

Exposure Program

IESE Custom Program
BOEHRINGER INGELHEIM

Executive Education



Exposure Program

IESE's Program for
Boehringer Ingelheim Executives

Boehringer Ingelheim is named after its founder, Albert Boehringer, and the provincial town in which he built his first factory.

The company remains proud of its 130 year history with the town of Ingelheim, which sits on the banks of the River Rhine some 45 kms west of Frankfurt.

A stylized rendition of the Emperor Charlemagne's imperial palace – a local landmark - is still a component of the group's corporate logo.

Today Boehringer Ingelheim executives operate globally across 145 affiliate companies. With more than 47,500 fellow employees, they must be adept at embracing many cultures and diverse societies.

To build on their native potential, and more effectively transition from promising individual into international leader, such executives are invited to participate in EXPOSURE, a custom program, developed with a team from IESE Business School.



“EXPOSURE is one of the most global programs that I have managed. Having said that the participants were not complaining about jet-lag, they were always on time, constantly participating, and had gone through all the materials prior to the program. I think it’s the reason why they were so happy at the end of the program; because they had put so much into it.”

Begoña de Ros
EXPOSURE Program Director

***“Rund is die Welt,
drum Brüder lasst uns reisen.”***
**“The world is round,
so let’s travel, brothers.”**

German Proverb



EXPOSURE

EXPOSURE is a six-month development journey consisting of a variety of learning components. The program includes classroom training, virtual one-on-one coaching sessions and virtual peer group meetings, as well as the use of advanced learning tools. EXPOSURE aims to enhance participants' self-awareness and helps them refine their personal leadership skills. More specifically, the program aims to:

- Widen participants' focus to obtain a more global perspective on business
- Reassess their views on current management issues
- Identify and analyze the roles of senior executives in managing people and leading companies more effectively
- Understand participants' leadership styles and their team working skills
- Promote an exchange of views among peers and senior faculty
- Develop a personal action plan for improvement

During the program, participants attend a one-week intensive residential training course at the IESE campus in Barcelona. This part of the experience consists of five full days of learning with the objective of developing the skills and personal confidence required to be successful in a constantly changing global business environment. During the week participants meet with senior leaders from Boehringer Ingelheim and freely discuss a variety of issues with them.

The program is aimed at developing future international leaders, thus helping the group to further globalize. For EXPOSURE's Academic Director, Professor Sebastian Reiche, holding the program outside of Germany "sends a signal that this program is really international in reach."

"Why IESE? That's easy. They offered the best approach content wise. The methodology they proposed, their diverse international faculty, and our wish for a learning journey of a longer period fitted together well."

Kathrin Hassemer
Program Manager at Boehringer
Ingelheim's Global Leadership
Development Unit and internal sponsor
of the Exposure program

Maintaining integrity and meaning, while successfully spanning both local and global contexts, is not easy



The client side was managed by Kathrin Hassemer, Program Manager at Boehringer Ingelheim's Global Leadership Development Unit. Kathrin describes herself as "a homegrown child of BI" having been with the group's HR function for over 15 years.

Whereas the creation of most custom programs is overseen by a single individual from start to finish, Hassemer joined after much of the early progress, and key decisions had already been made.

Reflecting on her experience, coming late to an existing program that someone else has started, she suggests you should "try to learn about the history of the project as much as you can. Experience the program, how it's delivered, what kind of methodology they are using. Listen to the participants. Find out what is good, what works and what should be improved. Really close contact is what I would highlight."

Kathrin's advice to prospective EXPOSURE participants is simple, **"Be really open. Open-minded to learn and take the most out of the program. Really concentrate on the learning. It's intensive. It's a six month journey, don't just concentrate on that one (residential) week."**

During the residential week concentrate exclusively on the learning. Do not expect to do day-to-day work. The days are long (and for some, so is the travelling involved). There is only one free evening. Concentrate on your development."

Participants' EXPOSURE journey begins with a web conference call (webinar) in which they are introduced to their peers and the IESE team. They are walked through the detailed curriculum of the program, and their questions are answered. Professor Reiche remarks: "It is nice to have a first touch point before the program, as the participants feel they know the program faculty already by the time they come to Barcelona. We don't see them and they don't see each other during the kick-off but it eases the program's beginning having that first virtual contact."

