


*"If I have seen further than others, it is by standing upon the shoulders of giants."*

## Sir Isaac Newton

English physicist, mathematician and astronomer  
Trinity College, Cambridge University

*Cambridge Seminars is a unique program for improving the core competences for high-level executives.*



## introduction

Talent Factor has the pleasure to present to you Cambridge Seminars – a training program for top executives designed and delivered by leading scientists and the business practitioners from the University of Cambridge.

Cambridge seminars meet the challenges, the dilemmas and the problems formulated by CEO's, directors, presidents and knowledge officers. The seminars address the need for competitive business strategies and the processes needed to elicit innovation from corporate cultures. We offer access to the intellectual resources of one of the oldest and most admired universities of the world which is situated among and surrounded by 1 200 knowledge-based start-up companies in what is being heralded as a "new economy" based on innovation and research-based higher education."

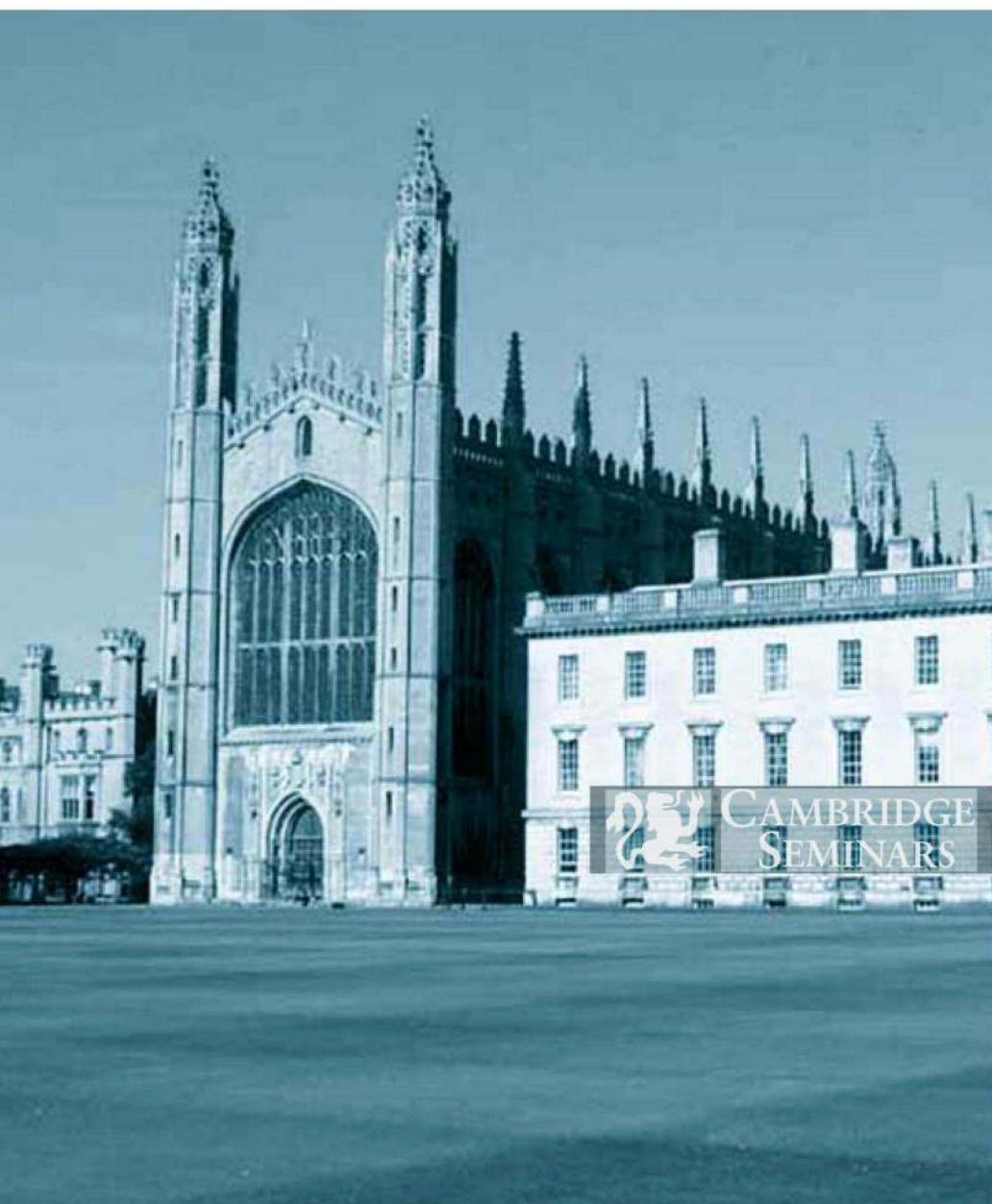
Cambridge Seminars was prepared as a modular system of seminars lasting for several days, ending with the "Certificate of Attendance" of Cambridge University.

This seminar is designed for people who are demanding and commanding. It examines the sources of vision and of inspiration. It searches for global solutions. It asks what technologies will shape our underlying industrial infrastructures and hence our futures.

We guarantee management tools and models that confront contemporary problems and issues, together with meetings with trainers, professors, counselors, angel investors, brilliantly successful entrepreneurs and founders of major businesses, all residing within a few miles of Cambridge. It is our ambition to customize seminars to your requirements once you have made these known to us.

Cambridge Seminars is a product available only through Talent Factor in CEE.

We are therefore pleased to invite you to participate in an event designed for the XXI century!



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*"Gentlemen, we have run out of money. It's time to start thinking."*

## Lord Ernest Rutherford

British chemist and physicist –  
father of nuclear physics

Trinity College, Cambridge University

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*Cambridge Seminars aspire to create  
unique business solutions to XXI century challenges.*



