

# **EXECUTIVE MBA PROGRAMME**

**Argentina International Assignment**

## **OPENING SESSION**

**3<sup>rd</sup> April 2016**



# **A WEEK IN BUENOS AIRES**

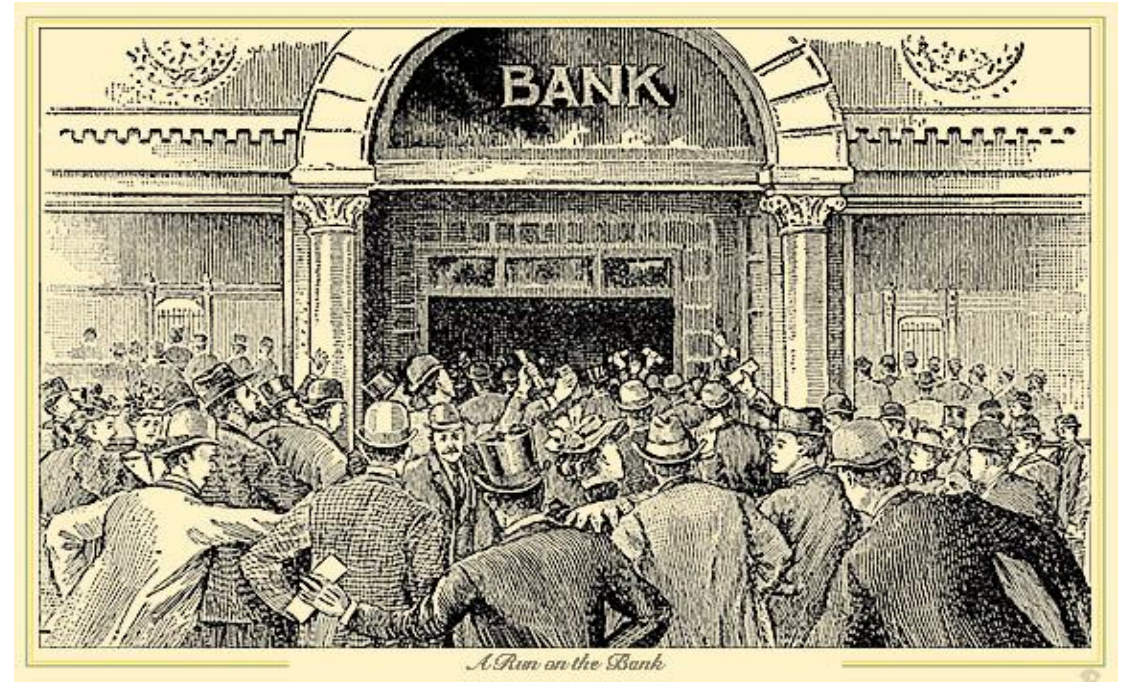
**What do you want to gain from it?**

# WHY ARE WE HERE (1)?





## WHY ARE WE HERE (2)



# THE CONTEXT OF YESTER-YEAR

“The Great Moderation”



