

# DIRECTORS' CONFERENCE 2021

14  
16  
april

New Models in the Executive Education  
Industry: Demand and Supply

## AGENDA

# AGENDA (time in EDT)

| <b>April 14<sup>th</sup></b><br><b>Learning from COVID -<br/>What changes will remain?</b>  | <b>April 15<sup>th</sup></b><br><b>The new aspirations:<br/>What is the market demanding?</b>                                     | <b>April 16<sup>th</sup></b><br><b>Building new ways of collaboration</b>                            |
|---|---|--|
| 09:00 – 09:45<br><b>Opening Session</b><br>by UNICON and Fundação Dom Cabral  | 09:00 – 09:20<br><b>Moderator's welcome</b><br><b>Q&amp;A and Lessons Learned Day 1</b>   | 09:00 – 09:20<br><b>Moderator's welcome</b><br><b>Q&amp;A and Lessons Learned Day 2</b>              |
| 09:45 – 11:15<br><b>Session 01: Not on the Syllabus: How<br/>Disruption Decided the Future of Business<br/>Education</b>            | 09:20 – 10:45<br><b>Session 01: Future of Organizational<br/>Development: Change is the only Constant</b>                         | 09:20 – 10:30<br><b>Session 01: Executive Education<br/>Industry: Voices from Competition</b>        |
| 11:15 – 11:30<br><b>Break</b>   | 10:45 – 11:00<br><b>Break</b>   | 10:30 – 10:40<br><b>Break</b>  |
| 11:30 – 12:15<br><b>Session 02: Learnings from COVID –<br/>Operational and Strategic Choices</b>                                    | 11:00 – 12:10<br><b>Session 02: Individual development and<br/>Executive Education - Learning at different<br/>stages of life</b> | 10:40 – 11:50<br><b>Session 02: Growing the pie: Rethinking<br/>Value Creation and Value Capture</b> |
| 12:15 – 12:20<br><b>Break</b>   | 12:10 – 12:15<br><b>Break</b>   | 11:50 – 12:00<br><b>Break</b>  |
| 12:20 – 13:00<br><b>“Chief Learning Officer Survey” Review:<br/>Conducted in partnership, by UNICON and<br/>the Financial Times</b> | 12:15 – 13:00<br><b>Mixing with Brazil</b>  | 12:00 – 13:00<br><b>The CEO's Legacy</b><br>13:00 – 13:15<br><b>Program Closing</b>                  |

An aerial photograph of a modern university campus. The campus features several large, multi-story buildings with a mix of grey and white facades. A prominent circular courtyard with a fountain is located in the center. The campus is situated next to a large, calm blue lake. In the background, there are rolling hills under a blue sky with scattered white clouds. The overall scene is bright and clear.