## the idea behind the Cambridge Seminars

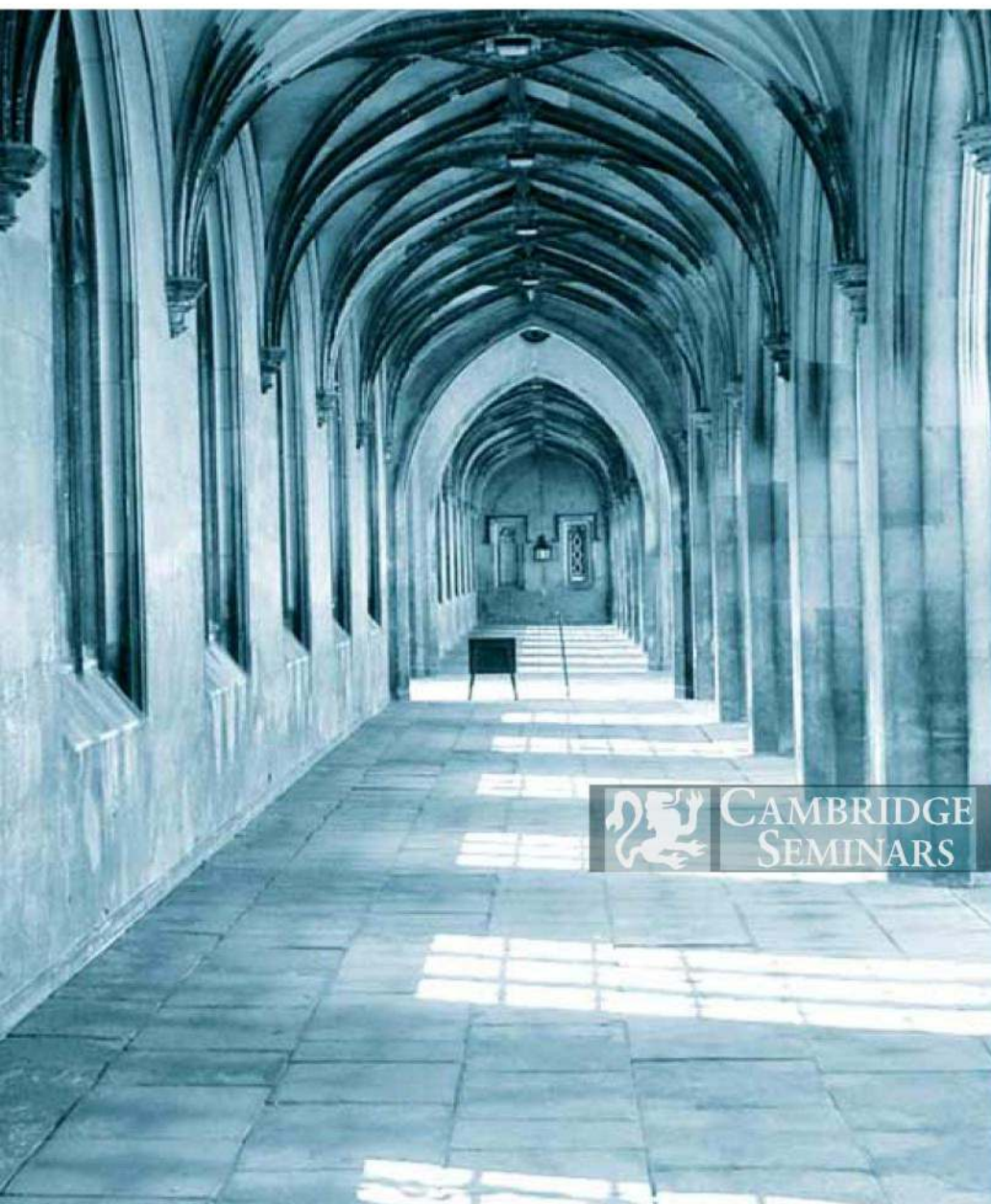
According to an international ranking of universities – QS World University Ranking – in the past year Cambridge University was ranked at the first place in the world, ahead of Harvard and MIT. Cambridge University is not only one of the best centers of world science and the Alma Mater of many prominent personalities, but it is also a meeting place of business practitioners who have created the world's strongest companies. It is a place, where new theories are born, the center of scientific debate and research of the greatest thinkers and visionaries of our time.

Cambridge was the place that nurtured Sir Isaac Newton, Sir Francis Bacon, Charles Darwin, Francis Crick and James D. Watson or Stephen Hawking among others, as well as 83 Nobel Prize laureates. Cambridge is also the seat of research centers and institutes, which – by having huge research budgets – generate practical knowledge and develop products that are changing the world. University of Cambridge – its academic staff, researchers, graduates and students had and still have a fundamental contribution to the creation of a leading European technology park in the field of modern technologies and innovative management, gathering together high-tech and IT companies – now commonly called the “Cambridge Phenomenon”

In 2004 Cambridge was the world's second largest venture capital market and in 2005 over 250 companies, with a total value of approximately 6 billion dollars, were established there. That is why Cambridge is a unique point of contact for the latest practices in world science. The knowledge stored there has an unparalleled potential.

The idea of the Cambridge Seminars is to instill into European managers new models of wealth creation, mobilizing the knowledge available in this area so as to develop their businesses more powerfully. Time will be allowed for personal meetings with some academic entrepreneurs and innovative scientists with repeated records of success in commercialising their ideas and in managing organizations with track records of sustained innovation. Strategies for generating novel outcomes on a global scale and leading project teams which champion new developments will be presented.

Cambridge Seminars aspire to help create unique solutions for companies taking on the challenges of the XXI century. Among the resources available are some world-saving technologies to combat global crises.



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*"Speech has allowed the communication of ideas, enabling human beings to work together to build the impossible. Mankind's greatest achievements have come about by talking, and its greatest failures by not talking. It doesn't have to be like this. Our greatest hopes could become reality in the future. With the technology at our disposal, the possibilities are unbounded. All we need to do is make sure we keep talking."*

