GET THE BEST RESULTS OUT OF YOUR LEARNING INVESTMENTS

CUSTOM LEARNING SOLUTIONS
It’s more than just implementing what you learn. It’s learning what you would need to implement.

TS Vijayan, Former Chairman, LIC of India

In a dynamic economic scenario, the need for businesses to learn, innovate and change has never been greater than now. To drive and sustain growth, businesses need to develop people with appropriate skills and competencies. But competency development is easier said than done. Which is why, businesses globally are investing in custom learning solutions for their teams, ensuring sustained impact for both, the individual and the organisation.

The Centre for Executive Education (CEE) has complemented the ISB’s vision by helping executives and businesses with their growth plans. Over the last decade, the custom design and delivery team at the CEE has helped deliver several tailor-made learning solutions focused on creating real business impact for organisations. From developing the next level of leadership, increasing customer focus or creating high-performing sales force, the CEE can help devise and deliver strategic learning solutions to address business problems.
RELEVANCE OF CUSTOM LEARNING INTERVENTIONS

Custom designed programmes are particularly relevant for several key transformational objectives of the organisation. Some of them include:

Developing solutions to complex problems
Diagnosing key problems, developing solutions through appropriate frameworks, and implementing them in the organisation through action-based projects with the ISB’s support to review the success of the projects.

Engaging employees in formulating the company strategy
Understanding market and industry dynamics, formulating and implementing competitive strategy by involving employees across functions.

General management programmes
Designing programmes to enable executives with exceptional skills in their functional areas to develop a holistic general management perspective that will help them grow to the next level.

Developing the leadership pipeline
Developing leaders across different levels in the organisation to create the right leadership pipeline that will help organisational growth.

Strategic leadership
Developing strategic thinking and leadership skills among the top management to drive business growth.

Personal and organisational change through transformational leadership
Changing mindsets, striving for personal excellence at work, leading and inspiring others to be catalysts for change, and creating an organisation-wide transformation.

Building a customer focussed organisation
Realigning employee attitudes to be customer focussed, developing processes in the organisation to deliver on the customer promise, and transforming the organisation to establish a customer focused culture in the organisation.

Building innovative organisations
Developing an innovation mindset by making innovation a core competence; identifying and exploiting new opportunities.

Accelerating Sales Force Performance
Harnessing the most out of the sales force thorough strategic management of sales issues, sales system and the levers of sales performance.

Developing new product development capability
Creating competitive advantage in new product development by incorporating global best practices and insights to manage the process more effectively.

Hemas believes in equipping its people with world-class management techniques. In this context, the programme at the ISB was formulated to evolve new strategies for growth. I am confident that this has stimulated the management team to move faster and more efficiently towards our goals.

Hussein Eusufally, CEO, Hemas Holdings, Sri Lanka
A customer centric approach
At the CEE, we believe that a successful learning solution starts from understanding your business challenges. That is why, our team starts with learning about your organisation, the context of the learning needs and gets inputs from all the stakeholders during the diagnostic study. This helps to define the learning needs and develop the solution. During the whole process, from design to delivery, we keep you engaged and take your feedback. So what you get is not just a one-size-fits-all solution, but a solution that is truly tailored to meet your needs. This helps businesses evolve through a partnership approach.

A team that understands business
Executive education is as much about understanding learning as it is about understanding business. Too often, programmes are designed by academics and they fail to meet the demands of the real world. Our programme design experts have strong business understanding as well as experience in developing academically rigorous programmes, giving you the best of both worlds.

Vertical-focused domain expertise
Over the years, the CEE has delivered learning solutions to public, private and government organisations across different industry verticals and functions. These experiences have helped us develop a deep domain expertise and a rich knowledge base across several verticals, in turn helping us to design more efficient solutions for your business. Some of the industries where we have extensive experience include:
- Oil and Gas
- Banking and Financial Institutions
- Manufacturing
- Information Technology
- Telecommunications
- Public Sector

World-class faculty
ISB’s unique permanent and visiting faculty portfolio model means that each learning module is delivered by the faculty who is the best fit for the programme. While the international faculty brings the latest in global management thinking, ISB’s permanent faculty provides the necessary Indian context.

