



ACTIVITIES COMMENCE AT IESE CAMPUS IN GERMANY

MAKING MUNICH A LAUNCH PAD FOR LEADERSHIP

In a keynote speech at IESE’s Munich campus, Franz M. Haniel talked about the characteristics that will define the next generation of business leaders.

The theme of leadership ran through many of the presentations at IESE’s new German campus on June 29 – what it means, what it requires, and how the campus will help make Munich an international hub for its development. In his introductory speech, Dean **Jordi Canals** said that the new campus would act as “a focal point for executive development for international

companies.” IESE is the first international business school to set up a permanent campus in Germany and activities at the new Munich facilities will share its global scope. “It is our aim to put IESE’s international network of campuses, knowledge and alumni at the service of companies across Germany,” added **Canals**.

The event was part of an ongoing series of celebrations to mark the 50th anniversary of IESE’s MBA program. As well





as consolidating IESE's presence in Germany, the new facilities will also reinforce the international status of Munich itself. This was emphasized by one of the guests of honor at the event, Bavarian deputy prime minister **Joachim Herrmann**, who stated that the new campus will "help to strengthen Munich's position in Germany and abroad as a hub for innovation, research and technology."

Herrmann told the 300 international business leaders, German executives and IESE alumni in attendance that the school had an "extraordinary history" in Germany. He urged IESE to continue its tradition by "training many business leaders who will go on to push our world forward."

WHAT IT TAKES TO BE A GREAT LEADER

● The role of business leader was expanded upon by ● **Franz M. Haniel**, chairman of the Supervisory Board of Franz Haniel & Cie. and member of the IESE International Advisory Board, who delivered a keynote speech titled "Leadership for Tomorrow's World." "Great leaders," according to **Haniel**, are characterized by their competence, character and empathy. "They don't extrapolate, they anticipate; they are courageous enough to abandon a successful practice if necessary; they accept their social responsibility; build a culture of trust and cooperation and empower others," he said. In **Haniel's** opinion, there are six key characteristics or behaviors that will define the "great leaders of to-

morrow." First, he believes, they should anticipate the next change in their business model. It is essential, he says, to consciously spend time preparing for change and building a culture flexible enough to embrace it. To determine where change might come from, leaders should have a diverse network and be on the lookout for discontinuities.

Second, they should be brave enough to abandon the past. What has worked before might not in the future, according to **Haniel**, who urged leaders to dare to take a different approach. They should also, he believes, build an environment of trust and cooperation. "No one heals himself by wounding others," he said. "When you treat people with respect you drive engagement and loyalty." In times of adversity, people who have been treated well are willing to get behind their leaders, he added.

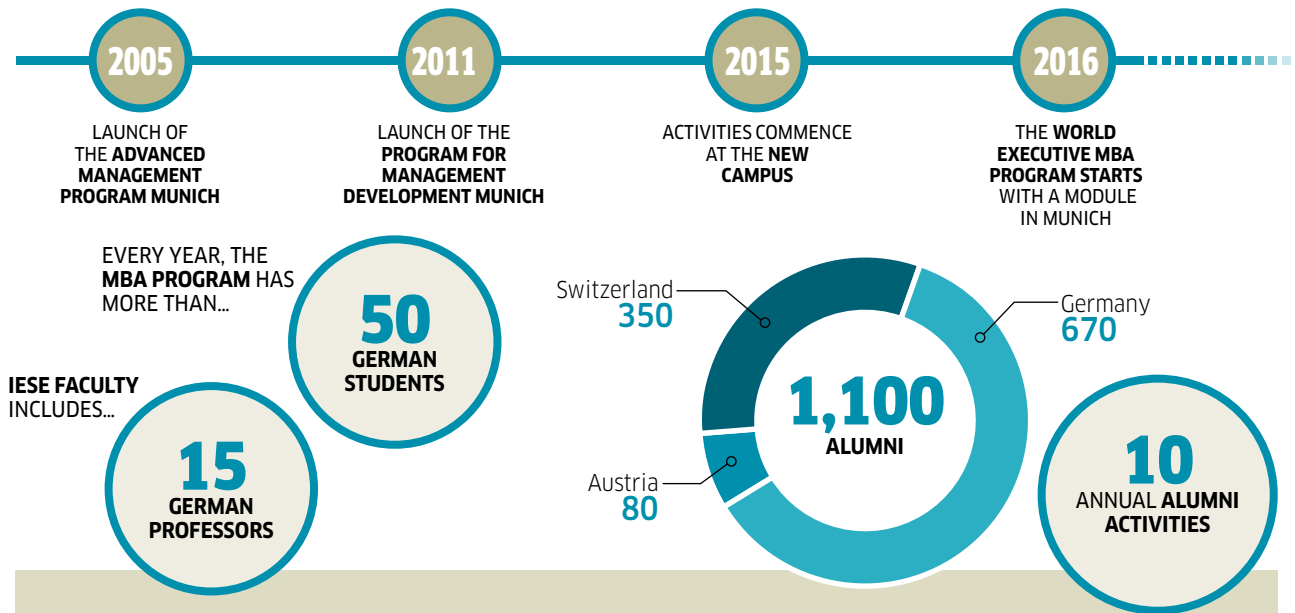
Great leaders also have a sense of responsibility, **Haniel** told the audience, and should act responsibly and ethically. "Not doing anything wrong is not enough – take responsibility for the impact your business has on society," he said.

Leaders should also understand what motivates and empowers individual employees, said **Haniel**. Finally, he urged leaders to "Follow the three As: anticipate, adapt and act." Navigating uncertainty and responding to change with agility is key to competitive advantage, he said, and underlined that it was essential to empower workforces to respond quickly and get things done.



1. Georg von Boeselager (AMP-Munich '08), president of the German IESE alumni chapter; Rudolf Reppen, director of executive education at IESE Munich; Joachim Herrmann, deputy prime minister of Bavaria; Franz M. Haniel, chairman of the Supervisory Board of Franz Haniel & Cie. and Prof. Canals, dean of IESE.
2. Franz M. Haniel shared insights into what makes a great leader.
3. The speeches were displayed on screens outside the building.
4. International business leaders gathered at IESE's new Munich campus.

AN INFLUENTIAL PRESENCE IN GERMANY



A PERMANENT BASE OFFERING SERVICES TO COMPANIES

IESE has built a strong base in Germany over the last decade, providing custom programs and other executive education programs for companies including Allianz, BASF, Berterslmann, BMW, Deutsche Bank, EADS, Haniel Group, Henkel, MAN, Opel, Phoenix and Volkswagen. Having a permanent Munich campus will allow the school to improve the service that the school offers to the the German and Central European markets, consolidating the current program portfolio, which includes the Advanced Management Program

(AMP) and the Program for Management Development (PMD). A module of the World Executive MBA will also be held on the German campus. The new facilities will have two research centers: one for family business and the other studying manufacturing and innovation. With over 50 German MBA students each year and over 1,000 German alumni, IESE's connection to the country continues to grow. "This new campus here in Munich is just the beginning," said Dean **Jordi Canals** at the ceremony.



The new Munich campus facilities are located near the Bavarian parliament. Renowned architect **André Behncke** was behind the redesign of the building.

