

LEADING STRATEGIC TRANSFORMATIONS – THE 'H' FACTOR



Where Human Capital Powers Transformation.

This course empowers leaders to harness human capital as the driving force of strategic transformation, providing insights, and tools to navigate complexity, foster a culture of agility, and drive sustainable value creation – positioning their organizations to thrive in an era of constant disruption.

CBS
EXECUTIVE
FONDEN

**SUMMER
SCHOOL**

CBS EXECUTIVE SUMMER SCHOOL 2025



COURSE INSTRUCTORS



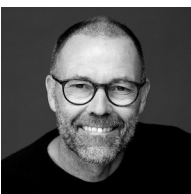
Dana Minbaeva
Professor of Strategic Human Capital at King's Business School, King's College London, UK (and part-time at Copenhagen Business School, Denmark)

Professor Minbaeva has published over 100 articles in international peer-reviewed journals, cases, reports, books and book chapters. She has extensive editorial experience with top international journals and is currently an Associate Editor of the Academy of Management Review. She is highly engaged in MBA and executive education across various European business schools, bringing her global experience into the classroom. Professor Minbaeva consults with large multinational corporations and public organizations on strategic transformation, fostering evidence-based cultures, and advancing diversity and inclusion initiatives. She is the founder and director of Nordic Human Capital Advisory ApS (<https://www.nhca.dk/>).



Thomaz Teodorovicz
Assistant Professor of Strategy and Innovation, Copenhagen Business School, Denmark

Thomaz Teodorovicz is a specialist in strategic management and human development. He is an expert in how organizations and their leaders can combine their pursuit for superior economic performance while providing solutions to pressing societal challenges. His research has been published in prestigious academic journals, and Thomaz has also won multiple recognitions for his research, teaching, and service contributions to the Strategic Management academic community. Previously, Thomaz was a researcher at the Harvard Business School, a visiting Professor at INSEAD, and an Academic Fellow at the SDA Bocconi School of Management. He has also consulted for multilateral organizations and state agencies in Brazil.



Ulf Hahnemann
Former CHRO of A.P.Moeller-Maersk

Prior to his 5 year tenure as CHRO of A.P.Moeller-Maersk, the worlds largest shipping company Ulf spent almost 30 years with Mars Incorporated. Ulf found his passion in Human Resources, where he spent most of his career. Ulf's passion and expertise is rooted in his belief that all employees are competent, intelligent and, under the right circumstances, have the potential to be successful and valuable for the organization. This belief has led to his focus on developing workplaces where humans thrive and use their intelligence, creativity and innovative abilities and expand the capacity and performance of the organization. The key ingredient, Ulf believes, is Trust. The energy and momentum that can be created through building organizational Trust forms is the basis of the transformative organization. During his time at A.P. Moeller-Maersk the focus was on building Trust. The culture radically changed and laid the foundation for a spectacular strategic transformation. Ulf has now retired from corporate roles, and supports businesses and leaders with coaching and advice.

LEADING STRATEGIC TRANSFORMATIONS

CENTRAL THEMES

- Why Do Most of Strategic Transformation in Digital Era Fail?
- Understanding the Current Landscape: The Case for Strategic Transformation
- Strategic Transformation in a Disruptive World: "The Phoenix Encounter"
- Transformation Essentials: Inside Your Toolbox
- Navigating the Challenges of Transformation: Culture, Leadership, Change, Learning
- Driving Strategic Transformation through Technology and Data-Driven Insights

CBS Executive reserves the right to make changes

INTRODUCTION

In a world defined by constant disruption, strategic transformation isn't just a trend - it's a business imperative. As digitalization accelerates, global dynamics shift, and complexity rises, organizations can no longer rely on traditional strategies to stay competitive. This course dives into the forces shaping this new reality and empowers you to lead the transformation with agility and vision.

Traditional strategies focused on alignment and predictability are no longer enough. Strategic transformation now requires a shift toward creating flexible, self-renewing organizations that can respond organically to ongoing change. By developing and investing in human capital, leaders can foster a culture of continuous learning and innovation, ensuring their organizations remain resilient and relevant in a dynamic world. This program equips you with the tools to make that shift.

