3-5 November 2019**



# Greetings from IESE to Timoney Alumni

We are very excited at the opportunity of creating a unique experience for the Timoney alumni at IESE in Barcelona, home to one of the world's best business school.

We are planning an engaging programme that will truly leave a positive and lasting mark as well as an unforgettable experience for you.

Over the course of the couple of days at our IESE's campus in Barcelona, we will explore the following themes:

- European Economy today
- How to Develop Business Critical Thinking
- Decision making processes and biases
- Business Ethics and Company Values

In this brochure I will give you a brief introduction to IESE, our learning methodologies and academic content and our suggested faculty for this programme.

Looking forward to welcoming you in IESE next November

Galia  
Programme Director





## About IESE

- History
- IESE in the World
- Programs We Offer

# IESE Business School's Mission

IESE Business School is committed to the development of leaders who aspire to have a positive, deep and lasting impact on people, firms and society through their professionalism, integrity and spirit of service.

It is based on this mission that we propose to continue to build our partnership with NLNG, focusing, also, on the values that we share such as quality and excellence, putting the client/participant at the center and being creative and flexible to adapt to their specific needs.





## Nº 1 in the world

No. 1 for four consecutive years in the  
**FT Executive Education Ranking**  
(2015, 2016, 2017 and 2018)



## 5 campus around the world

Apart from Barcelona IESE owns  
campuses in **Madrid, Munich,**  
**New York and São Paulo**



## Longest history in Europe

Founded in 1958 in Barcelona,  
IESE is **one of the oldest**  
**business schools** in Europe



## 16 Associated Schools

IESE has helped establish **16**  
**business schools in Europe**  
and emerging markets



## Leaders with integrity

IESE focuses on **ethics,**  
**human values and**  
**leadership capabilities**



## Strong partnership

IESE is **always flexible**  
acknowledging every organization  
is unique and the world is changing

# Truly global: five owned operated campuses...



**BARCELONA**



**MADRID**



**MUNICH**



**NEW YORK**



**SAO PAULO**

# Truly global: 16 associated Business Schools





A Custom  
Designed Program  
at IESE – the  
perfect recipe





**“The proportion of ingredients is important,  
but the final result is also a matter of how you put them together.  
Equilibrium is key.”**

**Alain Ducasse**  
*Chef with 21 Michelin stars over his career.*

# The ingredients for the program: A “typical day” of the program

A complementary, powerful mix of learning methodologies will ensure individual and business impact.

## Daily Theme Introduction

Introduction of “daily theme” by Academic Director, providing a link to overall storyline and reminding participants of the day’s objectives.

## Teamwork

Preparation in teams of day’s required study materials, including case studies, readings and other assignments.

## Facilitated Discussion

Debate of latest academic thinking with regards to daily theme, via purposely selected or custom case studies and research. Case Study/Role Play/Workshop.

## Key-note Session

First-hand expertise provided by a leading IESE Faculty member, to “ground” concepts in business reality.

## Red-Thread Review

Debrief of key learning, via sharing of insights in a group setting.

## Networking/Cultural/Sight Seeing Activity

An event relating to content of the program and/or specific networking objectives.



# The final recipe: Decision Making in an uncertain world



## Day 1: Business Acumen

We will set the context of our program with a welcome presentation by Prof. Albert Ribera, Academic Director. We will begin the day with a key-note session with Prof. Núria Mas in which she will explore the current European economy and future trends that will affect society.

We will then focus in on a key skill for leaders: Critical Thinking for managing organisations. Prof. Thomas Klueter will analyze a wide array of real business challenges, which require us to take action.

Some of these challenges are relatively straightforward and structured, others are not. Unstructured problems often involve economic, technical, and human aspects that make them quite complex. By definition, they do not have a unique, “correct” solution.

Solving unstructured problems is key to develop critical thinking.

## Day 2: Leadership Acumen

Making decisions is a crucial element of a leaders' job. Good decision making matters.

