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LEADERSHIP INTERNATIONAL NETWORKING
KEY COMPETENCES



**INTERNATIONAL
TRAINING FOR
EXECUTIVE MANAGERS**

**3rd Cycle
2009/2010**

LIN



Members of CIBP

Argentina:	Banco Credicoop Cooperativo Limitado
Austria:	Österreichische Volksbanken-AG (ÖVAG) Österreichischer Genossenschaftsverband (Schulze-Delitzsch) (ÖGV)
Belgium:	Banque CPH
Canada:	Mouvement des caisses Desjardins
Chile:	Banco Credito Inversiones
ECEC and Malta:	Volksbank International AG (VBI)
France:	Banques Populaires Group
Germany:	Bundesverband der Deutschen Volksbanken und Raiffeisen- banken e.V. (BVR) DZ BANK AG WGZ BANK AG
Greece:	Panellinia Bank S.A.
Italy:	L'Istituto Centrale delle Banche Popolari Italiane (ICBPI)
Morocco:	Groupe Banques Populaires
Poland:	Bank Polskiej Spółdzielczosci S.A.
Spain:	Banco Popular Español
Turkey:	Türkiye Halk Bankasi A.S.

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Linking a common idea

Since the middle of 19th century common historic roots and common ideas create a particular cultural background and a solid foundation for the activities of all member banks of CIBP.

In daily business regional and international development as well as the interpretation of common roots are different and therefore also diversely weighted. However there is a broad consent that the business activities of cooperative banks and their clients increasingly become international.

In order to enhance common cooperative considerations on an international basis CIBP offers a cross-border programme especially designed to link their members. The objective of the programme is to establish an International Management Training that:

- ⋮ allows professional knowledge transfer and
- ⋮ offers an international platform for networking among the members of cooperative banks.

Linking Managers and Experts: International Networking

The training concept covers a wide range of topics and is designed to bring together high level decision makers from all CIBP member countries through an intensive work and communication process. International speakers and the opportunity of networking among people of different cultural backgrounds will bring out new perspectives in management for CIBP and its member institutions.

The general set-up of the programme includes an attractive framework programme and a website. A cycle of the programme consists of three separate modules, implemented in three different countries. LINK-modules 2009/2010 will take place in the following countries:

- ⋮ Module I: [Germany](#)
- ⋮ Module II: [Morocco](#)
- ⋮ Module III: [Italy](#)

The national training units (academies) in these countries are in charge of organising and implementing each specific module. Programme standards are coordinated by Academy of German Cooperatives, ADG. The CIBP working group „International Training for Executive Managers“ has overall responsibility.

Linking Culture and Content

The content of the programme is based on the assumption that participants already have a strong background in the banking business.

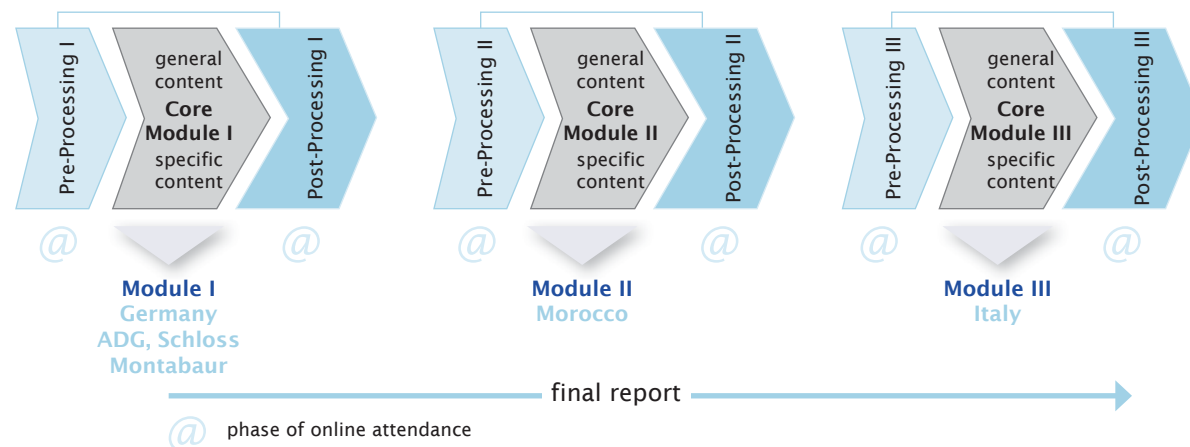
Thus the programme focuses on the following general issues:

- ⋮ Strategic company management (Module I)
- ⋮ Leadership (Module II)
- ⋮ Innovation/Scout the banking future (Module III)

Each Module consists of three phases:

- ⋮ Web-based pre-processing
- ⋮ Core Modules
- ⋮ Web-based post-processing.

