

▶ 21 MAY – 08 JUN 2018 ◀

**SENIOR  
MANAGEMENT  
PROGRAMME 2018:  
LEADING IN COMPLEXITY  
AND DISRUPTION**

EXECUTIVE EDUCATION



More so than before, public managers find themselves operating in uncertain, unpredictable and even disruptive environments. They face challenges that are often interconnected, and they have limited ability to engineer specific outcomes. At best, they can try to influence the outcomes by creating the conditions that would allow the environments they operate in to evolve in desired directions.

Public management studies and the economics discipline are seriously addressing the idea that the societies, economies, and institutions we operate in are *complex adaptive systems*. Understanding this complexity helps public managers make sense of the possibilities and limitations of their policies. They are able to readjust the understanding of their own roles – that they are “system stewards” rather than social engineers – and this understanding is key in enhancing their ability to work in more adaptive and experimental ways.

Now into its 13th year, the LKY School’s Senior Management Programme (SMP) is a three-week intensive learning experience. It equips senior executives in government, corporates, and non-profit organisations with the skills and sensibilities to be leaders and change agents in complex environments. SMP 2018 will explore the overarching theme of Leadership, Innovation and Public Policy: Managing in Disruptions, and will include a week-long Comparative Policy Exercise (CPEX) in Shanghai and Hangzhou, China. CPEX will focus on the fast-evolving policy landscape in China such as the digital economy, mobile payment, artificial intelligence, sharing economy, technological disruption, and infrastructure and diversity. It tells the story on how to create conducive conditions to enable adaptation and empower various actors to innovate.

► KEY INFORMATION ◀

**Date & Duration**

21 May – 08 June 2018 (3 WEEKS)

**Venue**

Lee Kuan Yew School of Public Policy  
National University of Singapore  
(469C Bukit Timah Road Singapore 259772)

**Programme Fees\***

- › S\$24,800 + 7% GST# (Without accommodation)
- › S\$31,100 Nett (With accommodation)

**Applications**

Please submit completed Application Form & CV  
(Refer to enclosed form for more details)

**Deadline for Applications**

20 April 2018

**Contact**

Executive Education Department  
Lee Kuan Yew School of Public Policy  
Tel: (65) 6516 5428 / (65) 6516 7559  
Fax: (65) 6872 9291  
Email: lkysppep@nus.edu.sg

“Leading and managing in an increasingly complex world requires new skills, attitudes and ways of perceiving. SMP has provided many valuable insights and perspectives from a diverse group of experts and practitioners. This was further enriched by my fellow participants’ contributions and experiences.”

**Titus Kong** (SMP Class of 2017)  
Corporate Communications & Relations Division, Singapore Prison Service, Singapore

\* Fee is based on per-person basis and includes food, refreshments, transportation between hotel and the LKY School on programme days, site visits, and learning support materials. Overseas participants should arrange their own visa, travel insurance in Singapore, travel costs from Singapore, and cover their living expenses while in Singapore and China. The LKY School does not provide scholarships or financial aid for this programme.

# Goods and Services Tax (GST) is applicable for Singapore-based participants and overseas participants who are self-funded or sponsored by a Singaporean organisation.

## ▶ PROGRAMME OBJECTIVES ◀

The Senior Management Programme (SMP) provides participants with a unique opportunity to step back from their day-to-day responsibilities and embark on a journey of intellectual and personal renewal to improve their performance as leaders.

By attending this programme, SMP participants can expect to:

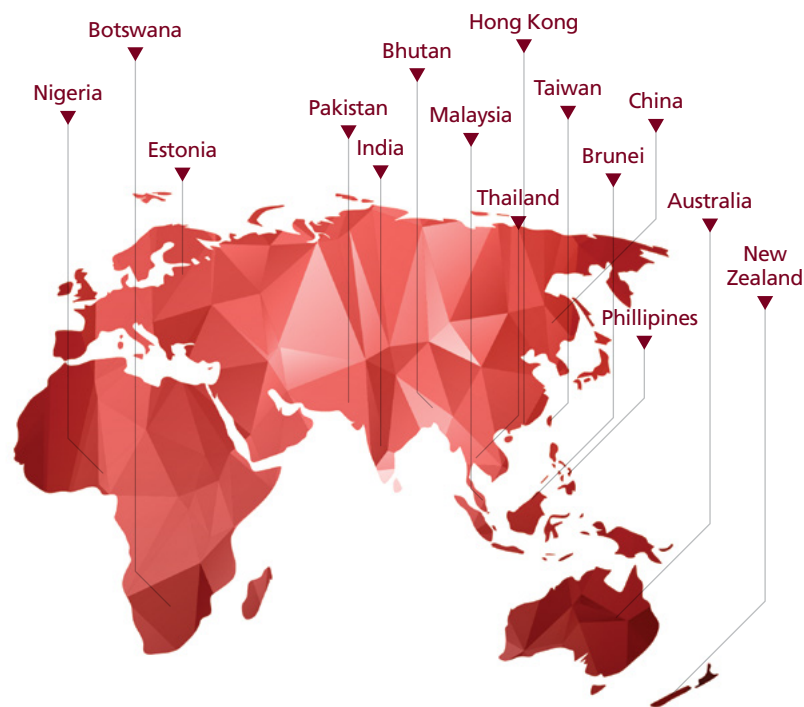
- › Gain broader perspectives on complex public policy issues
- › Sharpen analytical skills for multi-stakeholder settings
- › Acquire new strategic management approaches and leadership abilities
- › Establish a valuable network of global peers

## ▶ TARGET AUDIENCE ◀

The SMP is designed for senior executives and professionals in the government, non-profit and private sectors, who are poised to become the next-generation leaders in their organisations. The ideal SMP candidate should be a senior functional head or director of an organisational unit with at least 8 years of significant managerial experience.

The programme will be conducted in English, thus participants must be proficient in the language.

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



## ▶ THE LEARNING APPROACH ◀

- › Practical application
- › Networking & interaction
- › Exclusive closed door dialogues
- › Regular feedback & reflections

## ▶ INNOVATIVE & LEADING-EDGE LEARNING ◀

Taking a step towards harnessing technology for executive learning, classroom learning during the SMP will be paper-less – all programme materials, reading notes and presentation slides will be accessible online via personal smart devices.

## ▶ PROGRAMME FOCUS & CURRICULUM ◀



The SMP facilitates participants to build on their strengths to positively influence their organisations and their broader society. The programme provides in-depth treatment of organisational dynamics and clear understanding of the global forces that affect institutions and the world today.

To realise this vision, SMP 2018 consists of two integral components: (i) two weeks of classroom lectures and presentations in Singapore, and (ii) a week-long overseas learning trip to Shanghai & Hangzhou, China.

### WEEK 01 FOUNDATIONS & CORE CONCEPTS (SINGAPORE)

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

### WEEK 02 COMPARATIVE POLICY EXERCISE (OVERSEAS)

The Comparative Policy Exercise (CPEX\*) offers a unique opportunity for participants to tackle a wicked, multi-faceted problem in a real-life governance setting. During the CPEX, participants are required to apply the leadership skills and knowledge acquired in the first week of the programme to create a viable strategic plan that resolves implementation hurdles associated with the real-life case study. CPEX 2018 will focus on the complexity, state capacity and development in Shanghai & Hangzhou, China.

### WEEK 03 INTEGRATION & REFLECTION (SINGAPORE)

The knowledge and insights gained from foundation modules and IMEX will be synthesised in the final week. Participants will be given the chance to sign up for different parallel learning tracks that will focus on different dimensions of the challenges of the public policy enterprise. Participants in different groups will then work with faculty, through discussions and site visits, to prepare a capstone reflection presentation before their peers.

\* The costs associated with this week-long overseas learning component are included in the programme fee. These include the return economy flights, local transport, accommodations, meals and travel insurance for each participant. Subject to local conditions and hotel availability at the designated country/town, accommodation may be in a 4-star hotel or equivalent.