Reflecting upon the well-known example of the Titanic disaster, which participants from Belfast will be particular familiar with from the visitor centre, we will discuss some basic principles of how we make decisions. What is a bad decision? Do bad decisions always end up with bad consequences? What are the “Titanics” we face in our daily life both at work and outside?

Based on this first session, we will also discuss about how intuition and cognitive imperfections play important roles in our decision making processes.

In the afternoon, we will explore ethical issues in business, leadership, culture and the value of rules. Taking as an example the Uber case and the scandal that engulfed Travis Kalanik, Uber's founder and CEO. In the case we will be exploring the Board of Directors has ordered a report on the matter and is meeting to address these problems. Problems that affect the business model, the internal rules and incentives, but which also raise issues about corporate culture and ultimately the character of the CEO.

As we approach the end of this learning journey we will encourage you to reflect on the main takeaways from this short programme and develop an action plan to be implemented in the months ahead.



# Programme Faculty



## Alberto Ribera

Professor -  
Managing People in Organizations

---

Doctor of Medicine, Universitat Autònoma de Barcelona

Ph.D. in Economics, UIC (Barcelona)

Specialist in Social and Preventive Medicine

(Mental Health), Università degli Studi di Roma

La Sapienza

Certificate in Personality Assessment, University  
of Minnesota

### Areas of Interest:

---

Self-leadership: personality assessment and  
character development of managers

Positive leadership: values, virtues, meaning/  
purpose, fulfilment

Coaching, mentoring and therapy

Stress and burnout, mid-life crises, mindfulness

Management in Middle East and Africa,

Business for peace in conflict zones

**Alberto Ribera** joined IESE after a 15-year international career with the World Health Organisation, the European Commission and other multilateral organisations, in charge of projects in Africa, Southeast Asia and especially in the Middle East. From 1999 to 2003, he was General Director of the Euro Arab Management School.

At IESE Professor Ribera is the academic director of the IESE Coaching Unit and teaches the MBA course "Personality and Leadership", which received the 2009 IESE Award for Excellence. He also teaches the Global Executive MBA course "Managing Oneself"; and executive courses on self-leadership, relationships management and executive coaching. He is the author or co-author of 9 books and more than 30 case-studies.

Professor Ribera has been invited as visiting professor or guest speaker at universities and business schools of more than 20 different countries and at international conferences like the World Economic Forum.



## Núria Mas

Professor - Economics

Jaime Grego Chair of Healthcare Management

Ph.D. in Economics, Harvard University

M.Sc. in Economics, Harvard University

B.A. in Economics, Universitat Pompeu Fabra

Areas of Interest:

Public Economics  
Public management  
Health economics

**Núria Mas** is professor and head of the Economics Department at IESE Business School and holder of the Jaime Grego Chair of Healthcare Management. She holds a Ph.D. in Economics from Harvard University and a B.A. in Economics from Universitat Pompeu Fabra. Nuria previously worked as an associate at Lehman Brothers International.

Professor Mas teaches economics and health economics in the MBA, Executive-MBA and other executive education programs. She is the Academic Director of IESE's Annual Healthcare Industry Meeting.

Professor Mas's fields of research interests focus on health economics. She has studied the effects of different health care systems on the health of the population and she also analyzes how hospitals and doctors respond to different incentive mechanisms. Her work has been published in numerous international journals such as the Journal of Health Economics, The Review of Industrial Organization; Food Policy or the International Journal of Healthcare Finance and Economics.





## Thomas Klueter

Professor – Entrepreneurship and  
Analysis of Business Problems

---

Assistant Professor of Entrepreneurship and Analysis of Business  
Problems

PhD, University of Pennsylvania, The Wharton School

MSc, University College Dublin, Smurfit School of Business

BA, Duale Hochschule Baden Wuerttemberg (Mannheim)

### Areas of Interest:

---

Strategic Entrepreneurship

Technology Innovation

Inter-organizational partnerships

**Thomas Klueter** holds a PhD in Managerial Science and Applied Economics from University of Pennsylvania, an MA from University of Pennsylvania and University College Dublin and a BA Science from Duale Hochschule Baden-Wuerttemberg. Prior to pursuing an academic career, he was a financial analyst and project manager at IBM and JP Morgan.