Immediately applicable action learning projects
The learning programme customised for you includes the action learning project component that deals with issues of strategic importance to your organisation. The faculty actively supervise each project to deliver maximum benefit. By applying the learnings immediately, participants not only retain their learning better, but also help solve business problems that matter thus creating a lasting impact.

ROI Measurement
Measuring ROI for learning investment can be difficult, with challenges including lack of objective data, errors and biases. However, for long-term strategic learning investments, ROI measurement can help improve the learning intervention and deliver better returns. The CEE team has the necessary experience and expertise in ROI measurement to help you take better decisions on learning investments.

THE CEE ADVANTAGE

Working with team ISB was a wonderful experience. The team was actively involved through all stages - from conceptualisation of the programme to implementation. What is worth appreciating is the effort that goes into selecting the right faculty and ensuring customisation.

Dr. Veena Apte, Director Leadership Group: People And Business Excellence, SKF Group
Transformation made feasible
Organisational transformation and leadership development can be a long and complex process. CEE has worked with large organisations on initiatives where learning is spread over long periods of time and seamlessly integrated with workplace projects that directly impact the organisation. This learning is delivered through multiple classroom sessions, global industry visits, and facilitated action projects, without impacting business operations.

International partnerships
The CEE has strategic partnerships with several international schools across four continents. So if your learning solution requires a study tour in any part of the world, it will be incorporated.

Focus on emerging market realities
The CEE draws upon the latest research on emerging markets prepared by the 13 Centres of Excellence at the ISB to make the contents relevant and contextual.

The faculty selected by the ISB during all the phases of the programme was very appropriate. It was unimaginable to witness people with 20+ years of experience sitting through day-long sessions and actually enjoying the discussions.

Rajeev Khond, Deputy General Manager, State Bank of India
THE CEE CUSTOMISATION APPROACH

Diagnostics Study | Co-creating Programme Design | Action Learning | Programme Delivery | Action Learning Project Facilitation

- Interactions with top management
- Faculty selection
- Identification of strategic business challenges
- Pre-programme study
- Periodic monitoring and facilitation
- In-depth interviews with stakeholders and potential participants
- Customisation discussions
- Scoping of action learning projects
- Programme delivery
- Faculty guidance for project implementation
- Defining programme deliverables and outcomes
- Researching for appropriate content and pedagogy
- Embedding action learning into programme design
- Action learning project presentation
- Impact study and assessment
- Recommendation of learning solution
- Detailed programme design
- Feedback discussions with faculty

THE LEARNING METHODOLOGY

The customised learning experience means that each programme has a specific set of learning methodology and tools to best fit your specific learning needs. The pedagogies could include the following:

- **Case studies**
  A case study analysis is an effective way to bridge theory and practice. Through a case study method, you can apply the classroom learning to a situation faced by an organisation, leading to effective learning.

- **Live cases and action learning**
  ISB custom programme design takes the case study method to a new level by solving live cases: real life business problem faced by your organisation in the classroom. This action learning method ensures that participants can directly apply their learning to solve business problems of strategic importance, thus giving an immediate return on learning investment.

- **Simulations**
  Learning in a simulated environment lets you take strategic business decisions and learn from the outcomes in a risk-free way. Such simulations also help to develop an integrated thinking approach.

- **Coaching and assessments**
  Customised programme for leadership development could have integrated coaching component where you are guided by executive coaches to develop your leadership skills and create specific action plans for change.

- **Experiential learning**
  Activities like mystery shopping, leadership treks and industry interaction complements the classroom learning to provide you with a holistic learning experience.

- **Guest lectures**
  ISB brings the most respected and relevant industry speakers to share their experience with the class which helps you learn directly from the veterans.

- **International immersion**
  Your customised learning programme can include international study tours to leading companies in the same industry so that you can directly learn from world-class best practices.

