

*MESA Research Group & GrowTalent, Ltd present:*

McARTHUR'S UNIVERSAL CORRECTIVE  
MAP OF THE WORLD

# Global Leadership Program

**A Consortium of Companies on  
Three Continents**



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## Greetings!

As Director of the **Global Leadership Program (GLP)**, I'm excited to share with you the philosophy and constructs which make up this unique learning experience. The GLP is a consortium of corporations headquartered in Asia, Europe, and North America working with Mesa Research Group and GrowTalent to deliver an executive development program on three continents. The consortium's education mission is global on four dimensions:

- **Curriculum** - focused on creating global growth strategies and their accompanying organizational and leadership drivers
- **Locations** - program sites in Los Angeles, Paris, and Shanghai
- **Faculty** - expert teachers and consultants operating in Europe, North America and Asia
- **Participants** - leaders from the consortium companies with current or prospective global responsibilities

The primary dimension of the GLP is leadership vision and its corollary, strategy, which both have a dominant place within the program. What flows out of such an emphasis on vision is the necessity of understanding contexts before designing a strategy. The three foci of the program are then:

### **Visionary Leadership**

- Embracing the imperatives of leading a global org
- Developing the elements of effective leadership
- Individual leadership assessment and feedback
- Personal challenge sessions within a holistic approach to individual development

### **Systemic Analysis of Contexts**

- Developing a framework for analyzing and managing organizations and markets
- Evaluating value creation from a global perspective
- Rethinking global operations

### **Translation for Implementation: Framing**

- Conducting a strategic analysis of a global corporation
- Conducting a strategic analysis of a new market
- Evaluating an effective strategy and associated performance metrics for member companies

On behalf of the faculty and partner organizations, I look forward to discussing with you how the GLP can help meet the development needs of your leaders!

Best Regards,

*Camden Danielson*

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## Program Structure

The in-class portion of the GLP will consist of three modules of approximately 5 days each for a total program structure of three weeks. The curriculum will be organized around the value creation elements of global strategy, organization and leadership.



### North America

#### Week One – Los Angeles (September 17-22, 2006)

- Understanding Global Market Dynamics – External Assessment
- Strategic Analysis of Organizations – Internal Assessment
- Enterprise Strategy & Organization Transformation
- Global Leadership Effectiveness – Part 1- Individual Assessment

The GLP is an exploration of **multiple dynamics** at work within the global marketplace and the challenges they pose to business growth, leadership effectiveness, and organizational excellence. The goal of the program is threefold: 1) develop a framework for **understanding global markets** and organizations 2) apply that framework to a **strategy building process** to create breakthrough performance, and 3) apply **effective leadership strategies** to support global operational excellence. Week one will lay the groundwork by examining global markets at work.



#### Faculty Profile: Bill Davidson

Bill founded MESA Inc., a management consulting firm acquired by Deloitte & Touche in 1996. As a national partner at Deloitte, Bill held global practice leadership responsibilities in management consulting. After leaving Deloitte to focus on raising his three sons for several years, Bill started a new organization, MESA Research, which focuses on successful delivery of global growth strategies.

An active researcher and writer, he was acknowledged as the most widely cited academic in the field of international management during the 1985-1995 decade by the Journal of International Business Studies. His book *2020 Vision* (with Stan Davis) was selected as the Best Business Book of the year by Fortune Magazine in 1992. He has written seven other books on management, including *The Amazing Race*. His latest book, *Breakthrough*, was published by John Wiley Press in 2004.

# Europe

## Week Two – Paris (January 14-19, 2007)

- Tools for Creating a Breakthrough Strategy
- Creating Value in a Global Environment
- Action Learning Project – Interviews and Data Analysis
- Action Learning Project – Team Presentations

### Action Learning Project

In week 2, the project will focus on an analysis of the structure, products & services and operating strategy of a global company based in Europe. Participants will use the **tools of strategy formulation** to evaluate the profile, position, and performance of this company. They will present their findings to senior executives of the project company.

During Week 2, participants will stay at **Chateauform**, one of thirteen French chateaus privately managed for corporate seminars outside of Paris. The chateaus provide all the participants needs, including comfortable sleeping rooms, technology-equipped seminar rooms, quality meals, leisure activities and opportunities for cultural expeditions.

*“At Châteauform’ I can be sure the rooms will be suitably equipped, lacking nothing, with the very latest in technology and equipment, and plenty of it... At the same time, I know that my participants will be sure of finding warmth and friendliness, open space and fresh air: a thought-provoking atmosphere that lends itself to getting on with others in a spirit of creativity and attentiveness.”\**



**Laurence Labbé-Schmitt**  
**Corporate Training**  
**Sanofi-Aventis**

\*From Chateauform's website  
at [www.chateauform.com](http://www.chateauform.com)



### Faculty Profile: Francois Dupuy

Francois is a former partner with MercerDelta, a global organization strategy and change management firm. He is also a former faculty member in management at the Kelley School of Business, Indiana University, and at INSEAD, Fontainebleau, France.

Francois' work focuses on strategic analysis of organizations and change management. He is the author of ten books including *Sharing Knowledge*, *The Chemistry of Change*, and *The Customer's Victory*, the latter won the 1999 Manpower Award as the best management book in France.



