

# Merryck & Co

Merryck & Co. 2010 Business Leaders Forum

With

PRICEWATERHOUSECOOPERS 

9-11 May 2010

## About Merryck & Co.

Merryck & Co. is the world's leading international business leader mentoring organisation operating in the UK, USA, Australia, Africa, Russia, Middle East and Europe. Our purpose is "helping business leaders build successful businesses and lead fulfilling lives". Our CEO clients are typically Business Leaders of divisions, subsidiaries, countries or regions of Fortune 1000/FTSE 500/ASX 200 companies, as well as global multinationals and independent businesses.

Merryck & Co. offers a unique combination of 1:1 Business Mentoring, Group Learning and Peer Networking in a way that is tailored to each individual client facing the challenges of leading a large complex business.

The distinctive nature of our service is achieved through a combination of experienced, skilled, and caring mentors, all of whom have been a Business Leader themselves for at least 5 years; plus the latest thinking in the art and science of management; as well as access to a global community of other like minded business leaders facing similar challenges.

## About PwC

PricewaterhouseCoopers ([www.pwc.com](http://www.pwc.com)) is the world's largest professional services firm. It provides industry-focused assurance, tax and advisory services through more than 154,000 people in 153 countries across the PwC network. Its advisory team helps organisations implement their business strategies by consulting with them to build effective organisations, innovate and grow, reduce costs, manage risk, leverage talent and do better deals. Its aim is to support clients in designing managing and executing lasting beneficial change, drawing on skills in strategy, finance, technology, people, operations, risk, corporate finance, restructuring and due diligence..

## About the Forum

The Business Leaders Forum (BLF) is the global meeting place for Business Leaders to network, explore the future of their organisations and gain valuable insights into common challenges. Our annual signature event combines top speakers, leading-edge thinking, like-minded peers facing similar issues, a confidential setting and a unique learning and networking experience.

The format makes the event extremely productive relative to the time, effort and financial investment involved. Great speakers are a contributing factor, but what sets the BLF apart is the extraordinary engagement between delegates, speakers and Merryck & Co. mentors that develops over the 2 1/2 days of the event. Productive, generous and targeted interaction is integral; during plenary sessions, pre-booked 1-to-1 slots, in ad-hoc meetings and over meals.

The BLF programme creates a relaxed intensity, undiminished by external tasks and responsibilities. Each delegate can progressively develop and explore key ideas specific to themselves and their business. Places are limited to 50 Business Leader delegates. This maximises the opportunities for in-depth discussions with like minded peers, Merryck & Co. mentors and guest speakers.

## The New Normal

During the Global Credit Crisis (GCC) of 2008/2009 one of the most frequently asked questions of our global team of 20+ CEO business mentors by business leaders in almost every sector and most countries has been “when do you think this will all get back to normal?”.

With the worst of the global economic crisis behind them, many executives look forward to stable markets and smooth growth. The broad outlines of the post-recession economy, however, suggest the opposite. While many emerging markets are still growing fast, in most mature economies consumer spending is spluttering as unemployment erodes confidence and household deleveraging curtails disposable income; an overhang of excess capacity coupled with more cautious lending policies may dampen investment; Uncertainty is rising on key dimensions including inflation or deflation, exchange rate volatility, and regulations, while the traditional sources of uncertainty, including geo-politics, technological innovation, competitive dynamics and environmental changes, remain. The “new normal” may be new, but it certainly won't be normal in the sense of smooth growth and predictable markets.

At the root of the problem is a mismatch between the challenges businesses face today and traditional management models. Leaders need to rethink and revamp their organisational model to align with current challenges and opportunities, to make better decisions under uncertainty,

and move to more dynamic management in a more complex and unpredictable world environment.

What is certain is that when we finally enter into the post-crisis period, the business and economic context will not have returned to its pre-crisis state. We will be in an environment that, while different from the past, is rich in possibilities for those who are prepared and risks for those that are not.

For the BLF 2010 we have chosen speakers to address the question “what will the new normal look like?” We will look at this from a cultural, political, sociological, demographic, philosophical point of view as well as what it means for businesses and business leaders. We don't believe we can address “what to do?” until we have understood the context in which our business and lives will be fused. We will discuss the question “What are the underlying drivers that are going to shape the world that my company and I must survive and thrive in? How can I make myself and my people more flexible and agile to face unknown unknowns?”