## Stephen Hawking

English physicist and cosmologist

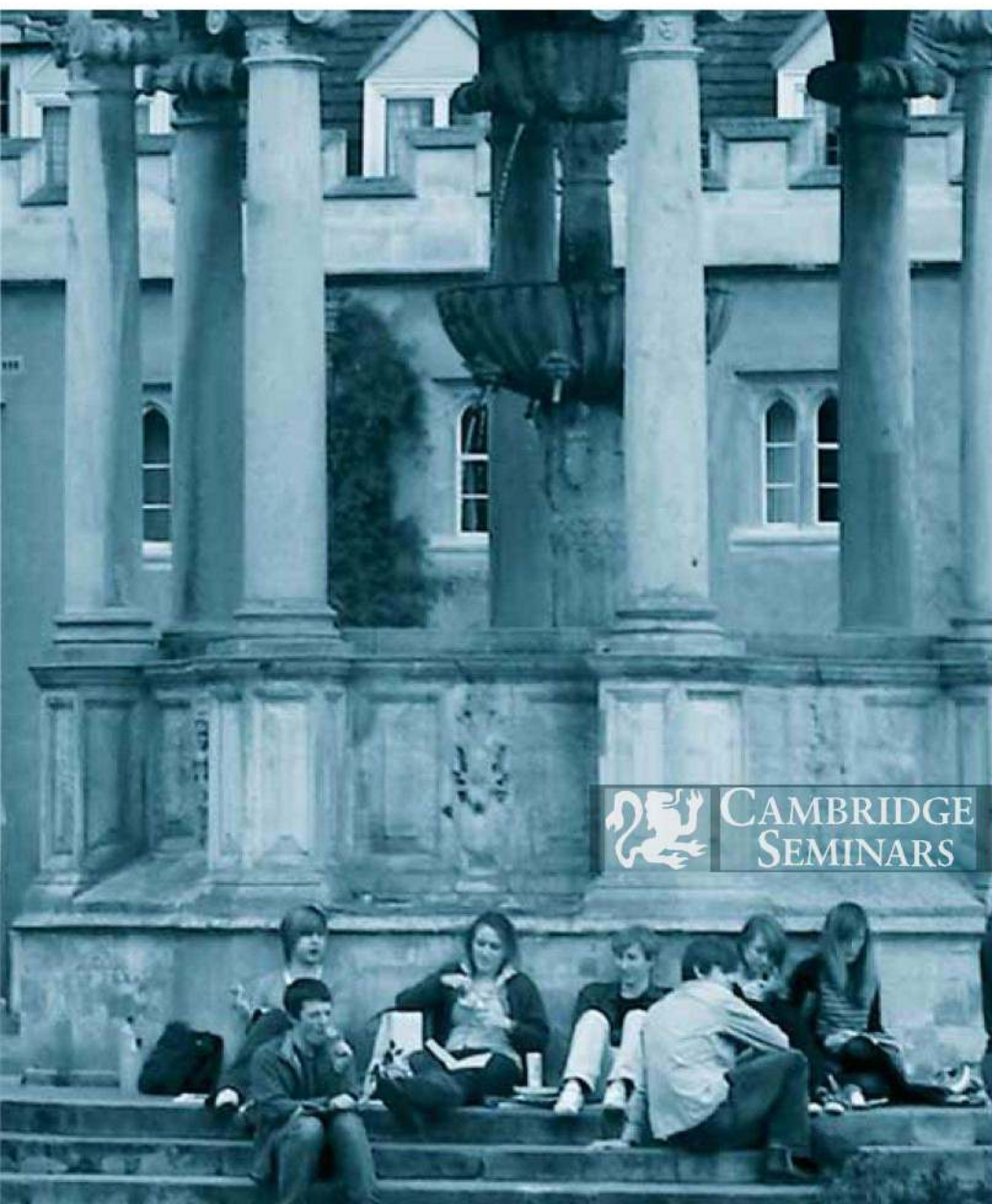
Gonville and Caius College, Cambridge University

*Cambridge Seminars give you a chance to re-conceive wealth creation as knowledge generation, mastering complexity and developing the new.*



## goals

- Cambridge Seminars will teach you to search for your culture's inner-strengths and hidden resources. At what do you excel and can you share this with the world?
- Instead of an "off-the-shelf" set of standard techniques our knowledge of Central Eastern Europe economies permits us to customize what we offer and give advice suitable to your particular circumstances.
- We have knowledge of global breakthroughs and trends, any one of which might be highly relevant to your domestic economies.
- Participation in this seminar will enable you to benchmark yourself against developments in many different countries, try what works and avoid what fails. It emphasizes management for long-term sustainability and "world-saving" technologies. It addresses what governments can and cannot do to help industries.



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*"Time is the measure of business."*

## Sir Francis Bacon

English philosopher and scientist  
Trinity College, Cambridge University

*Cambridge Seminars are addressed to those seeking larger meanings in their work, less extrinsic money rewards than intrinsic satisfactions.*



## target group

Our target persons are visionaries and those who can influence national policy. We are looking for those who seek to transform companies into sources of moral and economic development. We hope to attract managing directors, institutional leaders and those in search of answers to the questions of the hour. We believe that great challenges are the makings of leaders. "Cometh the hour. Cometh the man."

Cambridge Seminars are originally designed for top managers, to improve "co-opetition" (the simultaneous development of more competition and more cooperation) and to improve the understanding and the leadership of cultures with the potential to innovate. European business leaders are welcome. The more we can exchange the views of different cultures and share common problems the better.



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*"It is not the strongest of the species that survives,  
nor the most intelligent that survives. It is the one  
that is the most adaptable to change."*

## Charles Darwin

British scientist and naturalist

Christ's College, Cambridge University

*Cambridge Seminars give you an opportunity examine leading-edge science and inquire into its applications from those who invented it or discovered it.*



## concept

Cambridge Seminars will attempt to bring you global knowledge, tools, models and research findings, under the facilitation of researchers, practitioners, consultants and advisers while encountering others who are trying to make sense of these. There will be ample time for informal meetings and private conversations and time to explore avenues of interest. Modules can be combined and selected and themes chosen. A certificate of participation will be issued by the University at the end of the seminar. This will last 3-5 days.

These seminars:

- have exclusive formula, tailored to the needs of participants, we anticipate two editions of this program a year,
- focus on management philosophy, with several modules in the area of business management and production management,
- are offerings prepared on the basis of cooperation with the University of Cambridge and other world research centers and scientists, business practitioners and corporate advisors,
- guarantee work in small project groups in order to give all participants the opportunity to develop personal resources and interpersonal skills.



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THECA. PEPYSIAN

*"One must be a god to be able to tell successes from failures  
without making a mistake."*

## Lord George Byron

British poet

Trinity College, Cambridge University

*The message for the Cambridge Seminars is philosophic.  
First develop a sustainable vision for creating wealth, then get paid for this.*