### Week Three – Shanghai (April 22-27, 2007)

- Historical, Cultural, and Business Perspectives on China
- Global Operations and Organization
- Global Leadership Effectiveness – Part 2
- Personal Learning Project

#### Personal Learning Project

In week 3, participants will develop personal projects associated with the **challenges of global leadership**. Using the leadership capacity framework introduced in week one of the program and the assessment data provided, participants will explore the issues that challenge global leadership competency and **examine themselves** accordingly. They will then work, with **extensive coaching**, to produce development plans requisite to their continued growth.



#### Faculty Profile: Anil Sachdev

Anil is the Founder and Chief Executive Officer of Grow Talent Company Limited. Grow Talent is a specialist talent management consultancy that enables organizations to achieve breakthrough performance by realizing the potential of their people and creating a talent advantage. Grow Talent is a 100 employee operation with four offices in Southern Asia and is a partner of Right Management and Great Places To Work Institute.

Anil has worked in senior leadership positions in industry (Tata Motors, Eicher) and has been a management consultant since 1991. He has been a member of the National Council of the Confederation of Indian Industry and has spoken at conferences around the world.

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## Action Learning

During Weeks 2 & 3, teams of participants will divide up and interview senior managers and other key stakeholders in the project companies, share and analyze their data, and develop presentations that will illustrate the following:

- The **interview protocol** developed to collect the data and the analysis that was conducted using the economic and sociological tools taught in the GLP
- The organizational reality of each company and implications for **alignment** with its current strategy
- A “**map of reality**” within the China market using a framework of contextual analysis

*Implications for the participants' own companies, divisions, or units:*

### The projects have two critical benefits:

- First, the output will have immediate currency for the participants and their sponsoring companies in **shaping their respective global strategies** within Europe and China.
- Second, the projects also demonstrate an analytic process that can be replicated for any industry within any market around the world, and thus a **critical leadership and organizational competency** for developing and deploying global growth strategies.

### Additional benefits of the GLP include:

- Strategy formulation tools including environmental assessment, competitive analysis, opportunity definition, and organization design & development
  - Leadership assessment, feedback, and coaching sessions designed to develop the capacity to assume different frames of reference and explore their nuances, build greater self-awareness and personal objectivity, and develop a fuller range of choices regarding development goals and objectives
  - A holistic framework of learning that uses our cognitive, emotional, social, physical, and spiritual dimensions as data sources in contextual analysis and understanding
  - A truly global network of leaders and program faculty from a wide array of industries and backgrounds for reinforcing different frames of reference, comparing experiences, generating new insights, and becoming long-term friends and colleagues
  - Collaborative research opportunities and best practice identification among the member companies
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## Cost

The cost structure for consortium members is comprised of an annual membership fee that allows participation on the board of directors, two participants in the program each year, and a consultation session with the program principals on emerging leadership issues. Cost of additional program participants would be on a decreasing scale based on volume.

A two tier cost structure will be used to allow recruitment of corporate partners from industrialized and emerging markets. The board of directors will finalize program costs, but for discussion purposes the following schedule will be used:

### *Annual Membership*

Industrialized Markets (Europe & US)	USD\$45,000 per company
Emerging Markets (India & China)	USD\$27,500 per company

### *Program Costs included in Annual Membership*

Tuition and materials, lodging, and conference facilities (including breakfast, lunch, break service, and group dinners) at each location for 2 program participants

### *Cost of Additional Participants*

Third Participant	USD\$20,000/\$11,000 (Industrialized/Emerging Markets)
Fourth Participant	USD\$17,500/\$9,750
Fifth or More	USD\$15,000/\$8,500

### **Faculty Profile: Dumas Ting**

Dumas is the former CFO of Shanghai during the rapid growth and development of the city in the 1980s under Mayors Jiang Ze Min and Zhu Rong Ji (who later became China's president and premier, respectively). Dumas is the co-author with Zhu Rong Ji of "Blue Print for China's National Economy" which was released in 1984. This report laid out the economic development roadmap that China has lived by for the last 20 years.

He is the former Chairman, Shanghai Aviation. In that role he was the architect of the first major US-China joint venture, which manufactured-body McDonnell Douglas aircraft in Shanghai. Dumas was the Chief Business Representative to the USA, 1989-99, responsible for all official Chinese business with the USA during this period.

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## Who We Are



**MESA Research Group** is a global consulting and executive education company focused on enterprise transformation and global business growth. We are probably best described as a half-way house for practical academics and thoughtful practitioners. Our unique value proposition is the development of a framework for crafting and deploying breakthrough business strategies within a global marketplace with particular emphasis on strategy formulation, organization and leadership development, and change management.



**GrowTalent** is the fastest growing and second largest HR consulting company in Southern Asia. Formed in 2000, GrowTalent has rapidly built a significant following based on its focus of helping people and organizations realize their true potential. Its unique approach in defining, assessing, and developing the capacities of individuals to learn, think, relate, and act is at the heart of their full range of HR systems and tools.

### GLP Governance

The consortium will be chartered by a governing board comprised of principals at Mesa Research, GrowTalent, and senior management representatives from the member companies. The board defines the objectives for the consortium, provides guidance on the requirements of general management development, and approves the annual operating plan. The Consortium Management team handles program operations and develops the annual operating plan that details the curriculum plan, logistics, and budget.

#### **Board of Directors**

- Senior Management Representatives from the Member Companies
- Partners of Mesa Research & GrowTalent

#### **Consortium Management Team**

- Partners of Mesa Research & GrowTalent
- Selected members of the program faculty

***For further information on the Global Leadership Program contact:***

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