## ► FACULTY & SPEAKERS ◀

The SMP is taught by internationally recognised faculty and senior practitioners with diverse backgrounds in government and business. Participants will be given ample opportunity to learn, share ideas and engage with them to benefit from their wealth of global experience and deep knowledge through this programme.

### **Associate Professor Zeger van der Wal**

*Associate Professor*

*Lee Kuan Yew School of Public Policy*

Zeger is a seasoned lecturer, researcher, and consultant in the areas of organizational values and culture, integrity management, performance management, and work motivation. Currently, he is a senior Faculty member at the Lee Kuan Yew School of Public Policy. Van der Wal has educated and trained over 1500 graduate students and senior officials across the globe. He obtained his PhD in Public Administration cum laude (with distinction) from VU University, The Netherlands, in 2008. In that same year, he was awarded the National Postdoc Award from the Netherlands Institute of Government (NIG). He worked at the VU University as Assistant Professor from 2008 to 2012. Before he entered academic life he worked as policy maker for the Municipality of Amsterdam, and later as project assistant for the province of Southern Holland. In 2014, he was awarded the prestigious Humanities and Social Sciences (HSS) Faculty Research Fellowship as well as the school's Faculty Teaching Excellence Award. In recent years, he has developed an active portfolio of executive education and consulting assignments on integrity management and ethical decision-making, code of conduct design, public service motivation, strategic management, and performance management.

### **Dr. Adrian Kuah**

*Senior Research Fellow & Head (Research Support Unit)*

*Lee Kuan Yew School of Public Policy*

Adrian is a Senior Research Fellow at the Lee Kuan Yew School of Public Policy. His research interests include futures studies, complexity science and political philosophy. Adrian started his career in the civil service as an economist in the Monetary Authority of Singapore. He then worked in the private sector as a business strategy consultant before embarking on an academic career with the S. Rajaratnam School of International Studies (RSIS), Nanyang Technological University. As Assistant Professor in the Military Studies Programme, he taught on the MSc programmes as well as the Goh Keng Swee Command and Staff College's courses. He

returned to the civil service in 2013 as Lead Strategist in the Centre for Strategic Futures, Strategic Policy Office, Prime Minister's Office, where he was involved in whole-of-government futures research and scenario planning. He led a team of researchers in analysing complex, cross-cutting public policy issues across the social, economic, infrastructure and security domains.

### **Associate Professor Ang Yuen Yuen**

*Associate Professor of Political Science*

*University of Michigan &*

*Faculty Associate*

*Centre for the Study of Complex Systems, Centre for Chinese Studies*

Yuen Yuen is an Associate Professor of Political Science at the University of Michigan. She is also a Faculty Associate at the Centre for the Study of Complex Systems and the Centre for Chinese Studies. Her research explains how non-linear, mutually adaptive sequences of development occur, and identifies the conditions for effective adaptation, particularly within governments. She is the author of *How China Escaped the Poverty Trap* (Cornell University Press, Cornell Studies in Political Economy, 2016).

She was awarded two Early Career Fellowships by the American Council of Learned Societies (ACLS), the Eldersveld Prize for outstanding research contributions by the University of Michigan, and the Bill and Melinda Gates Foundation international essay prize on "The Future of Development Assistance." She is a member of United Nations' expert group on eradicating poverty, as well as the first South East Asian to be named a Public Intellectual Fellow by the National Committee of US-China Relations. She received her PhD from Stanford University and was previously a faculty member at Columbia University's School of International & Public Affairs.

### **Professor Danny Quah**

*Li Ka Shing Professor of Economics*

*Lee Kuan Yew School of Public Policy*

Danny is Li Ka Shing Professor of Economics at the Lee Kuan Yew School of Public Policy. He was previously Professor of Economics and International Development, and Director of the Saw Swee Hock Southeast Asia Centre at the London School of

Economics and Political Science. He served as LSE's Head of Department for Economics (2006-2009), and Council Member on Malaysia's National Economic Advisory Council (2009-2011). His research interests include income inequality, economic growth, and international economic relations. His current long-term research project is on an economic approach to world order, with focus on global power shift and the rise of the east, and models of global power relations. He gave the third LSE-NUS lecture in 2013, TEDx talks in 2014 and 2012, and the Inaugural LSE Big Questions Lecture in 2011. In 2016 he was named one of the top 100 Economics blogs in the world. His research has been supported by the John D. and Catherine T. MacArthur Foundation, the British Academy, the UK's Economic and Research Council, and the Andrew Mellon Foundation.