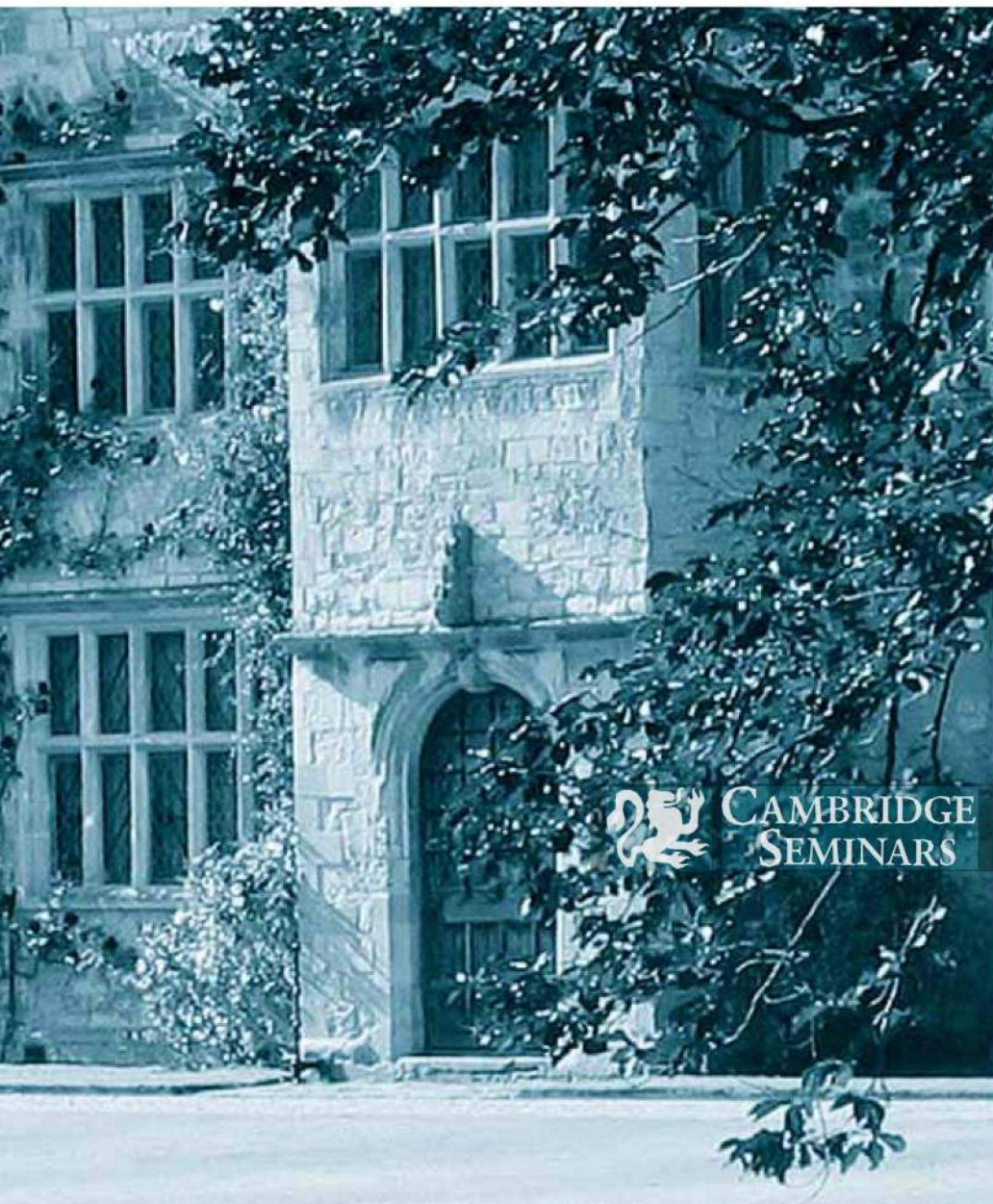
## content

These seminars are future oriented and long-term. It is a measure of genuine leadership that it sees far ahead, even beyond the person's life-time.

The participants of Cambridge Seminars can take part in three didactic modules, such as next generation of leadership, future of innovation management and scenarios of the future.

Each module consists of the following topics:

Next Generation of Leadership	Future of Innovation Management	Scenarios of the Future
<ul style="list-style-type: none"> <li>• The Leadership of Innovation</li> <li>• Servant Leadership</li> <li>• Inquiring Leadership</li> <li>• Team Leadership and Sponsorship</li> <li>• The Strategic Leader</li> </ul>	<ul style="list-style-type: none"> <li>• How innovations can be mounted on each other like "corner stones"</li> <li>• Regional policies to increase innovative activity</li> <li>• Teams as the champions of innovation with key roles</li> </ul>	<ul style="list-style-type: none"> <li>• A new kind of planning process</li> <li>• Who creates wealth, the firm or the whole eco-system?</li> <li>• Transformational management</li> <li>• Creating alternative futures</li> </ul>



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*"Capitalism is the astounding belief that the most wickedest of men will do the most wickedest of things for the greatest good of everyone."*

## John Maynard Keynes

British economist, father of modern macroeconomics, the most influential economist of the 20th century

King's College, Cambridge University

*How do you lead in ways that encourage others to take the initiative?  
How do you help to create an “innovative eco-system”?*



## next generation of leadership

### 1. THE LEADERSHIP OF INNOVATION.

What is difficult about this kind of leadership is that innovators ARE leaders of a kind and may accidentally represent a challenge to the formal leader in charge of their group. How do you lead in ways that encourage others to take the initiative? How do you help to create an “innovative eco-system”? Can innovation be coached? How can you criticise the performance while encouraging the performer to keep trying? How can you “fail” repeatedly yet as inexpensively as possible? Innovation triggers a “flow experience” in which everything suddenly comes together. How do you generate this flow? Why does the word “solution” mean both an answer and a liquid? What is “management by wandering about”? Do pay for performance, deadlines, peer pressure or top management commands induce innovation or reduce it?

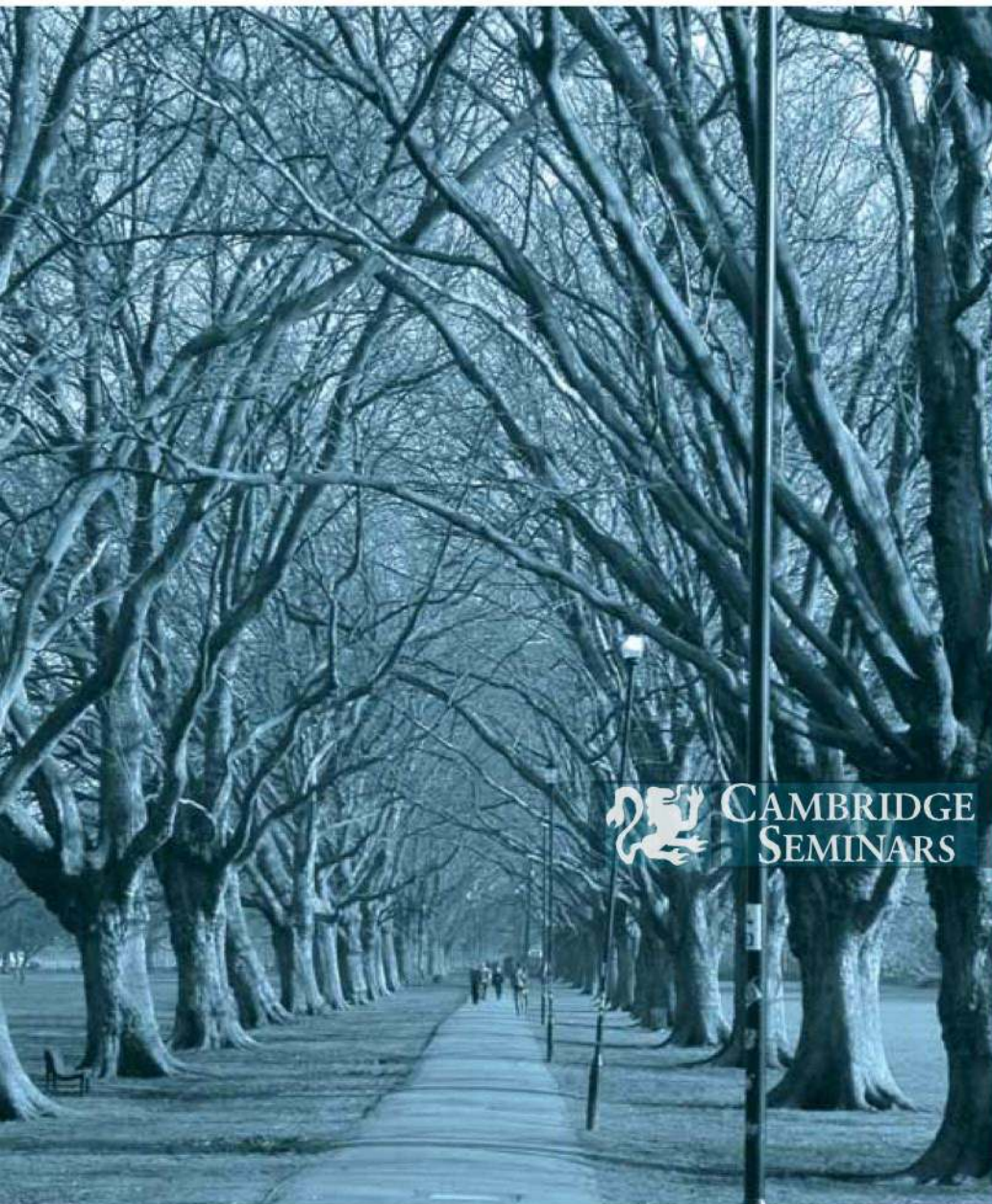
### 2. SERVANT LEADERSHIP.