*“The key to success was the faculty spending a lot of time with us. It was about understanding our needs and tailoring the programme. It was individualised and pertinent; we could apply the learnings back in our workplace.”*

Mallika Srinivasan, Chairperson and CEO, TAFE
The CEE comprises several teams of experts who drive just one result—helping your organisation solve business challenges in the most efficient and effective manner. Consisting of academic, business and project management experts, the team ensures the learning is not just relevant but also helps you meet your larger organisational objective.

**Faculty team**
This team consists of world class faculty from top business schools, with experience in consulting global organisations and teaching executives. They analyse the organisation’s needs, design the curriculum in conjunction with the CEE design team, plan and design classroom experiences, and act as guides and catalysts for the action projects.

**Programme design team**
The programme design team comprises professionals from diverse functional backgrounds and domains. This team has the critical responsibility of managing the complex interface between industry and academia. The team works in close conjunction with both the company and the faculty, and ensures that the most befitting solutions are devised for your organisation.

**Programme management team**
This team, comprising experts from the hospitality industry, is responsible for the smooth delivery of the programme. Right from ensuring participant comfort, smooth flow of classroom activities, technological support, to faculty support, this team manages the complex logistics of delivering a great on-campus experience.

*You have spent much time in tailoring your teaching materials to meet our learning needs. I am sure your team will continue to do so with other groups who will engage with you in future learning sessions. I appreciate the depth with which you approach learning.*

Benjamin Tien, Caterpillar University - Asia Pacific
The ISB is equipped with world-class academic and residential facilities that make learning convenient and memorable. The classroom and in-campus atmosphere, combined with a dedicated programme support team, makes learning at the ISB a truly wonderful experience.

My personal experience with the ISB has been very fulfilling. The camaraderie and team spirit during the tough work sessions in the day and the informal gatherings in the evening were highly appreciated by my team.

Rajan Yatawara, Former Chairman & CEO, Hayleys Group

THE ISB LEARNING EXPERIENCE

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Participation Split

- Top Management: 20%
- Senior Management: 70%
- Middle Management: 10%
The Indian School of Business (ISB) is a research-oriented independent management institution that grooms future leaders for India and the world. Its association with the Kellogg School of Management, The Wharton School, London Business School, MIT Sloan School of Management and the Fletcher School make it one of a kind in Asia. The ISB offers its flagship one-year full-time Post Graduate Programme (PGP) from two campuses - Hyderabad and Mohali. Apart from the PGP, the ISB also offers short-duration, high-powered Executive Education programmes for middle- and senior management and CXOs; a 15-month part-time Post Graduate Programme in Management for Senior Executives (PGP MAX) and a 5-year Fellow Programme in Management, the doctoral offering. The original and distinctive research of our faculty members ensures that our programme content is contemporary and global in its perspective, and develops our students' understanding of modern management opportunities and challenges.

The Centre for Executive Education (CEE) at the ISB conducts a variety of programmes for working professionals. Over the years, it has evolved into a hub for meaningful exchange between business leaders and academia. The Centre attracts some of the finest faculty from leading business schools and has become a knowledge centre for practical understanding on emerging economies. At the CEE programmes, participants learn both from the cutting-edge management research of the faculty, as well as from the wide experience of fellow learners. It provides an ideal platform for gaining new insights in order to be successful in an increasingly complex world. Through its alumni initiatives, the Centre reaches out to past participants and conducts knowledge events on management thought leadership. The programme design team at the CEE identifies current business and industry challenges through extensive research on business environment and discussion with industry experts, management thinkers and corporate leaders. This ensures the learning solutions at the ISB remain relevant to the dynamic business scenarios.
At the Centre of Executive Education, we believe learning doesn’t stop with the classroom. Which is why we have designed programmes that help participants apply classroom learnings to their business challenges. The application-oriented learning enables participants to stay relevant in a dynamic business scenario and the organisations to stay continuously competitive. We call it Real Results, where application is as vital as the learning itself.

The CEE combines the best of facilities, a globally recognised faculty and unique learning methodologies. But most of all, the CEE approaches your business challenges from your point of view. Partner with us and you’ll understand how our custom learning interventions can create value for your business.