### **Professor Lim Siong Guan**

*Professor (Practice)*

*Lee Kuan Yew School of Public Policy*

Siong Guan was appointed Group President of GIC in September 2007. He was Chairman of the Singapore Economic Development Board from October 2006 to June 2009. He has been an Adjunct Professor in the Lee Kuan Yew School of Public Policy at the National University of Singapore since 2005, instructing on leadership and change management, as well as a Senior Fellow of the Civil Service College since 2006. Prof. Lim Siong Guan was the Head of the Singapore Civil Service from September 1999 to March 2005. He has chaired the Inland Revenue Authority of Singapore (2004-2006), the Accounting and Corporate Regulatory Authority (2004-2006) and, the Central Provident Fund Board (1986-1994). He has been the Permanent Secretary of the Ministry of Defence (1981-1994), the Prime Minister's Office (1994-1998), the Ministry of Education (1997-1999) and the Ministry of Finance (1999-2006). Prof. Lim Siong Guan is a member of the SwissRe Advisory Panel and of the International Board of the stars Foundation, a Swiss foundation that promotes leadership development for leaders of the next generation. He chairs the Board of Directors of Honour (Singapore), a charity that seeks to promote the culture of honour and honouring in Singapore.

### **Dr. Leong Ching**

*Senior Research Fellow*

*Lee Kuan Yew School of Public Policy*

Leong Ching obtained her PhD in Public Policy from the Lee Kuan Yew School of Public Policy. She is the recipient of the Wang Gung Wu Medal and Prize winner 2013, (Best PhD Thesis in Humanities and Social Sciences). She has previously worked as a newspaper and television reporter and has graduate degrees in philosophy, information technology and journalism. Her research interests include water policies, public sector reform, and communication strategies. Her current research project includes examining the impact of communication on the implementation of water policies, narratives and third-party governance.

### **Associate Professor Donald Low**

*Associate Dean (Executive Education & Research) &*

*Associate Professor (Practice)*

*Lee Kuan Yew School of Public Policy*

Donald has administrative oversight of the School's research centres and leads the School's executive education efforts. His research interests include inequality and social spending, behavioural economics, economics and public policy, public finance, and governance and politics in Singapore. Prior to his current appointment, Donald served 15 years in the Singapore government in various senior positions. During that time, he established the Centre for Public Economics at the Civil Service College of Singapore. He was Director of Fiscal Policy at the Ministry of Finance from 2004 to 2005, and Director of Strategic Policy Office in the Public Service Division from 2006 to 2007. Donald holds a double first in Politics, Philosophy and Economics from Oxford University, and a Masters in International Public Policy from The Johns Hopkins University's School of Advanced International Studies. He is currently Vice President at the Economics Society of Singapore.

\*The list of faculty and speakers is non-exhaustive and subject to changes.

## ▶ THE LEE KUAN YEW SCHOOL OF PUBLIC POLICY ◀

National University of Singapore

### MISSION

*To be the leading global public policy school in Asia, developing thought leadership, improving standards of governance and transforming lives for a more sustainable world.*

Since its launch in August 2004, the LKY School has grown remarkably. Today, it is widely regarded as Asia's premier public policy school, where outstanding scholars, public officials and students from all over the world gather to study, research and exchange ideas on how Asian countries can be better governed through more effective policymaking and implementation. The LKY School aims to educate and train a new generation of globally-minded policymakers from the public and private sectors, who will help transform Asia in the 21<sup>st</sup> century by raising the standards of governance in their respective countries.