CONTENT

This program addresses strategic transformation through a practical, research-backed framework centered on three critical questions:

- How do we create and deliver value to our customers?
- What organizational capabilities do we need to achieve this?
- How can we position human capital at the core of sustainable change?

We use a range of proven models and theories tailored to real-world application. Drawing on Complex Adaptive Systems theory, we dive into the shift from traditional, linear models to an ecosystem-based approach, where value creation is continuous and dynamic. The logic of ecosystems provides a fresh lens for understanding customer needs and adapting to global shifts with agility. Additionally, the concept of dynamic capabilities guides participants in developing the organizational flexibility needed to respond to ongoing disruptions.

At the heart of this transformation lies human capital, where frameworks such as the value creation vs. value capture underscore the importance of empowering people to lead and innovate. We also examine emergent leadership and the automation/augmentation paradox, equipping you with insights on balancing human and technological resources for sustained growth.

This course integrates these theoretical insights with practical strategies, enabling you to lead transformation that truly lasts. Think of these insights as a research-based, evidence-backed compass to navigate the complexities ahead, rather than a prescriptive map detailing every step.

KEY BENEFITS

- **Comprehensive Toolkit:** Acquire a powerful set of tools for leading strategic transformation in complex, fast-evolving environments.
- **Maximize Human Capital:** Learn to map, engage, and cultivate 'your greatest assets', building adaptive, high-performing organizations ready to thrive.
- **Actionable Strategies:** Gain strategies to align individual and organisational strengths, fostering a growth mindset and a resilient culture that supports sustainable transformation.

PARTICIPANT PROFILE

This course is ideal for senior leaders, executives, and change agents tasked with driving strategic transformation in their organizations.

It is particularly beneficial for C-suite executives and directors who aim to leverage human capital as a foundation for sustainable change, as well as people leaders focused on aligning talent strategies with transformation goals.

Participants should come prepared to lead with vision, inspire adaptability, and unlock the potential of their H-factor to thrive in a dynamic world.

PRACTICAL INFORMATION

TEACHING STYLE

This course is highly interactive, designed to immerse you in hands-on learning through guest speakers, cases, exercises, and diagnostic tools. Our goal is for you to internalize and personalize the strategic framework we co-create during the course - making it a powerful part of your leadership approach. Rather than providing a single tool, we aim to equip you with a complete, versatile toolbox for strategic transformation.

The goal is to assess and strengthen your own leadership approach. By the end of the week, you will have a robust toolkit, ready for immediate application. In the final day's mini-hackathon, you will bring these tools to life, applying them to real business projects and leaving with strategies you can implement right away.

PREPARATION

Before the start of the course, participants will get access to the course web portal, where relevant articles, material, assignments, and case studies will be found. The material is in English.

ABOUT CBS EXECUTIVE SUMMER SCHOOL

Every summer CBS Executive Summer School offers several intensive courses covering both traditional and cutting-edge business school subjects. The courses run over 2-5 days with research-based theory being converted into practical tools and methods.

Focus is on active participation, dialogue and sparring with the other participants, as well as on inspiration and perspetivation from highly engaging faculty, teaching at a high academic level. No examination will take place.

A typical participant is an experienced employee with a medium or long secondary education. Participants are typically managers, leaders or specialists across all professions and will be able to include and process own professional challenges and experiences throughout the course..

DATES

11-15 August 2025,
daily 09:00 - approx. 16:30

VENUE

Copenhagen Business School - Frederiksberg

CERTIFICATE

A digital certificate is issued after the course, given active participation all days

TUITION FEE

DKK 29,000 (excl. Danish VAT: 25%).
Includes all expenses associated with the course apart from accomodation and transport

REGISTRATION

Deadline for registration 1 June 2025
Signup at sommerskole.dk

CONTACT INFORMATION

Nina M. Ingvarstsen, nmi@cbs-executive.dk
Telefon +45 3511 6000



CBS
EXECUTIVE
FONDEN

**SUMMER
SCHOOL**