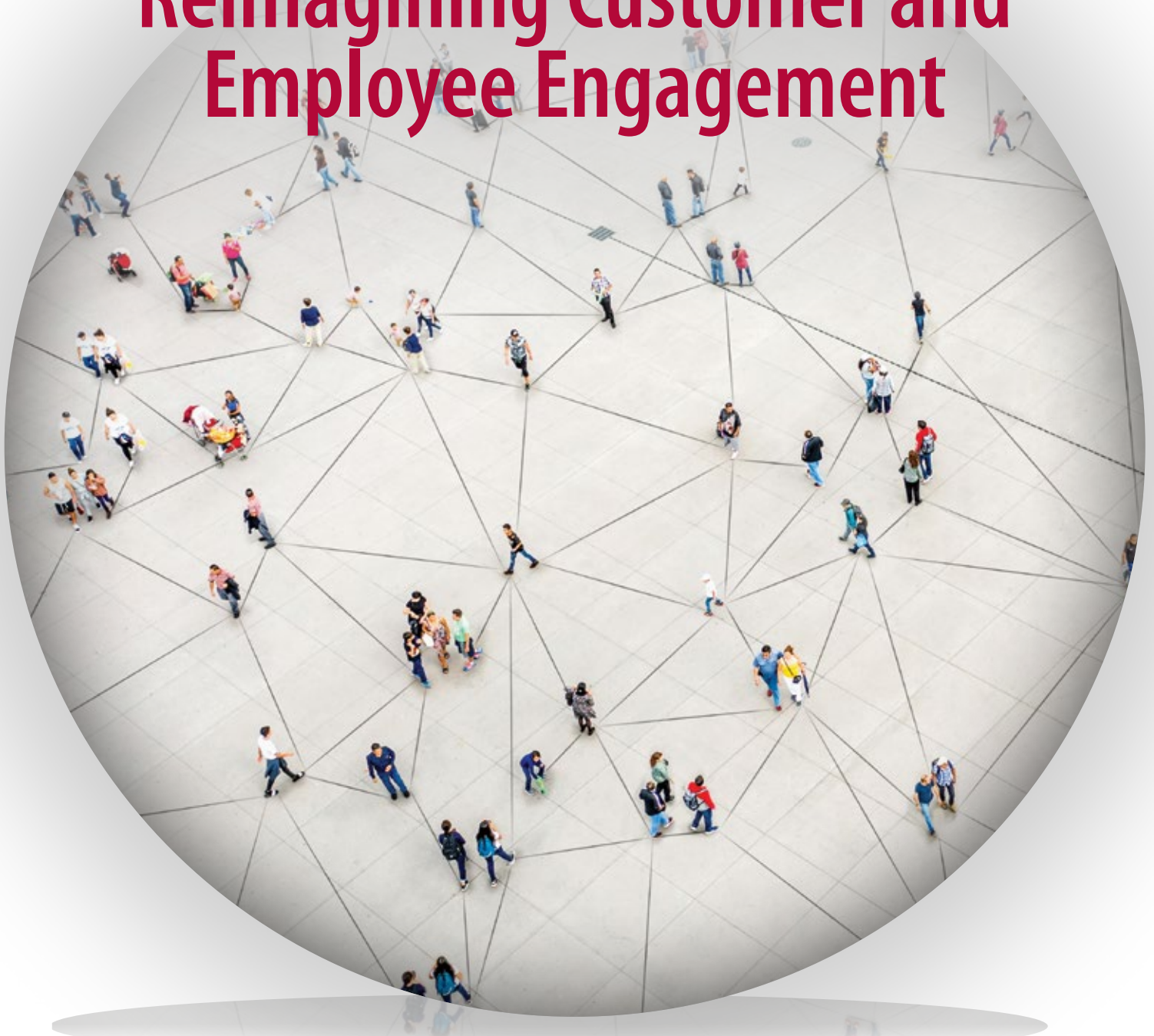


HARVARD CLUB OF AUSTRALIA

# Leading in a Changing World Reimagining Customer and Employee Engagement



Presented by Harvard Business School Professors  
Ryan Buell and Joshua Margolis

Sunday 4 to Friday 9 August 2024  
Sydney NSW

# LEADERSHIP SKILLS TO ENGAGE CUSTOMERS AND EMPLOYEES

The business landscape in Australia and throughout the world has been shifting rapidly in recent years. Our recovery from a global pandemic has been complicated by geopolitical instability, climate change, supply chain disruptions, and new technologies that force the reconsideration of age-old practices. Highly-expectant customers are becoming ever-more challenging to satisfy, and tight labor markets, alongside shifts in work arrangements and preferences, are making it increasingly complex to attract, motivate, and retain employees. More than ever, executives need to invest in the work of leadership to transform their organisations so that they can continue creating value for customers, employees, investors, and the public as the world changes.

This highly-interactive program will focus on how senior leaders can meet the moment by reorienting how their organisations engage customers and employees and by honing their own personal approaches to leadership.

*‘Even before the pandemic, technology was increasingly making it possible for employers to automate interactions with customers; thus many managers will instinctively look for ways to eliminate jobs. Taking that approach would be a mistake. To be sure some efficiencies will lead to the elimination of certain roles. But leaders should focus on elevating employees, not eliminating them – changing their jobs to unlock more value by allowing them to have deeper and more meaningful connections with customers in the moments that count.’*