When participants finally meet face-to-face the ice is broken at a cocktail dinner. For many, EXPOSURE presents a rare opportunity to be away from the demands of their day-to-day work, an inspiring, energizing, and rigorous learning experience which aims to get them thinking differently both about their role as a manager and how they can continue to grow at Boehringer Ingelheim.



1

First Day

The first part of the face to face journey, Placing Oneself, seeks to give participants a base and an overall understanding of the world they are in and of themselves. Participants begin by preparing to open their thinking in order to embrace new ideas and new ways of meeting the opportunities and challenges ahead. Then they are offered an insight into the context in which they do business, going from the current economic environment to a more specific view of current affairs in the pharmaceutical sector. The afternoon session of the first day digs into the concept of strategy and what it means for middle management.



2

Second Day

The content of the second day dives into the world of the 'self', providing a framework for improving self-knowledge and self leadership attitudes. Participants discover the key sources of self-knowledge, as well as how to improve and grow, personally and professionally, in order to become a better leader. Through role play and feedback exercises the complexity of life in organizations, the management of organizational complexity, and the question of how to conduct difficult conversations are tackled. The second part of the journey: Boosting your Performance, focuses on management knowledge and the necessary skills required to oversee day-to-day operations.



3

Third Day

The morning of the third day is dedicated to leading and developing others. The challenges and key competencies for leading change as well as motivating people in organizations are also discussed in depth. More specifically, participants concentrate on leading in a cross-cultural and diverse context. The third afternoon is dedicated to the complexity associated with working virtually and across geographies. Participants reflect on the unique circumstances of teams that are both dispersed and culturally diverse, and develop the capabilities that are required to be effective in such a context.



4

Fourth Day

The fourth day focuses on decision-making under uncertainty, offering a practical conceptual framework to structure decisions in a way that accounts for the uncertainty that surrounds many, if not most, business decisions. Participants and faculty then examine how to encourage and execute successful growth initiatives in mature companies in a context of rapid change by embracing intrapreneurship and innovation as key to high growth, sustained performance and continued rejuvenation of business.



5

Fifth Day

On the program's fifth and last day, participants leverage the experience gained over the course of the journey by focusing on "getting things done". Together with the faculty they discuss how to identify and manage informal networks inside complex organizations so as to achieve impactful change. This may involve overcoming implementation obstacles, or situations with multiple decision-makers. Participants are expected to come away with a greater understanding of the challenges of execution and how developing an accurate picture of the political landscape inside the organization is critical if support is to be mobilized, consensus achieved, and the initiative implemented.

The academic part of the face-to-face module concludes with a reflection on each participant's learnings throughout the journey thus far and how this can be utilized with action in the future. The last day ends with a special group dinner. During the course of the week, participants also take part in one of the several one-on-one executive coaching sessions included in the program.

Conclusion

Among the quiet yet crucial threads running through EXPOSURE's carefully tailored narrative are a couple of key questions.

How can executives get buy-in from managers and decision-makers? And how do they turn ideas into reality while dealing with the world as it is? This skill set is vastly different from, and more creative than, the less noble art of micro-office politics.

The big pharma sector consists of highly motivated, highly skilled scientific and technical experts sharing a corporate and creative space. Their ability to have constructive conversations, rather than defensive monologues, is of paramount

importance for Boehringer Ingelheim's future prospects.

Those who can speak clearly across cultural, social and technical boundaries, while retaining their native qualities, will naturally go further than those who cannot.

Schooling and tooling their best and brightest with the knowledge and insight needed to "think global and act local" is "the essence of the Exposure program."

IESE

Since 1958, IESE Business School has been committed to developing exceptional leaders who aspire to have a deep, positive and lasting impact on people, firms and society.

IESE's humanistic approach puts the participant at the centre of the learning experience with a focus on their personal and professional development. At IESE participants hone their strategic leadership competencies within a global framework. With a thriving alumni community of more than 50,000 executives and entrepreneurs who work in more than 100 countries, IESE delivers cutting edge business programs designed around today's critical and emerging business needs and challenges. IESE has been ranked No. 1 in the world in Executive Education and Custom Programs for the last four years.

BOEHRINGER INGELHEIM

Boehringer Ingelheim works in human pharmaceuticals, animal health, and biopharmaceuticals. The group consists of 145 affiliated companies with around 50,000 employees in 2018 in all continents and over 18bn euros in revenues. The Boehringer Ingelheim group is one of the world's 20 leading pharmaceutical companies.



**Boehringer
Ingelheim**

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A Mark to Make
A World to Change

