



SENIOR MANAGEMENT PROGRAMME 2020: LEADING IN COMPLEXITY AND DISRUPTION

ABOUT THE PROGRAMME

Now in its 15th year, the Lee Kuan Yew School of Public Policy's *Senior Management Programme* (SMP) is a three-week intensive learning experience that equips senior executives in government, corporate, and non-profit organisations with the skills and sensibilities to be leaders and change agents in complex environments. It provides you with the understanding of how complex adaptive systems such as societies, economies, and institutions operate, and helps further enhance your ability to develop policies and strategies that are innovative and resilient.



WHAT CAN YOU EXPECT?

Innovative and Leading-Edge Approach

SMP combines classroom learning with practical applications and site visits, plenty of opportunities for networking and interaction, and exclusive closed-door dialogues with eminent faculty, practitioners, and fellow peers. Regular feedback and reflection sessions help you rapidly consolidate knowledge, and iterate as you learn. All classroom learning is paper-less – programme materials, reading notes and presentation slides are accessible online via personal smart devices.

Programme Focus and Curriculum

SMP aims to help you positively influence your organisations and the broader society. The programme takes an in-depth look at organisational dynamics and cultivates a clear understanding of the global forces that affect institutions and the world today.

- Gain a broader perspective on complex public policy issues
- Sharpen analytical skills for multi-stakeholder settings
- Acquire new and strategic management approaches and leadership abilities

**In-depth
Knowledge and
Insights**

**Holistic Learning
Experience**

**Diverse
Classroom and
Conversations**

Tying Conceptual Learning with Real-life Experiences

As part of SMP, participants are brought on a week-long overseas study trip – also known as the Comparative Policy Exercise (CPEX) to learn more about how the country of choice tackles with an emergent policy problem. SMP2020 will see participants visiting Shanghai, Suzhou and Hangzhou*. CPEX allows you to understand how various actors have adapted or empowered themselves towards China's fast-evolving policy landscape – which includes areas such as digital economy, mobile payment, artificial intelligence, sharing economy, technological disruption, and infrastructure and diversity.

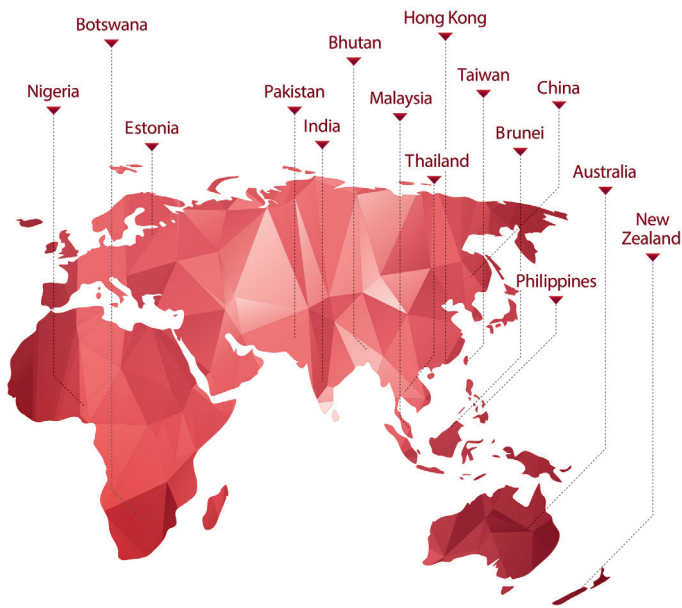
Learning and Networking from Diversity

Learn from your peers who come various countries, societies, organisations and work functions. Understand

the differences and share best practices on how policy conundrums are addressed. Also, SMP allows you to establish a valuable network of global peers.



* Places are subject to change



DIVERSITY IN PARTICIPANTS

Past SMP participants include senior executives and directors from Australia, Bhutan, Botswana, Brunei, China, Estonia, Hong Kong, India, Japan, Kenya, Malaysia, New Zealand, Nigeria, Pakistan, Philippines, Singapore, Taiwan, and Thailand.

WHO SHOULD COME?

If you are a senior operational or administrative professional from the government, non-profit or private sector, and holding a policy or leadership role in your organization – we want you!

PROGRAMME OVERVIEW

WHAT CAN YOU EXPECT FROM THE PROGRAMME?

WEEK 2: INTEGRATED MANAGEMENT EXERCISE (OVERSEAS)

The Comparative Policy Exercise (CPEX) is a unique opportunity for you to tackle a multi-faceted problem in a real-life governance setting. During the CPEX, you are required to apply the leadership skills and knowledge acquired in the first week to create a viable strategic plan that resolves implementation hurdles associated with the real-life case study. CPEX 2020 focuses on how organisations are leading in complexity and disruption.



WEEK 1: FOUNDATIONS & CORE CONCEPTS

These interactive and foundational sessions introduce you to different frameworks, concepts and tools that will help them make sense of their operating environments and tackle emerging public policy challenges. Modules include the principles and practice of leadership, public management, lessons from complexity science and behavioural economics, strategic foresight, and stakeholder management.

WEEK 3: INTEGRATION AND REFLECTION (SINGAPORE)

The knowledge and insights gained from the foundation modules and CPEX are synthesised in the final week. Based on various case studies, you will journey along different learning tracks which will highlight the different dimensions and challenges of the public policy enterprise. Employing the tools and experiences in the first two weeks, you will apply and reflect them in the final case studies.

“ The Senior Management Programme is well-designed for the public officer who wants to understand and be equipped with the knowledge, skill and attitude to lead in the VUCA environment. The diverse perspectives and candid insights from distinguished permanent secretaries, academics, NGOs, entrepreneurs and overseas government officials greatly enriched the programme beyond what it probably intended to achieve. More importantly, the programme strikes a very good balance to do so while creating ample opportunities for local and overseas participants to network and build enduring friendships. ”

Lau Mun Leng (SMP Class of 2018)
Commander, Ministry of Defence
Singapore

JOIN THE CONVERSATION



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LKYSPPPEP@NUS.EDU.SG



[HTTPS://LKYSPP.NUS.EDU.SG/
EXECUTIVE-EDUCATION](https://lkyspp.nus.edu.sg/executive-education)