How can a leader in all his pride and prominence be also a servant to another and act as that person’s resource and helper? This becomes crucial when the purpose of an organisation is to serve others. The leader needs to model the kind of service which he/she wants others to emulate.

You must help your subordinates to help customers by careful attention to their needs. Leaders do not just get the job done, they “grow” their own companies through serving them. Employees tend to pass on to customers the ways in which they are treated by supervisors and by each other. Employees “having fun” will treat their customers best. The servant leader gives his/her authority away only to have it returned by grateful subordinates. The leader’s very humility wins admiration.

### 3. INQUIRING LEADERSHIP.

This becomes vital when an organisation and its leader does not know all the answers but must lead an inquiry to find out these answers, so that the leader is the Chief Inquirer of an inquiring system. Such a leader knows the questions and knows what needs to be discovered, but does not know what to do until the inquiry is complete. In this case the leader develops hypotheses and theories, but it is subordinates who gather the facts from customers in the field. There is a constant dialogue with leaders asking questions and testing general propositions while employees look for the answers and test the propositions. Almost everything a company does, however routine, can be framed as a question.



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*"Whenever the work is itself light, it becomes necessary,  
in order to economize time, to increase the velocity."*

## Charles Babbage

English mathematician who originated  
the concept of a programmable computer  
Peterhouse, Cambridge University

*Leaders of the future must engage their employees to design strategies that run not into competitors but around them.*



## next generation of leadership

If you have to deliver petrol to service stations you can still calculate the best routes and sequences and see how much time and money you can save, whether calling the station a few minutes before your arrival speeds up the process of filling its tanks. Workers doing repetitive factory jobs can meet at the start and end of each day to assess the quality of their production and test out new ideas for cost savings. Employees who can use their minds and inquire will be better engaged with what they do and find meaning in their work. Companies are engaged in a race to learn faster than rival companies. Accelerating that learning is a competitive advantage. Every company should have its “learning goals”.

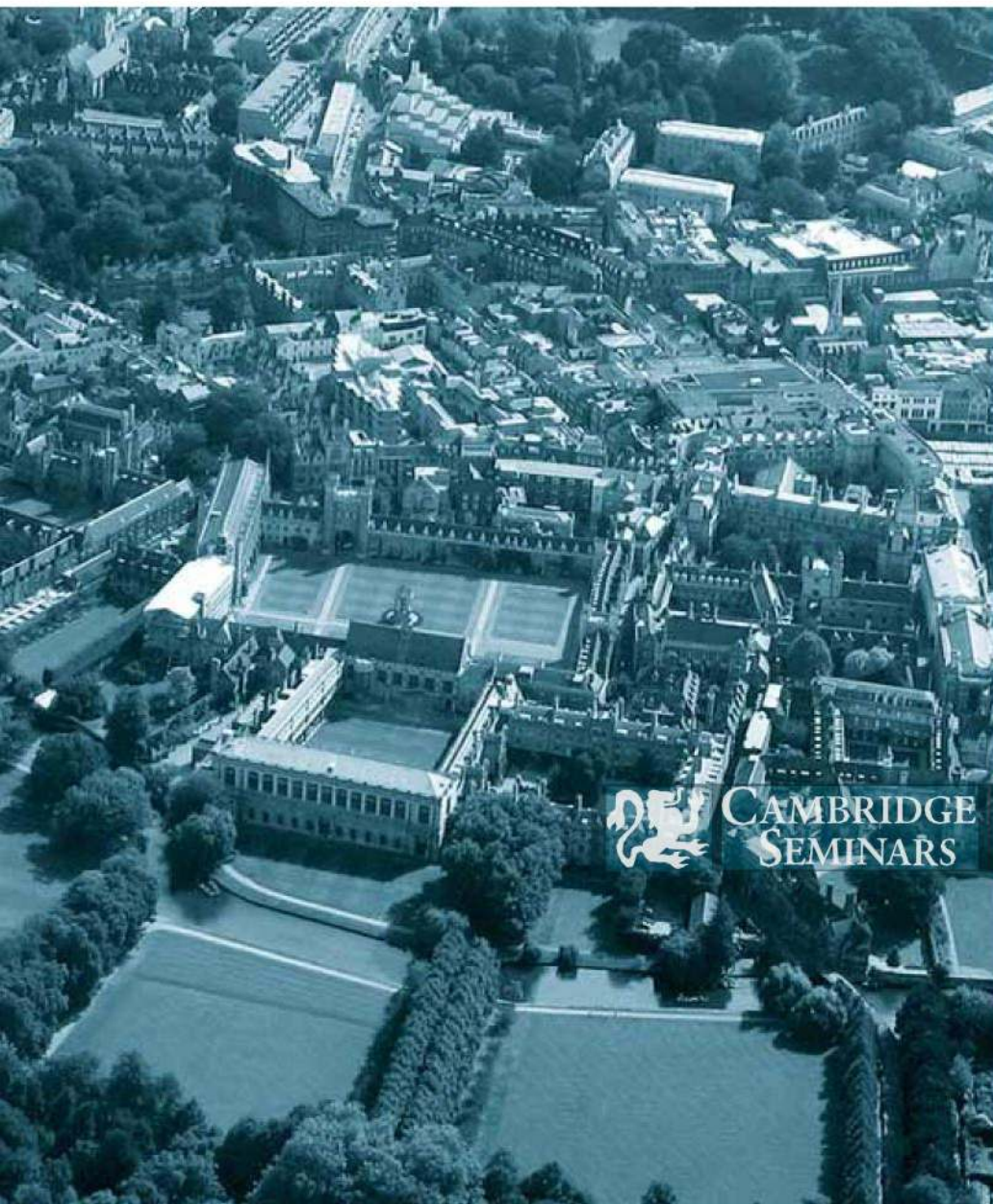
#### 4. TEAM-SPONSORING LEADERSHIP.