Thomas' research interests lie at the intersection of strategic entrepreneurship and innovation. He focuses on how established and emerging firms manage technological change and the strategies firms pursue to develop and commercialize new technologies. His work has been published in Academy of Management Journal, Journal of Management Studies, Nature Biotechnology, Research Policy, the European Management Review, and Academy of Management Best Paper .



## Inés Alegre

Professor-Managerial Decision Sciences

---

PhD in Management, IESE

Master of Research in Management, IESE

Degree in Industrial Engineering, Universitat Politècnica de Catalunya

### Areas of Interest:

---

Crowdfunding  
Social entrepreneurship  
Non-profits  
Quantitative methods for decision-making  
Big data

**Inés Alegre** holds a PhD in Management from IESE and a degree in Industrial Engineering from the Universitat Politècnica de Catalunya (UPC).

Before joining IESE, Alegre was an assistant professor at the Universitat Internacional de Catalunya and at the UPC.

Her research focuses on new organizational forms in the sharing economy such as collaborative consumption platforms, crowdsourcing, crowdfunding and social enterprises. Her dissertation looked at how social enterprises manage their social and economic goals.



## Ricardo Calleja

Professor-Business Ethics

PhD in Legal and Political Philosophy, Universidad Complutense of Madrid

PDG Program, IESE, Universidad de Navarra

Graduate in Law, Universidad Complutense de Madrid

### Areas of Interest:

Business and the common good  
Political wisdom in governing organizations  
Legal and socio-political environment of business  
Social and ethical implications of technological change  
Ethics of Public Leadership

**Prof. Calleja** holds a PhD in Legal and Political Philosophy from Universidad Complutense de Madrid, where he graduated in Law. In addition, he has been Postdoctoral Research Fellow at IESE and visiting scholar at the Busch School of Business (Catholic University of America, Washington, D.C.) and the Mendoza College of Business.

Prof. Calleja has been an associate professor at the Centro Universitario Villanueva, and has taught ethics and other subjects in social philosophy at the University of Notre Dame, Holy Cross College in Universidad de Montevideo and UNIS (Guatemala), among others.

Currently he focuses his research on the development of political wisdom in business organizations and the contribution of business firms to the common good. He is also working on the moral and social responsibilities of technological disruption. He has recently published in scientific publications, such as, *Philosophy of Management*, *Journal of Corporate Citizenship*, *Journal of Management Development* and *Revista de Estudios Políticos*.



# Social Activities

## Timoney Cooking Contest

Learn about local Catalan and national gastronomy.

During this activity you will learn insights on Mediterranean cuisine with hands-on experience.

After a great cooking session, we will taste our food and enjoy dinner with a fine selection of Cava and Wine.





# Fees

# Programme Fees & Booking

**The cost of this module is €2,200 payable by 25 October.**

**A deposit of €400 is required by September 10th to secure the hotel room booking.**

**Book your place now by emailing us here at [admin@timoneyleadership.ie](mailto:admin@timoneyleadership.ie)**

**or phone us at + 353 1 676 0477**





The fee **includes** the following concepts:

- Faculty and staff honorarium
- Program design and delivery
- All academic materials required by participants
- Classroom and team workrooms during programme at IESE facilities
- Breakfasts, lunches and coffee breaks during the program
- Program management (including coordination of program logistics)
- Cultural Activities and Dinners
- Participants' travel & accommodation expenses in Barcelona. This includes coach trip from and to the airport on Sunday afternoon and Tuesday evening

Flights are not included in the fee as participants may have different requirements and departure destinations.





# Logistics



## Hotel Accommodation

- NH Hotel

## Welcome Activity & Dinner – Sunday, November 3

- Born to Cook

## Dinner – Monday, November 4

- Asador de Aranda



 **IESE**  
Business School  
University of Navarra

A Way to Learn  
A Mark to Make  
A World to Change

  
**Timoney** LEADERSHIP  
INSTITUTE

[www.timoneyleadership.ie](http://www.timoneyleadership.ie)