Your hosts (Merryck & Co.) and sponsors (PwC) can help you after the event with “what to do next and now?”

## Agenda

Sunday 9th May, 2010

5.00pm Registration. Networking Reception.



### An Evening with John Crowley

John and Aileen Crowley were on top of the world. With a brand-new Harvard Business School degree, three beautiful children, a new house, and a great job, they thought that they had just entered the best years of life. Then doctors diagnosed their two youngest children with Pompe disease, and everything changed. They faced a very “new normal”.

Fifteen-month-old Megan and five-month-old Patrick were given only months to live. Pompe disease, the Crowleys were told, was so rare that no company had yet developed a medicine to combat it. There was no cure, no treatment, only the gradual degeneration of muscle so that in the end, afflicted children would be unable to walk, eat, or even breathe on their own. It was a nightmare the Crowleys could hardly comprehend.

But John Crowley refused to accept this death sentence, and in the absence of other options, he chose his own solution. Determined to find scientists who could develop a replacement

enzyme that would keep the disease at bay and his children alive, Crowley quit his job as a marketing executive and invested himself and his life savings in a biotechnology start-up company. In just over a year, Novazyme Pharmaceuticals Inc. went from an endowment of \$37,000 to \$27 million, and was sold to Genzyme Corp. soon thereafter for a news breaking \$137.5 million. But the struggle wasn't over yet, and scientific setbacks, accusations of conflict of interest, business troubles, and the children's own worsening condition would test the limits of John and Aileen's minds and hearts as they fought for a cure.

A true life story – that is still ongoing, and will truly help us all understand that anything can be accomplished if we have persistence, determination and a belief in ourselves.

This inspiring story has been transformed for the big screen in an upcoming film entitled *Extraordinary Measures*, starring Harrison Ford, due for release January 22nd, 2010.

Monday 10th May, 2010



### Daniel Pink

In his provocative and engaging presentation, Daniel Pink, international bestselling author of *A Whole New Mind* and *Drive*, will draw on 40 years of behavioral science to answer that question.

Pink will reveal the alarming mismatch between what science knows and what business does. He'll show that carrots and sticks, the motivational techniques at the heart of most businesses, are effective in only a surprisingly narrow band of circumstances – and that for creative, conceptual tasks, they rarely work and often do harm.

Fortunately, Pink says, the science of human motivation offers a smarter and more effective alternative. This new motivational operating system centres not on our biological drive or on our reward-and-punishment drive, but on our third drive – our innate need to direct our lives, master complex skills, and connect to a cause

larger than ourselves. He will show how cutting-edge companies around the world are tapping the hard headed power of autonomy, mastery, and purpose to transform their organisations. And he will offer tools, tips, and exercises to help leaders harness their own genuine motivation.

Pink is a Yale Law School graduate who began his career working in U.S. politics and government. In the 1990s, he was an economic policy staffer in the United States Senate, an aide to U.S. Secretary of Labor Robert B. Reich, and chief speechwriter to Vice President Al Gore. He now contributes to publications such as the *New York Times*, the *Harvard Business Review*, and *Wired* and his books have been translated into 24 languages. He also advises start up operations and Fortune 100 companies on recruiting and talent and lectures to corporations and universities around the world on economic transformation and the new world of work.



### Herb Meyer

#### What in the World is Going On? – A Global Intelligence Briefing for CEOs'

Herb Meyer served during the Reagan Administration as Special Assistant to the Director of Central Intelligence, and Vice Chairman of the CIA's National Intelligence Council. In these positions, he managed production of the U.S. National Intelligence Estimates and other top-secret projections for the President and his senior National Security advisers.

Mr. Meyer is widely credited with being the first senior U.S. Government official to forecast the Soviet Union's collapse, which he did in the early 1980s – to considerable political derision. He later was awarded the National Intelligence Distinguished Service Medal, which is the Intelligence Community's highest honour.

Mr. Meyer believes that today more than ever, business leaders need to understand what is going on in the world. The business impact of key global developments in politics, economics and even culture in our communities, careers and even our personal lives has grown so large and so direct.

Herb will discuss the national security, economic and cultural issues we are confronting now and which will shape the 21st century including:

- What lies behind the terrorists' attacks on the US and on other Western nations?
- Where is the war now, and what decisions will President Obama be facing in the coming weeks and months?
- How will the demographic crises in Europe and Japan affect global politics and economics?
- What are the demographic trends in the US, and what impact will these trends have on business?
- What's really going on in China and India, and what will be the future of these countries?
- What lies behind the astounding – and under-reported – growth of the global economy during the last two decades, which has brought between 50 million and 100 million people out of poverty every year?
- How will this growth affect our own economies – and what kinds of jobs will the emergence of a global middle class create in the coming decades?