*Professor Buell*



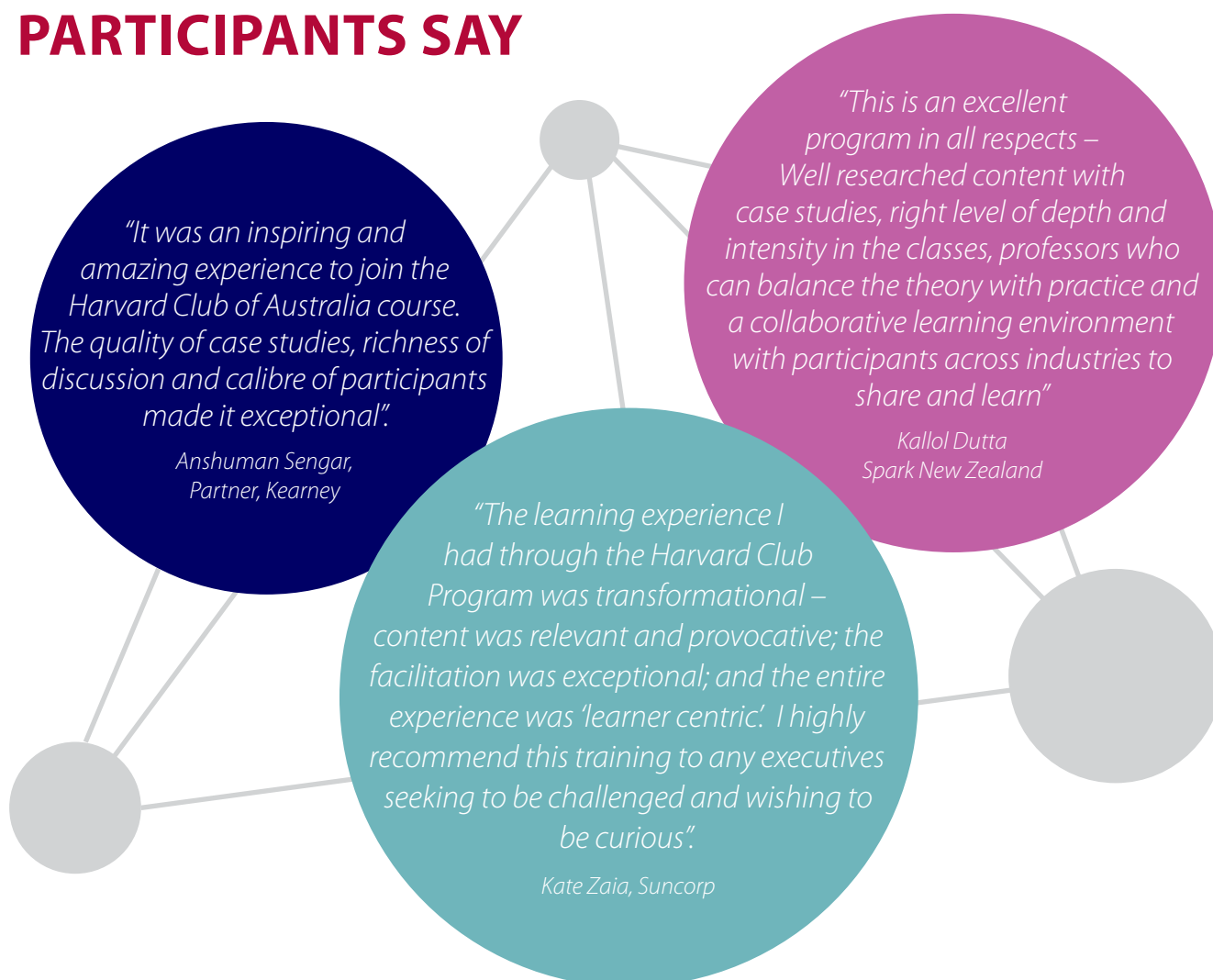
# DYNAMIC LEARNING EXPERIENCE

## Powerful results

Since 1998 Harvard Club of Australia has offered this five day residential program based on the renowned Harvard case study method. The case method engages you in a stimulating, collaborative process of identifying relevant issues and applying practical business lessons to your own situation and organisation. Step back from day-to-day responsibilities and reassess your situation with world-class faculty in a diverse network of accomplished executive peers. Immerse yourself in this proven learning experience, and develop a broader perspective of the challenges facing your organisation and your leadership capabilities.

And while you are learning you will be creating an opportunity for others to learn. The profit generated by this program allows the Harvard Club of Australia to offer a range of scholarship programs for Australians from all walks of life to attend programs at Harvard.

## WHAT PAST PARTICIPANTS SAY





## WHO SHOULD ATTEND

This program is designed for senior leaders with general management responsibilities in both private and public companies. It is also appropriate for board members and investors seeking insights for evaluating organisation health and performance. Senior functional leaders with cross-organisational responsibility will also benefit from this program along with executives who need a broader perspective on company operations, and those who may become business unit or regional leaders. Any senior executive interested in developing a more comprehensive and integrated perspective on organisation performance and capability to meet new challenges will benefit from this program.