**THIS WILL BE OUR FUTURE**



# **THIS EVENING'S AGENDA**

**Introduction**

**The week ahead**

**Logistics**

**Argentina background**

**Learning**

**Next steps**

Sunday, April 3 Buenos Aires	Monday, April 4 Buenos Aires	Tuesday, April 5 Buenos Aires	Wednesday, April 6 Buenos Aires	Thursday, April 7 Buenos Aires	Friday, April 8 Buenos Aires & Santiago	Saturday, April 9 Santiago
Attire: Casual	Attire: Business Casual	Attire: Business Casual	Attire: Business Casual	Attire: Business Casual	Attire: Business Casual	Attire: Casual
<p>Several group airport transfers provided</p> <p>Check in to hotel: Alvear Art Hotel <b>Check-in time: 3:00pm</b></p>	<p>Breakfast at the hotel</p> <p>7:15 am Bus departs</p> <p>8:30am IAE Business School University Seminars Welcome Remarks</p> <p>9:00am – 12:00pm Prof. Francisco Diaz Hermelo <i>~ The Argentine Paradox – Breaking Bad</i></p> <p>Coffee Break 10:30am</p>	<p>Breakfast at the hotel</p> <p>8:40am Bus Departs</p> <p>9:00am Maizar Martín Fraguío Director</p> <p>Coffee Break</p> <p>10:15am Iván Ordoñez Economist specialized in Agribusiness</p>	<p><u>Hotel Meeting Room: Matiz</u></p> <p>8:30am Tenaris Alejandro Lammertyn Chief of Strategy</p>	<p>Breakfast at the hotel</p> <p>10:00am Bus Departs 10:30am Globant Guillermo Marsicovetere COO</p> <p>9:15am Bus Departs 10:00am Mercado Libre Pedro Arnt CFO</p> <p>9:45am Walk from hotel 10:00am IATA María José Taveira Country Manager</p>	<p>Breakfast at the hotel</p> <p>TBC</p>	<p>Breakfast at the hotel</p> <p><b>12:00 pm Check out of hotel</b></p> <p>Transfer 1°: 9:30am Bus Transfer to Airport</p> <p><u>Optional Activities:</u> <u>(Cost covered by individual)</u></p> <p>9:15am Bus departs to Delta of Tigre</p>
Lunch on your own	Group Lunch at IAE	Lunch on your own	Lunch on your own	Lunch on your own	Lunch on your own	Lunch on your own
<p>1:00 pm Buenos Aires City Tour <u>Highlights:</u> Recoleta, Plaza de Mayo, La Boca, San Telmo antiques fair</p> <p>6:00 pm Welcome briefing Hotel Meeting Room: Matiz oItinerary, Safety, Q&amp;A oWeek overview oAssessment</p> <p>8:00pm Bus Departs</p>	<p>1:30pm – 3:00pm Prof. Lorenzo Preve Managing in highly uncertain environments</p> <p>3:00pm – 4:30pm FGC Consulting Claudio Reboredo Partner</p> <p>7:30pm Bus Departs for Tango</p>	<p><u>Hotel Meeting Room: Matiz</u></p> <p>2:30 pm HSBC Kevin Ball Chief Operating Officer</p> <p>2:20pm Bus Departs</p> <p>3:00pm Grupo Clarín Alejandro Morales CFO</p> <p>6:30pm Bus Departs</p>	<p><u>Entrepreneurship panel</u></p> <p>2:00 pm – 5:00 pm</p> <p>Hector Rocha IAE Professor of Entrepreneurship</p> <p>Mariano Mayer National Secretary for Entrepreneurs and Small &amp; Medium Enterprises</p> <p>B Lab Jay Coen Gilbert Co-Founder</p> <p>Group meetings with Dominic Houlder</p>	<p>2:40pm Walk from hotel 3:00pm Salix Fruits Juan Martin Gonzalez Owner</p> <p>2:30pm Bus Departs 3:00pm Bodega Nieto Senetiner Luis Coelho</p> <p>2:00pm Bus Departs 3:00pm Zott Producciones Rodolfo Montes de Oca Founder</p>	<p>1:30pm Bus Departs to Alvear Palace Hotel</p> <p>Final Debrief Session at hotel with Professor</p> <p>8:00 pm Bus Departs</p>	<p><u>End of Programme</u></p>
Welcome Dinner at Happening						