### Don Sull

Dr. Donald Sull is a Professor of Management Practice in Strategic and International Management, and the Faculty Director of Executive Education at the London Business School.

Sull is a global authority on how companies compete effectively in turbulent markets. He has been identified as a leading management thinker by *The Economist*, the *Financial Times*, and *Fortune* which named him among the ten new management gurus to know. *The Economist* listed his theory of active inertia among the ideas that shaped business management over the past century.

As a consultant and management educator, Sull has worked with companies including Mars, Oracle, Nokia, Royal Bank of Canada, Standard Chartered Bank, Emirates Airline, Baker & McKenzie, Burberry, and Schneider Electric.

He speaks regularly at leading management conferences, such as Microsoft's CEO Summit and the McKinsey Strategy Summit.

Over the past decade, Sull has analyzed more and less successful firms in some of the world's most unforgiving markets, including China, Brazil, European fast fashion, and financial services. His sessions will describe practical steps leaders can take to help their companies not only survive, but thrive in tomorrow's turbulent markets including:

- The upside of turbulence
- Making sense of volatile markets
- Why good companies go bad
- Seven questions every CEO must ask to survive the "new normal"



### Margaret Heffernan

Entrepreneur and talent expert Margaret Heffernan understands from experience the demands on business' leaders and followers.

The war to attract talent rages on at precisely the moment when the work population is changing. The number of managers the right age for leadership positions will drop by 30% in the next six years. And how many CEOs are confident they have the talent they need to navigate today's turbulence? 7%.

With more demand and less supply, attracting, developing and retaining talent becomes a key competitive issue. Not an HR issue but a major leadership challenge.

Those companies willing to cater to the needs of a highly creative, energetic, driven working population will win. Those who don't—won't. Margaret Heffernan shows organisations what business models, patterns and processes will attract—and keep—the best people for a corporate culture with a distinct competitive advantage. Heffernan, who has served as CEO of three multinational companies and provides consulting services to several Fortune 100 companies, shows audiences the value of allowing their people to "take their whole selves to work"—and how that transforms the culture of

work in the process. An author, her latest book *Women on Top: How Women Entrepreneurs Are Rewriting the Rules of Business Success* looks at the "soft" strategies women are employing in today's business environment, and how everyone—male and female—can learn from them.

Heffernan graduated from Cambridge University and produced award-winning programmes for the BBC for thirteen years. She then led IPPA, described by the *Financial Times* as "the most formidable lobbying organisation in the UK". Returning to the US, she developed multimedia products with Tom Peters, Peter Lynch, Intuit, and Standard and Poors. CEO of Information Corporation and iCAST, she was named one of the top 25 media executives by the *Hollywood Reporter*. Heffernan is a Visiting Professor in Entrepreneurship at Simmons College in Boston and at the University of Bath; she is Executive in Residence at Babson College. She writes regularly about business for *Real Business* and *Reader's Digest* magazines and continues to write plays for the BBC. She continues to advise new and established businesses and to lecture corporations and industry groups on diversity, risk and resilience. Her third book, *Willful Blindness*, will be published in the US and UK in January 2011.

Close - Tuesday 11th May at 5.00pm



## The Perfect Backdrop

Set in the heart of Surrey within easy reach of London and Heathrow Airport, Pennyhill Park Hotel is the ideal venue to enjoy time with your business leader peers, sharing experiences and learning beyond the Business Leaders Forum's formal agenda.

All of the hotel's bedrooms are luxuriously appointed, and during your stay you will want for nothing as the historical building and traditional standards of service combine seamlessly with the most modern facilities.



Located within its 120-acre site is The Spa, with 21 spacious therapy rooms offering a world-class range of treatments, an array of indoor & outdoor swimming and hydrotherapy pools and the only complete thermal sequencing experience in the UK. The hotel also boasts a challenging nine-hole golf course, with clubs available to hire.

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## Costs

£5,950/US\$10,000 + VAT per person, Inclusive of symposium, all meals, entertainment, materials and accommodation.

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## Further information and how to register

Register on line at [www.merryck.com/blf](http://www.merryck.com/blf)

For further information please contact:

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