As problems grow in complexity it may need a multi-functional team to work out a solution. The leader briefs the problem-solving team on what the issue is and on what any solution must accomplish and he/she sponsors it by giving it resources and time. The team then reports back to him/her offering a viable solution, which, if the team has done its work well, is implemented. Sponsoring a team is a fine art. You need to give it a remit and debrief

it afterwards but not tell it what to do, or it may simply oblige you so that one leader does the work of eight to twelve people who merely endorse his/ hers views. On the other hand if the team is poorly briefed it can produce a worthless solution at great expense! The leader needs to explain carefully the problem and what any solution must accomplish.

#### 5. THE STRATEGIC LEADER.

How should a leader strategise? The field is full of pitfalls. If you choose a strategy similar to your competitor you are heading for a bloody stalemate, head-to-head competition in which you both suffer attrition. How do you know that the culture of your corporation can deliver the strategy you have chosen? Are strategies which are well-known a recipe for disaster as everyone reads your intentions? Why is the advice on strategy given by experts so contradictory? These puzzles will be worked through.



*"In fact, research in applied science leads to reforms, research in pure science leads to revolutions, and revolutions, whether political or industrial, are exceedingly profitable things if you are on the winning side."*

## Sir Joseph John Thomson

British physicist who discovered  
the electron and isotopes  
Trinity College, Cambridge University

*We will present a strategy of “corner-stoning” showing the formation of new innovations on the basis of existing ones.*



## future of innovation management

### 1. HOW INNOVATIONS CAN BE MOUNTED ON EACH OTHER LIKE “CORNER STONES”.

During the Seminars the strategy of “corner-stoning” through successive innovations will be explored, with each mounted on the “platform” of the previous one. We will explore the case of a Singaporean entrepreneur, whose company faced a series of threats obliging him to innovate in five successive phases. In each case he surmounted the obstacle before him. The participants will be presented with the situations he faced and will “invent itself out of the trap”. Teams will present their solution before being told what the successful entrepreneur actually did.

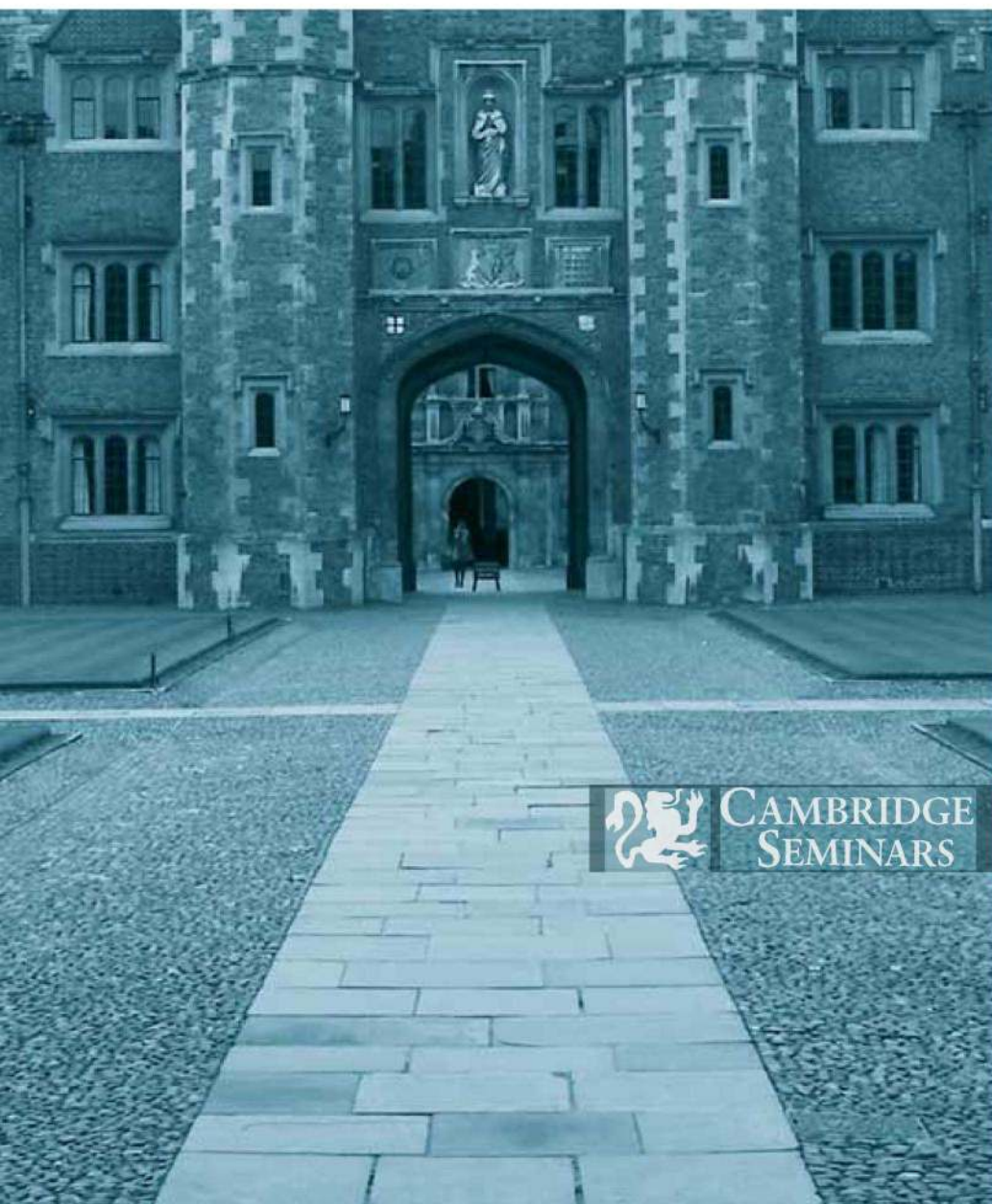
### 2. REGIONAL POLICIES TO INCREASE INNOVATIVE ACTIVITY.

There are a growing history of activities which successfully developed a particular town or region by attracting to it new industry and new economic activities, especially in the region of universities. Using the Cambridge Phenomenon and other regions as examples, we will examine what public authorities can do and have done. We will look at governments acting as “Referees” of fair play, “Coaches” of better play and as “Impresarios” of new

clusters in that region. Special attention may be paid to activities in Turkey, Finland and Singapore which are attempting to promote innovation.