**DAY 01 | APRIL 14th**

*Learning from COVID - What changes will remain?*

# Learning from COVID - What changes will remain?

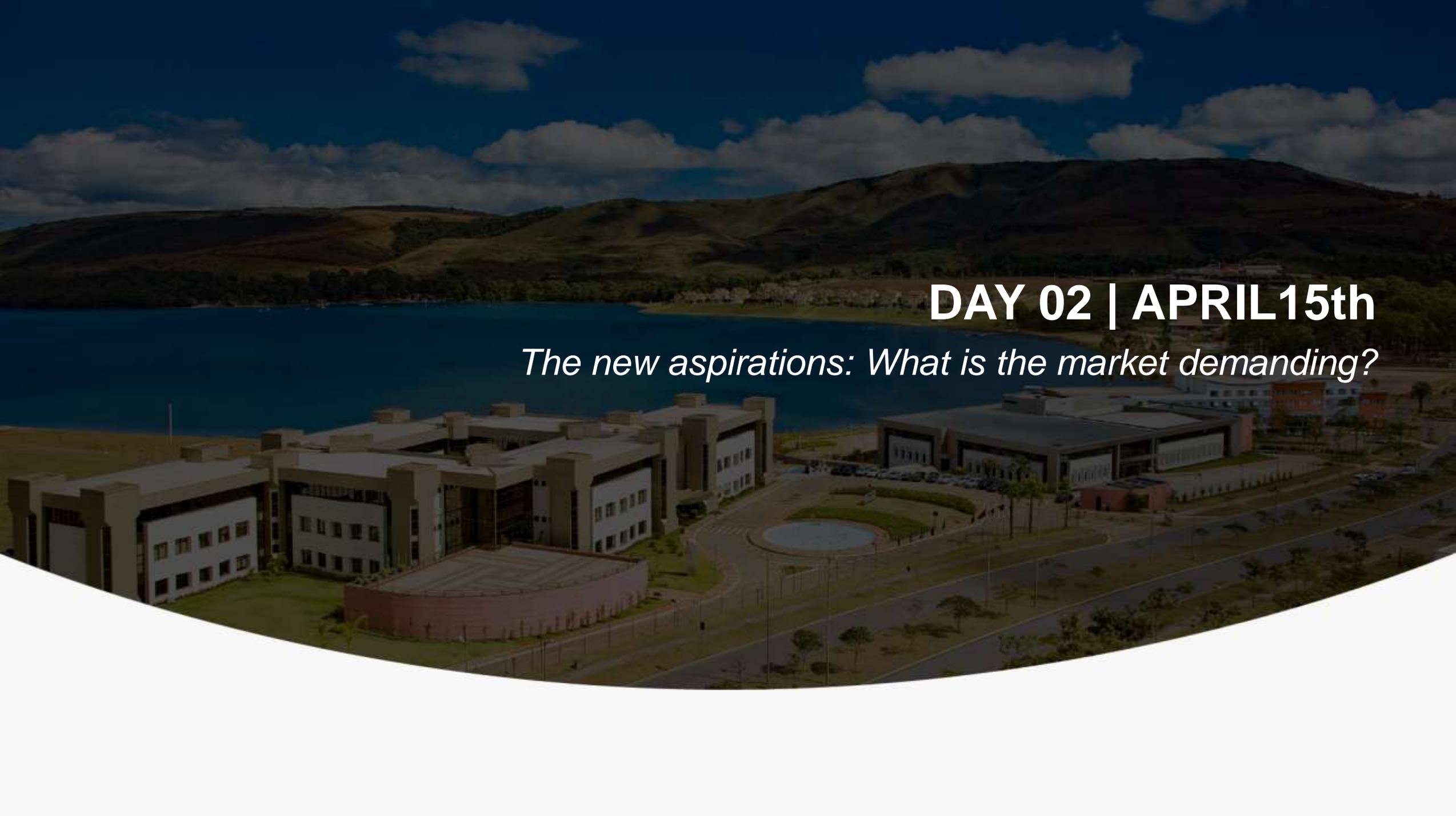
| TIME (EDT)    | SESSION/SPEAKERS  | SESSION DESCRIPTION  |
|---------------|---|--|
| 09:00 - 09:30 | <b>Moderator's welcome – Conference Program</b> <ul style="list-style-type: none"><li><i>Aldemir and Marcele</i></li></ul> <b>Opening comments by UNICON chair</b> <ul style="list-style-type: none"><li><i>Lise Hammergren (BI Norwegian Business School and UNICON)</i></li></ul> |  |
| 09:30 - 09:45 | <b>Executive Vice Dean<br/>Fundação Dom Cabral</b> <ul style="list-style-type: none"><li><i>Beth Fernandes (FDC)</i></li></ul>  | UNICON 2021 host FDC will welcome participants to the 2021 Director's Conference. We will discuss New configurations in the Executive Education industry on both the demand and the supply side. |

# Learning from COVID - What changes will remain?

| TIME (EDT)    | SESSION/SPEAKERS   | SESSION DESCRIPTION  |
|---------------|--|--|
| 09:45 - 11:15 | <p><b>Session 1</b><br/><b>Not on the Syllabus: How Disruption Decided the Future of Business Education</b></p> <ul style="list-style-type: none"><li>• <i>Moderator: Marcele Gama</i></li><li>• <i>Speaker: Caryn Beck-Dudley (AACSB International)</i></li></ul> | <p>The impacts of COVID-19 required business schools, business, and society to face what was going to be the future of technology, teaching, and learning – all within seven months. While immediate (and great) strides were made, there is more work ahead to define and further develop effective, sustainable education methods that ensure student learning, support the anticipated talent pipeline, and the demand for global business leaders. And while technology was once viewed as one of many tools in our repertoire, it has forced us to rethink the way we work, teach, and learn. As AACSB connects business schools and business leaders to address these challenges, we explore new territory and continue to question the long-held tenants of education – realizing we all still have a lot to learn.</p> |
| 11:15 - 11:30 | Break  |  |