### GROWTH

The LKY School is a leading centre for public policy study and research; four research centres of excellence striving to produce cutting-edge research in energy, water, information and innovation and global governance; partnerships with leading global public policy schools; and a distinguished faculty from Harvard, MIT, Princeton and other leading institutions across the globe. Today it is recognised as one of the fastest growing schools in the world.

### FACULTY

The School's reputation for excellence rests on its distinguished faculty. A significant proportion of the faculty members have been trained at leading global universities and have deep knowledge of both Asia and the West. The School also has leading experts from India, China and ASEAN who bring with them tremendous academic and practical knowledge of the region.

### EXECUTIVE EDUCATION

Executive Education at the Lee Kuan Yew School of Public Policy plays an integral role in our mission. Our programmes are designed to serve the needs of organisations and working professionals in the public, private and non-profit sectors, helping strengthen their leadership and management capabilities to perform more effectively in this rapidly changing environment. Our experienced team of faculty and senior practitioners seeks to integrate cutting-edge research with practical know-how and expertise. Our customised programmes can be structured for a few days to several months. Since 2004, more than 15,000 executives and officials from over 104 countries and territories have benefitted from attending an LKY School Executive Education Programmes.

For more information, visit us at <http://lkyspp.nus.edu.sg/executive-education/>

## ▶ APPLICATION FORM ◀

Application deadline: 20 April 2018

## SENIOR MANAGEMENT PROGRAMME 21 May – 08 June 2018

Kindly complete the **Application Form** and submit together with a copy of participant's CV either by email or post.

### › Participant Details

MR/MS/DR/OTHERS\* (If others, please specify) \_\_\_\_\_

FULL NAME \_\_\_\_\_

DESIGNATION \_\_\_\_\_ DEPARTMENT \_\_\_\_\_

ORGANISATION \_\_\_\_\_

NATIONALITY \_\_\_\_\_ OFFICE NUMBER \_\_\_\_\_

EMAIL ADDRESS \_\_\_\_\_ MOBILE NUMBER \_\_\_\_\_

DIETARY RESTRICTION (IF ANY) \_\_\_\_\_ NO. OF YEARS OF RELATED EXPERIENCE \_\_\_\_\_

### › Programme Expectation

MOTIVATION FOR JOINING THIS PROGRAMME (1-2 sentences)

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DESCRIBE YOUR CURRENT ROLE IN YOUR ORGANISATION (1-2 sentences)

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### › Payment Details

#### Programme Fees\*:

S\$24,800 + 7% GST# (Without accommodation)

S\$31,100 Nett (With accommodation)

#### Mode of Payment:

SPONSORED BY  INDIVIDUAL  OWN ORGANISATION  OTHER ORGANISATION

Please state the Sub-BU Code if sponsored by Singapore government agency:

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\* Fee is based on per-person basis and includes food, refreshments, transportation between hotel and the LKY School on programme days, site visits, and learning support materials. Overseas participants should arrange their own visa, travel insurance in Singapore, travel costs from Singapore, and cover their living expenses while in Singapore and China. The LKY School does not provide scholarships or financial aid for this programme.

# Goods and Services Tax (GST) is applicable for Singapore-based participants and overseas participants who are self-funded or sponsored by a Singapore organisation.

### Payment Contact:

FIRST NAME \_\_\_\_\_ LAST NAME \_\_\_\_\_  
DESIGNATION \_\_\_\_\_ DEPARTMENT \_\_\_\_\_  
ORGANISATION \_\_\_\_\_  
BILLING ADDRESS \_\_\_\_\_  
\_\_\_\_\_  
EMAIL ADDRESS \_\_\_\_\_ OFFICE NUMBER \_\_\_\_\_

How did you hear about this programme (You may select more than one option):

PREVIOUS PROGRAMME PARTICIPANT     LKY SCHOOL ALUMNI     LKY SCHOOL WEBSITE  
 LKY SCHOOL SOCIAL MEDIA     LKY SCHOOL EMAIL/ NEWSLETTER     INTERNET SEARCH  
 PROGRAMME BROCHURE     OTHERS: PLEASE SPECIFY: \_\_\_\_\_

Please indicate below if you wish to be contacted for future updates of LKY School programmes and events:

YES, THROUGH EMAIL                       NO, I DO NOT WISH TO BE CONTACTED

### › Emergency Contact Details

NAME \_\_\_\_\_ RELATIONSHIP TO PARTICIPANT \_\_\_\_\_  
CONTACT DETAILS \_\_\_\_\_

### › Cancellation Policy and Important Notes

The LKY School reserves the right to determine the final list of participants taking diversity into account.