**LEARNING**

**THIS WILL BE OUR FUTURE**



# ASSESSMENT

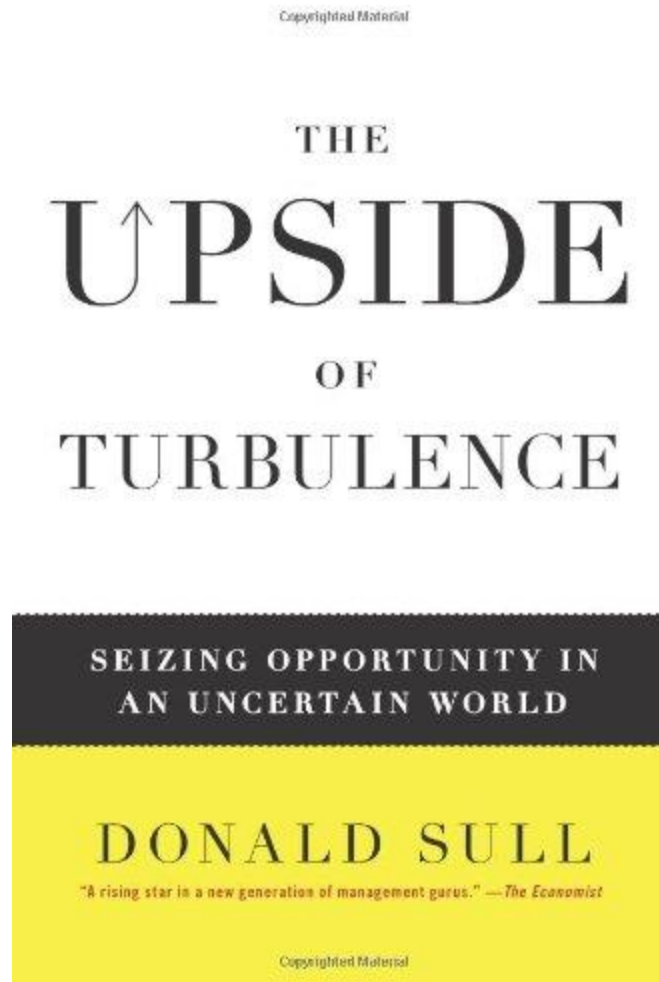
<b>Group project</b>	<b>80%</b>
<b>Individual participation</b>	<b>20%</b>

# **GROUP PROJECT**

***How do the leaders of the Argentinean businesses and other institutions who you have met contend with a highly uncertain environment? What might your own organisations - as represented in your group - learn from this?***