# Learning from COVID - What changes will remain?

| TIME (EDT)    | SESSION/SPEAKERS  | SESSION DESCRIPTION   |
|---------------|---|---|
| 11:30 - 12:15 | <p><b>Session 2</b><br/><b>Learnings from COVID - Operational and Strategic Choices</b></p> <ul style="list-style-type: none"><li><i>Moderator: Prof. Aldemir Drummond (FDC)</i></li></ul>  | <p>The pandemic made most schools reconfigure their executive education operations. As an example, they have shifted their executive education offerings from face to face to on-line. Initially those changes were made with a short-term objective, such as to lessen as much as possible the impact of reduced business. However, after several months of pandemic and with uncertainty about when operations will fully resume, other changes, both on the demand and the supply side, may last beyond the pandemic.</p> <p>This session addresses questions about what are short term operational choices and what may be medium to long term strategic choices. Participants of the conference will exchange their views and experiences on those questions.</p> <p>The session is intended to provide a level playing field on what we know and what we still do not know by collectively gathering successful initiatives, key learnings and insights, as well as identifying critical success factors to respond to the industry's long-term strategic challenges.</p> |
| 12:20 - 13:00 | <p><b>“Chief Learning Officer Survey” Review:</b><br/><b>Conducted in partnership, by UNICON and the Financial Times</b></p> <ul style="list-style-type: none"><li><i>Presenters: Marco Serrato (University of Chicago) and Andrew Jack (Financial Times)</i></li></ul> |   |

An aerial photograph of a modern university campus. The campus features several large, multi-story buildings with a mix of light and dark facades. A central courtyard with a circular fountain is visible. The campus is situated next to a large, calm blue lake. In the background, there are rolling hills under a blue sky with scattered white clouds. The image is overlaid with a dark blue gradient and white text.

**DAY 02 | APRIL 15th**

*The new aspirations: What is the market demanding?*

# The new aspirations: What is the market demanding?

| TIME (EDT)    | SESSION/SPEAKERS  | SESSION DESCRIPTION   |
|---------------|---|---|
| 09:00 - 09:05 | <b>Moderator's welcome</b> <ul style="list-style-type: none"><li><i>Aldemir and Marcele</i></li></ul>   |   |
| 09:05 - 09:20 | <b>Q&amp;A and Lessons Learned Day 1</b> <ul style="list-style-type: none"><li><i>Aldemir and Marcele</i></li></ul>   | Kicking off the day from opening day, setting the stage for Day Two. Join us as we set the course for a discussion related to what will drive market demands.   |
| 09:20 - 10:45 | <b>Session 1</b><br><b>Future of Organizational Development: Change is the only Constant</b> <ul style="list-style-type: none"><li><i>Moderator: Prof. Carlos Arruda (FDC)</i></li><li><i>Panelists: Andrea Cruz Lima (Whirlpool), Richard Lobo (Infosys) and Veronica Souza (Natura)</i></li></ul> | How do organizations with very different profiles see the fit between organizational development and executive education? What kind of demands do they have? How can business schools motivate and attract different companies? This session will bring the voice, experience, and perspective from the industry/buyer side of Executive Education. |

# The new aspirations: What is the market demanding?

| TIME (EDT)    | SESSION/SPEAKERS | SESSION DESCRIPTION |
|---------------|------------------|---------------------|
| 10:45 – 11:00 | Break            |                     |

**11:00 - 12:10**

**Session 2**  
**Individual development and Executive Education - Learning at different stages of life**

- *Moderator: Prof. Paul Ferreira (FDC)*

As traditional life patterns become less relevant to many people needs, executives want to pursue working lives that are more flexible and multistaged. That may clash with current corporate practices and processes and therefore increase an executives' propensity to pay for their development, as well as the need for companies to better understand executives' demand for development.

Three tensions are notable: executives want personalization, corporations want conformity; executives want flexibility; corporations want standardization; executives want to be age- and skills agnostic; corporations want age and skills markers.

This session intends to identify key life stages, their critical success factors and assess how they may imply in different business models for Executive Education.

# The new aspirations: What is the market demanding?

| TIME (EDT)    | SESSION/SPEAKERS  | SESSION DESCRIPTION |
|---------------|---|---------------------|
| 12:15 - 13:00 | Mixing with Brazil<br>Cachaça Culture and Mixology Innovation |                     |

An aerial photograph of a modern university campus. The campus features several large, multi-story buildings with a mix of light and dark facades. A prominent circular courtyard with a central fountain is visible. The campus is situated next to a large, calm blue lake. In the background, there are rolling hills under a blue sky with scattered white clouds. The overall scene is bright and clear.