Once confirmed, should the participant cancel four (4) weeks before the programme, the LKY School will charge the participant or the sponsoring organisation a cancellation fee equivalent to 50% of the programme fee. LKY School reserves the right to postpone or cancel the programme by giving at least 14 days notice.

Please note that photography, audio, and video recording may occur during the programme. All photography, audio, and video recording may be used for the purpose of LKY School's marketing, publicity purposes in print, electronic, and social media. If you do not wish to have your image recorded or published, for compelling and legitimate grounds relating to your particular situation, please inform us via email before the start of the programme. LKY School shall not be responsible for photographs and/ or videos taken by unauthorised persons during the programme.

By signing this application form, you agree that LKY School and NUS may collect, use, and disclose your personal data, as provided in this application form, for the following purpose in accordance with the Personal Data Protection Act 2012 and our data protection policy:

- › Disclosure and transfer of your data to third party service providers, agents and/ or our affiliates or related corporations that provide administration, data processing, computer, or other services to LKY School and NUS.

Please visit our website at <http://www.nus.edu.sg/legal-information-notice> for further details on our data protection policy, including how you may access and correct your personal data or withdraw consent to the collection, use, or disclosure of your personal data.

I have read the above and accept the terms.

\_\_\_\_\_  
**Applicant's Signature**

\_\_\_\_\_  
**Date**

Send your application materials to us by email or post. Put "**SENIOR MANAGEMENT PROGRAMME**" as the email subject line or on the envelope flap.

You can also submit your application **ONLINE**. Visit [www.lkyspp.nus.edu.sg/executive-education/](http://www.lkyspp.nus.edu.sg/executive-education/) for more details.

### ► SINGAPORE: AN IDEAL SETTING ◀

One of the world's global cities, Singapore has evolved rapidly from a small trading outpost to a dynamic, multi-cultural and cosmopolitan city-state. Singapore's transformation and development during its first 50 years has gained global recognition, and is especially notable since the country lacks natural resources and domestic raw materials. Through consistent adaptation of best practices and development of own solutions, Singapore has grown to be respected as a capable and forward-looking nation. Political leadership, strategic planning, policy design and implementation have propelled the society upwards and forwards, resulting in a high standard of living and a sound environment for investments, scientific development, education and research. Singapore's civil service is considered to be one of the most competent, efficient and uncorrupt bureaucracies in the world, and is considered a key component in Singapore's successful development.

Foreign government agencies and leaders see immediate value in learning from Singapore's experience. The country frequently receives delegations and officials interested to gain knowledge and ideas to benefit their own public administration, policies and governance systems. Universities and institutions in Singapore frequently play hosts to renowned scholars, thinkers and global leaders, and the nation acts as headquarters to many leading international organisations and companies. Through its geographical accessibility, ease of communication, high levels of security and safety as well as a business-friendly climate, Singapore has become a melting pot of diverse cultures and perspectives.

Participants who have attended our Executive Programmes have benefitted from this enriching and meaningful learning experience.



### ► ADMISSION ◀

Admission to the SMP is subject to review and acceptance by the LKY School. Successful applicants will receive a Letter of Acceptance, and full payment must be received before the programme commencement for final confirmation. Applications are processed on a rolling basis.

The LKY School does not provide scholarships or financial aid for SMP.

All participants will receive a course certification from LKY School upon completion of the programme.

EXECUTIVE EDUCATION

## LEE KUAN YEW SCHOOL OF PUBLIC POLICY

National University of Singapore  
469C Bukit Timah Road  
Singapore 259772



[LKYSPP.nus.edu.sg](http://LKYSPP.nus.edu.sg)



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