LINK – Programme Concept



The **phase of pre-processing** for each module is based on online attendance: By using a dedicated and exclusive website, participants of the programme are able to obtain relevant information such as programme content, teaching materials, recommended literature, module assignments, background information and information on the organisational framework.

The **core modules** are phases of physical attendance: Located at excellent venues in different countries the core modules are supposed to link general management issues of common interest with specific topics related to the selected location, the host country and its culture. A core module is planned on a four-day-schedule with lectures on general management topics, accompanied by detailed and specific content and a balanced and matched framework programme.

The **phase of post-processing** for each module is again based on online attendance: By using the programme website participants of the programme are able to obtain information on the past core module and to view field reports and photo galleries.

Central questions that will be addressed to the participants are:

- ⋮ What consequences for strategic positioning of cooperative banks arise from social, economic and technological trends?
- ⋮ Which innovative strategies and which tools help to achieve a competitive advantage in the cooperative banking practice?

In order to meet the goals of the programme, it is necessary to apply appropriate and innovative teaching methods in combination with top speakers of various areas of expertise.

Linking expertise and best practice

One of the main objectives of the CIBP-LINK Seminar is to create a network among top managers of CIBP member banks in order to foster cooperation and operational businesses. Therefore participants of the programme are obliged to prepare a final report ("thesis") on a management topic of common cooperative interest.

To reinforce the network and to study possibilities of shared developments it is foreseen to elaborate this report in a group of 3 or 4 persons. The results of the teamwork will be presented to a jury of members from the CIBP Executive Committee at the end of the cycle.

Excellent reasons to participate:

- ⋮ Leadership training
- ⋮ International speakers
- ⋮ Networking opportunities
- ⋮ Instruction in management key competences

...and the company profits also:

- ⋮ Excellent training of their personnel
- ⋮ Outstanding project final report on a current banking subject
- ⋮ Network to foster cooperation and operational business within an international environment

Who should attend?

The target group is managers from level 1 and 2 below the board, including board managers from local banks or regional institutions with a minimum of five years of management experience in a relevant international context.

How much time is required?

The modules are planned on a four-day-schedule (Wednesday evening to Sunday afternoon). In addition to the management programme a framework programme is planned in order to integrate specification of the cooperative sector and of the visited countries.

Participants?

Minimum of 12 people is required; maximum of 20 is accepted. The training language will be English.

Linking the Programme

Outline of Module I: June 10 – June 14, 2009

Academy of German Cooperatives, ADG, Schloss Montabaur in Montabaur (near Frankfurt)/Germany

Opening dinner/Get-together

1st day: Management Culture

2nd day: Strategic Development

3rd day: Innovations in Finance and Strategic Management

4th day: Current issues on Cooperative Banking

Outline of Module II: October 21 – October 25, 2009

Banque Centrale Populaire, Casablanca/Morocco

1st day: Transcultural Vision

2nd day: Leadership in Action

3rd day: Personal Development

4th day: Micro Credit

Outline of Module III: February 2010

Istituto Centrale delle Banche Popolari Italiane, Mailano, Italy

1st day: Innovation

2nd day: Trends influencing the Banking Environment

3rd day: Social and economic trends

4th day: Cooperative Systems – a model for New Economics

Linking the facts

Dates/Location of the modules:

∴ **Module I** in Germany, Montabaur: June 10 – June 14, 2009

Contact:

Academy of German Cooperatives, ADG

www.adgonline.de

Mr Ruediger Meister: ruediger.meister@adgonline.de

Mr Martin Strobel: martin.strobel@adgonline.de

∴ **Module II** in Morocco, Casablanca: October 21 – October 25, 2009

Contact:

Banque Centrale Populaire

www.gbp.ma

Mr Mohamed Bouhaddioui: mbouhaddioui@cpm.co.ma

∴ **Module III** in Italy, Milano: February 2010

Contact:

Istituto Centrale delle Banche Popolari Italiane

www.icbpi.it

Mr Andrea Corbella: acorbella@icbpi.it

Conference Language:

English

Costs:

€ 10,300

(including the entire programme plus material, framework programme, access to Harvard Business School Publishing and getAbstract; excluding taxes, travel costs and hotel accommodation).

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