### 3. TEAMS WITH KEY ROLES AS THE CHAMPIONS OF INNOVATION.

One problem with the lone genius and inventor inside the large corporation is that he/she is usually ignored. It is generally essential for a team of enthusiasts to assemble around a new idea or innovation and champion this. The new idea must be adopted, championed, critiqued, improved, prototyped, assessed for manufacturability and taken to the market to be used by customers. It takes a team and series of “stage gates” to manage all these phases and drive them through. While a genius individual can be safely ignored a group of enthusiasts develop the momentum to see things through. We will study the roles that members of a team must play if their efforts are to succeed. Team members will reveal what roles they prefer to play and each team will be in a position to discover what it has and what it lacks. Failure to cover all roles threatens the success of the team. Members will discover much about themselves in this process and what they bring to a team.



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*"If you did not know what a shadow was you would not realize  
it is telling you something about where you are going."*

## Prince Charles

Prince of Wales

Trinity College, Cambridge University

*How can you plan in a world full of conflicts, uncertainties, surprises and contradictions? How do winners suddenly emerge?*



## scenarios of the future

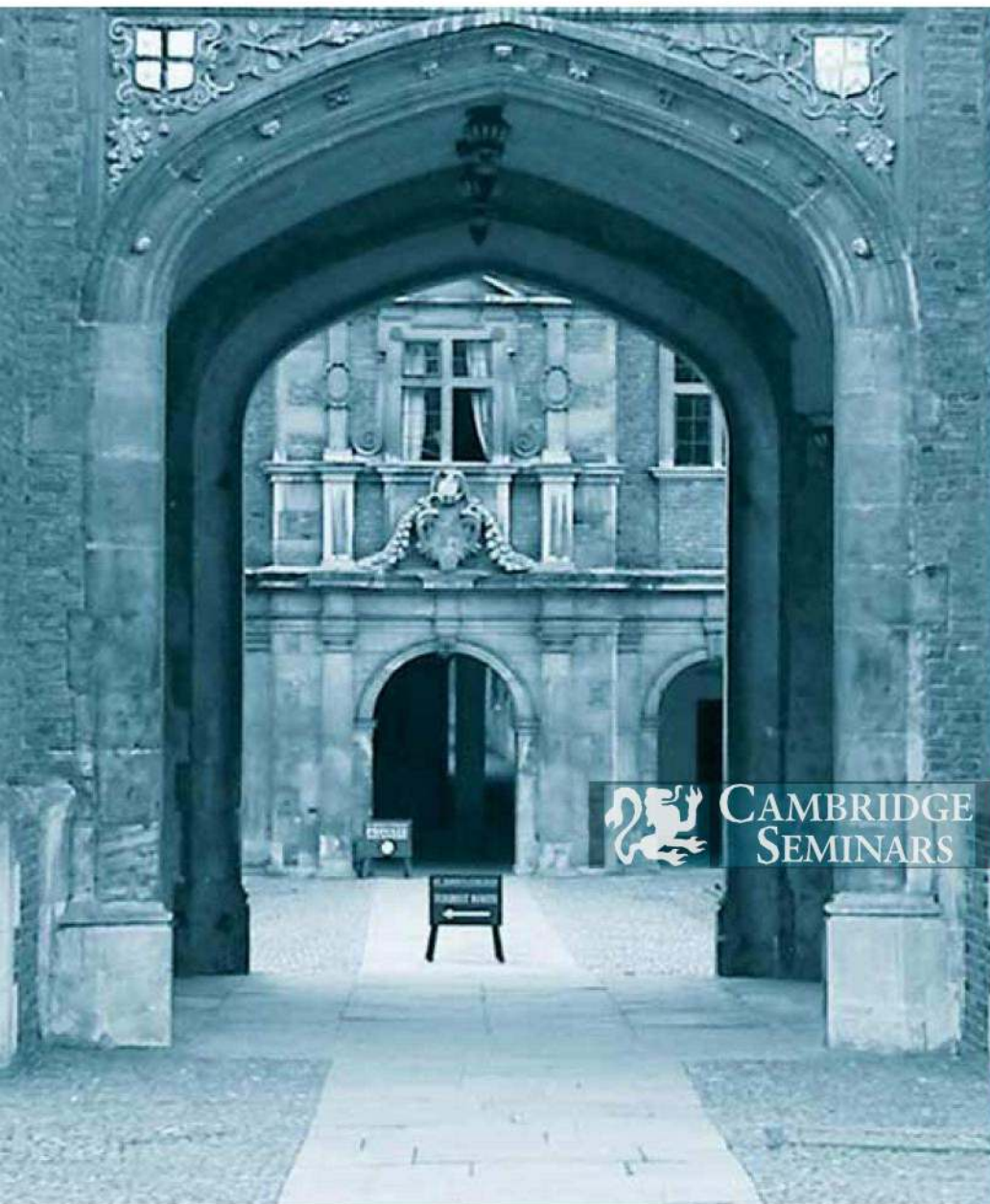
Can you make your company sufficiently robust to withstand up to three or four “alternative futures” and survive and even prosper in all these events?

### 1. A NEW KIND OF PLANNING PROCESS.

Traditionally governments and industries have engaged in forecasting. This is based on the recognition of trends and projecting these forward into the future. It assumes “more-of-the-same”. But how does one plan in a world of shocks, turbulence, uncertainties, surprises and conflicts where the winners are yet to emerge? This seminar will first explain the art of scenario planning and then have teams practice on issues of their own choosing. Teams will create Alternative Futures, ten years in advance of the current date, and construct narratives of how they got there from here. The idea is not to bet on one future in preference to another but to survive whichever scenario comes most true. We can only recognise something we have modelled in advance.

### 2. WHO CREATES WEALTH, THE FIRM OR THE WHOLE ECO-SYSTEM?

An increasing vital issue is whether wealth is created by business units competing or by whole industrial eco-systems developing as one. The impressive study case was delivered by one European automotive producer. He squeezed the profit margins of a key supplier so severely the company collapsed. There was no substitute! The producer had to buy the company to rescue it, which cost far more than the margin he had tried to wrest away. A rival Japanese automobile producer achieved great advantage by co-creating innovations with several key suppliers and sharing the gains 50-50. What appears to create wealth are entire networks treating each other with care and consideration, rather than the stronger exploiting the weaker.



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*"I do not know how I shall bear being out of office. I have many resources and many objects of interest; but after being occupied with great affairs, it is not easy to subside to the level of common occupations."*

## Lord Aberdeen

British Prime Minister

St John's College, Cambridge University

*Leaders need to transform their current situations, using what they have at hand but altering its configuration and significance.*



## scenarios of the future

### 3. TRANSFORMATIONAL MANAGEMENT

CEE economies need to transform themselves out of the bureaucratic centralisation used by the communist regime into quite different modes. Yet this transformation is not straight-forward and does not consist of simply substituting Western ideology for the ideology of Bureaucratic Socialism. This seminar will share ongoing research into what makes an organisation innovative and entrepreneurial and the flaws in the Western ways of thinking laid bare by the recent financial crisis. The principles of an integrative transformative management style will be spelled out.