**DAY 03 | APRIL 16th**

*Building new ways of collaboration*

# Building new ways of collaboration

| TIME (EDT)    | SESSION/SPEAKERS  | SESSION DESCRIPTION  |
|---------------|---|--|
| 09:00 - 09:05 | <b>Moderator's welcome</b> <ul style="list-style-type: none"><li><i>Aldemir and Marcele</i></li></ul>   |  |
| 09:05 - 09:20 | <b>Q&amp;A and Lessons Learned Day 2</b> <ul style="list-style-type: none"><li><i>Aldemir and Marcele</i></li></ul>   | Day 3's Opening emphasizes highlights from the week thus far while setting the stage for the day, which will be focused on exploring possible collaborations in the Executive Education industry.  |
| 09:20 - 10:30 | <b>Session 1</b><br><b>Executive Education Industry: Voices from Competition</b> <ul style="list-style-type: none"><li><i>Moderator: Prof. Ken Bardach (FDC)</i></li><li><i>Panelists: Ashley Williams (University of Virginia Darden School Foundation), Deborah Toledo (UBS) and Lindsay Levin (Leaders' Quest)</i></li></ul> | As the clients' needs diversify and vary, many business schools are subject to lose competitiveness vis-à-vis professional services firms. Simultaneously, the sophistication, adaptability, and opportunities for alignment of corporate universities with the emerging specific needs of their corporate sponsors are increasingly challenging the capabilities of many business schools to meet individual corporate client needs. Finally, a growing number of clients have a preference for boutique firms and independent contractors – including executive coaches or facilitators - when partnering to develop talent. This session will bring the voice, experience, and perspective from different providers of Executive Education. |

# Building new ways of collaboration

| TIME (EDT)    | SESSION/SPEAKERS  | SESSION DESCRIPTION  |
|---------------|---|--|
| 10:30 - 10:40 | Break   |  |
| 10:40 - 11:50 | <p><b>Session 2</b><br/><b>Growing the pie: Rethinking Value Creation and Value Capture</b></p> <ul style="list-style-type: none"><li><i>Moderator: Prof. Heiko Spitzeck (FDC)</i></li><li><i>Panelists: Anne Swanberg (BI Norwegian Business School), Devin Bigoness (Cornell University), Dr. Jay Stowsky, Professor Mark Rittenberg (Haas School of Business) and Nick Barniville (ESMT Berlin's EdTech Lab)</i></li></ul> | <p>The session will explore and challenge participants to share best practices and think about opportunities to grow the business.</p> <p>Changes in both the supply and the demand side were discussed so far. How can business schools grow the pie for executive education?</p> <p>Are partnerships with other business schools or other departments within a university a way forward?</p> <p>Are there complementary activities between business schools and consultancies?</p> |
| 11:50 - 12:00 | Break   |  |

# Building new ways of collaboration

| TIME (EDT)    | SESSION/SPEAKERS  | SESSION DESCRIPTION  |
|---------------|---|--|
| 12:00 - 13:00 | <p><b>The CEO's Legacy</b></p> <ul style="list-style-type: none"><li>• <i>Moderator: Prof. Aldemir Drummond</i></li><li>• <i>Panelists: Antonio Batista da Silva Junior (FDC), Ana Paula Assis (IBM) and Renato Carvalho (Novartis)</i></li></ul> | <p>In the last session of the conference, we will have the opportunity to discuss a FDC initiative named <i>The CEO's Legacy</i>. This is an initiative that brings together 35 CEOs engaged with the construction of a more inclusive society, a sustainable environment and a more conscious business system. Those CEOs have the purpose of being agents of progress in the creation of relevant legacies for people, organizations and society.</p> <p>We believe that this is a initiative that reflects some of the challenges for the development of organizations and executives in the 21<sup>st</sup> century.</p> |
| 13:00 - 13:15 | <b>Program Closing – Final remarks</b>  |  |



#### ALOYSIO FARIA CAMPUS

Av. Princesa Diana, 760  
Alphaville Lagoa dos Ingleses  
34.018-006 – Nova Lima (MG)

#### BELO HORIZONTE CAMPUS

Rua Bernardo Guimarães, 3.071  
Santo Agostinho  
30140-083 – Belo Horizonte (MG)

#### SÃO PAULO CAMPUS

Av. Dr. Cardoso de Melo, 1.184  
Vila Olímpia – 15º andar  
04548-004 – São Paulo (SP)

#### REGIONAL AFFILIATES

FDC works in partnership with its regional affiliates throughout Brazil. Please check with the affiliate nearest to your region.

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