***2,500 words, due 9<sup>th</sup> May***

# PUTTING THEORY TO THE TEST



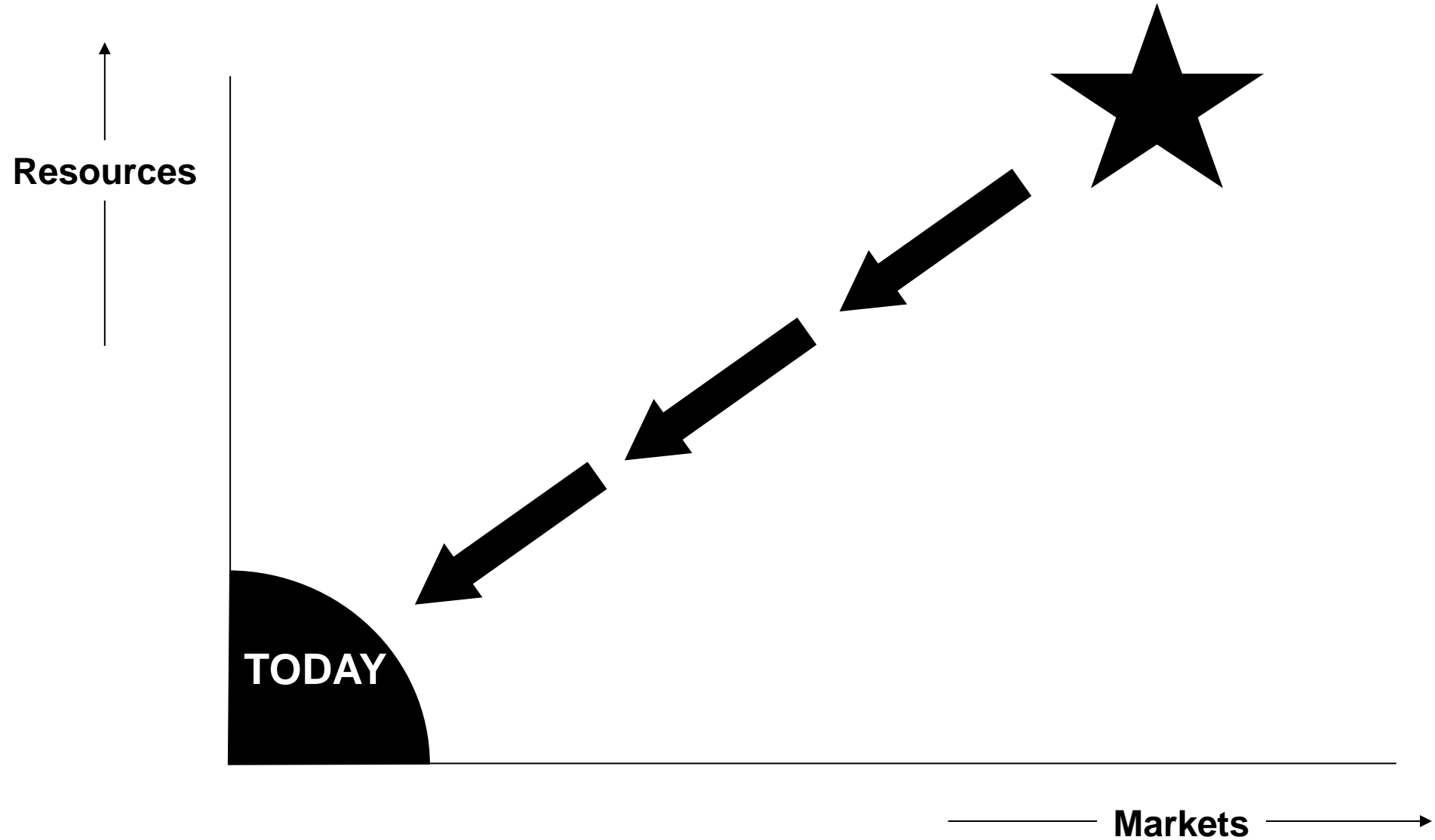


# HOW THE FUTURE USED TO LOOK IN THE DEVELOPED WORLD



Source: Sull

# STRATEGY FOR A LOST WORLD?



# **SO IF PLANNING CAN'T HELP US...**

**...What will it take to succeed in a highly uncertain environment?**

# THE OODA LOOP



# SEEING FIRST AND ACTING FASTEST

## Make revisions

Compare initial assumptions with experience, explore gaps, and correct course

## Make it happen

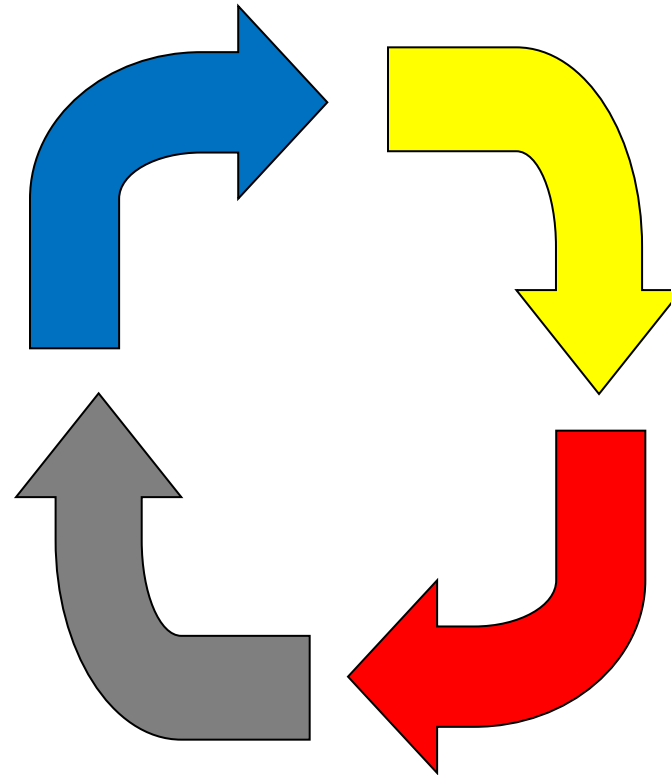
Ensure that people make good promises and deliver on their commitments