### 4. CREATING ALTERNATIVE FUTURES.

This is part of the scenario planning process. Modern environments are so uncertain and such is the conflict between ideas that in order for the company to survive three or four visions of the future are created and strategies are created which are robust enough to survive these eventualities. The idea is to multiply the number of conjectures and expectations we have of the future and to model these. There is much evidence that we can only “see” what we have first modeled, so that most of us could draw a staircase because we have a model, but almost none of us could draw an Escher Staircase, that first climbs then descends and is optically paradoxical. All futures are based on current trends which might have different outcomes depending on how strong they grow. We write different narratives culminating ten or twenty years hence to explain how we got there.



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*"If stability and efficiency required that there existed markets that extended infinitely far into the future – and these markets clearly did not exist – what assurance do we have of the stability and efficiency of the capitalist system?"*

## Joseph Eugene Stiglitz

Former Senior Vice President and Chief  
Economist of the World Bank  
Caius College, Cambridge University

*Cambridge Seminars program may take the form of tailor-made workshops suited to the individual needs of specific group representing the given sector.*

## methodology

### A SERIES OF SEMINARS IN CAMBRIDGE ASSUMES THE FOLLOWING PROCESS:

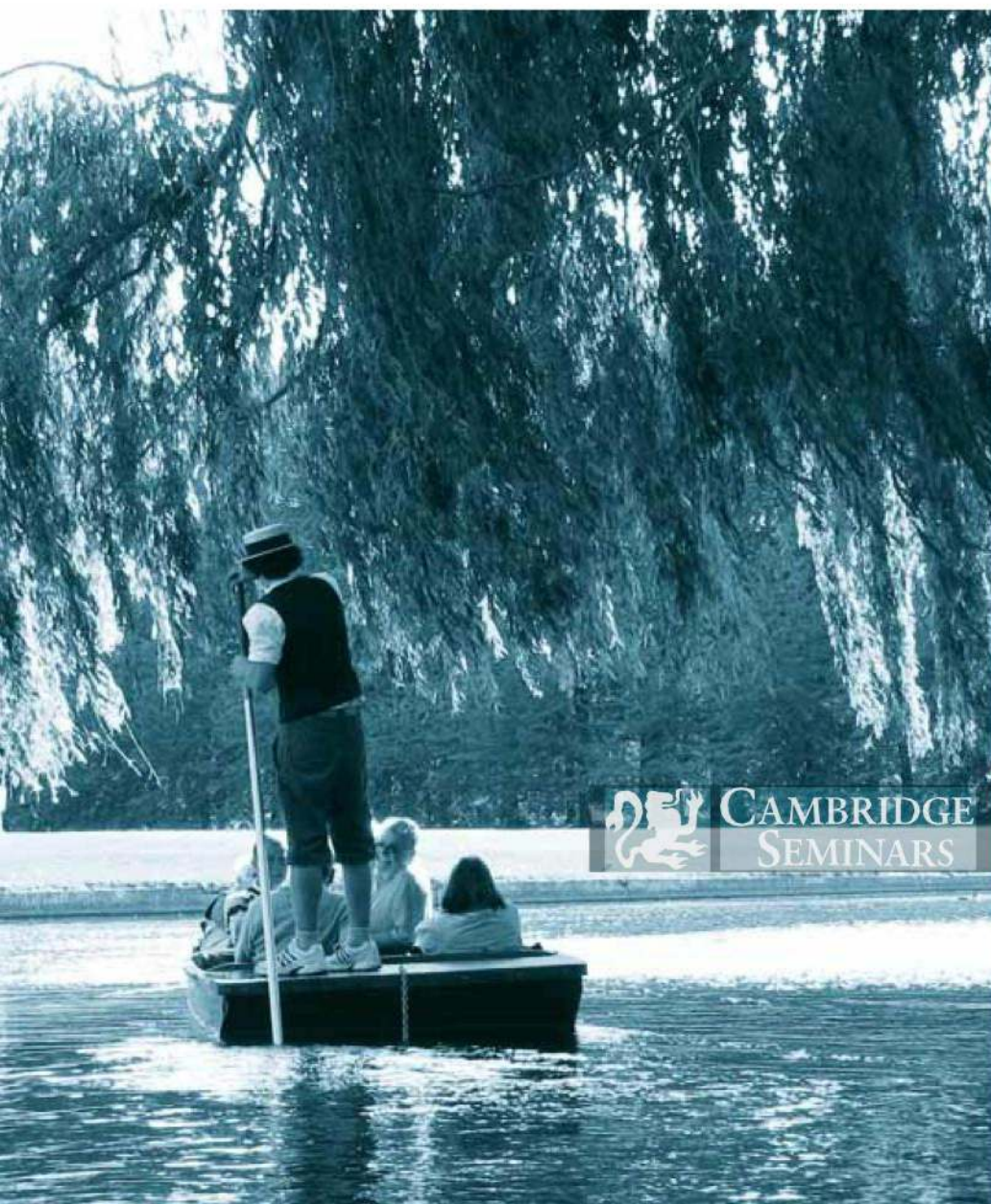
- from the lectures on the latest, most influential world theories;
- through meetings with business practitioners, showing the possibility of applying theories;
- then again return to the visionary theory, which will be transferred into individual experiences of the participant;
- ending with the practical conclusions related to the participant.

### CAMBRIDGE SEMINARS PROGRAM MAY TAKE THE FORM OF:

- closed discussion meetings for leaders of different companies or management board members from one company;
- practical tool-oriented workshops for managers, gaining hard knowledge;
- tailor-made workshops suited to the individual needs of specific group representing the given sector.

### EACH SEMINAR INCLUDES VARIOUS FORMS OF TRANSMISSION OF THE KNOWLEDGE, THAT IS:

- workshops based on examples taken from the current business world;
- analysis of case studies relating to a particular issue or sector;
- lectures presenting the latest international knowledge;
- study visits in top companies that are above standard;
- discussions with those, who advise the best companies in the world.



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*"When you can measure what you are speaking about, and express it in numbers, you know something about it, when you cannot express it in numbers, your knowledge is of a meager and unsatisfactory kind."*

## Lord Kelvin

Mathematical physicist and engineer

Peterhouse College, Cambridge University

*Cambridge Seminars allow you to feel a unique atmosphere of places, where greatest thinkers and visionaries of our time lived and created.*



## your benefits

- World's best lecturers.
- Partner: Cambridge University.
- Location: United Kingdom.
- Invested time: 3-5 days.
- Type of course: intensive.
- Purpose of training: the transfer of the world's knowledge on management philosophy.
- Program profiled to the individual needs of the participants.
- Target Audience: CEOs, directors, top managers of companies from Central and Eastern Europe.
- Small project groups (up to 20 people).
- Annual access to Excellence One – the knowledge database, archive of the latest articles, tools enabling work and self-development of the competencies.