## Make sense

Develop a shared understanding of an ambiguous situation

## Make choices

Set priorities for what to do, not do, and stop doing





# MASTERING THE AGILITY LOOP

	<b>Make Sense</b>	<b>Make Choices</b>	<b>Make It Happen</b>	<b>Make Revisions</b>
<b>Objective</b>	Develop a shared understanding of an ambiguous situation	Set priorities for what to do, not do and stop doing	Ensure that people make good promises and deliver on their commitments	Compare initial assumptions with experience, explore gaps, and correct course
<b>Tone</b>	Open inquiry	Respectful argument	Supportive discipline	Dispassionate analysis
<b>Information Support</b>	Shared dashboard of real-time, granular data	Ongoing monitoring of “hard” and “soft” priorities	Monitor performance against promises	Variance reporting of key variables to spot anomalies
<b>Required Leadership Traits</b>	<ul style="list-style-type: none"> <li>• Coup d’oeil</li> <li>• Curiosity</li> <li>• Empathy to see their points of view</li> </ul>	<ul style="list-style-type: none"> <li>• Decisiveness</li> <li>• Enterprise perspective</li> <li>• Credibility to make the call</li> </ul>	<ul style="list-style-type: none"> <li>• Trustworthiness</li> <li>• Flexible tenacity</li> <li>• Ability to inspire others</li> </ul>	<ul style="list-style-type: none"> <li>• Intellectual humility</li> <li>• Respect for other viewpoints</li> <li>• Sensitive to anomalies</li> </ul>

Source: Sull

## CLOSING THE LOOP

	Where we excel	Where we could improve	Actions we can take
<b><i>Make sense:</i></b> Develop a shared understanding of an ambiguous situation			
<b><i>Make choices:</i></b> Set priorities for what to do, not do and stop doing			
<b><i>Make it happen:</i></b> Ensure that people make good promises and deliver on their commitments			
<b><i>Make revisions:</i></b> Compare initial assumptions with experience, explore gaps, and correct course			

## **OUR HOSTS HAVE BEEN ASKED TO SPEAK TO ...**

- 1. An overview of their organisation and its history in Argentina**
- 2. The challenges presented by Argentina's economic, social and political situation, and how they are addressing them**
- 3. The management processes and leadership styles which they find are most effective in the Argentinean environment**
- 4. Argentina's future prospects in the region and on the global stage, and the implications for their organisation**

## **NEXT STEPS**

# **TONIGHT'S OPENING DINNER**

**Sit with your IA study group members**

**Introduce yourselves and your companies**

**Discuss: *what does it take to thrive in uncertain conditions?***

- **LBS learning to date**
- **Your own experience**

**Plan your group's approach to the week ahead**

- **Preparation ahead of each day**
- **Learning logs**
- **Time with me on Wednesday**
- **Process for developing your report**



# **CLOSING SESSION ON FRIDAY AFTERNOON**

**Discussion with four LBS alumni**

**Please present your three major insights from the week in Argentina**

- **Ten minutes per group**
- **Any medium: photos, flipcharts, PowerPoint**

**Be prepared to answer their questions**

# WHAT LIES OF AHEAD OF US

**A country with a history of extreme volatility**

**Paradox of wealthy past and contemporary decline**

**Diverse business community in Buenos Aires**

- **Small enough to engage with**
- **Large enough to be relevant**
- **Dramatic successes and failures**

**Welcoming and vibrant culture: “the Paris of the South”**