## TITLES OF PREVIOUS PARTICIPANTS INCLUDE:

Title	%
Company Directors	8
Director Generals	18
CxOs	10
Executive Managers	20
General Managers	20
Senior Managers	19
Other	5
<b>Total</b>	<b>100</b>

## PREVIOUS COMPANY DELEGATES

- ANZ
- ActewAGL
- AMP Control Group
- Airservices Australia
- Allied Petroleum Limited
- Bank of Queensland
- Boundary Bend Limited
- Brown Bros.
- Bunnings
- CSL
- Caltex Australia
- Centennial Coal Company Limited
- Cochlear
- Defence Science & Technology
- Department of Defence
- Department of Science & Industry
- Deutsche Bank
- DEXUS Property Group
- Endeavour Group
- GPT
- Haven Home Safe
- Honeywell
- International Health & Medical Services
- iCare
- Jetstar
- Kearney
- Kennards
- Kmart
- Link Group
- Macquarie Group
- Maxxia
- Mainbrace
- Mirvac
- National Australia Bank
- Nova Systems
- Petrogas Limited
- PGI
- Qantas
- ResMed
- REST
- Seven West Media
- Suncorp
- Westpac Banking Corporation
- Woolworths



# WORLD CLASS FACULTY



## **RYAN W. BUELL**

### **C. D. SPANGLER PROFESSOR OF BUSINESS ADMINISTRATION**

Ryan W. Buell is a Professor of Business Administration in the Technology and Operations Management Unit at Harvard Business School. He teaches Managing Service Operations in the MBA elective curriculum, is a section chair in the MBA required curriculum, and teaches in numerous focused and custom Executive Education programs at the School. He is the faculty chair of the Transforming Customer Experiences Executive Education program, and has also taught the Technology and Operations Management course in the MBA required curriculum. Professor Buell was the recipient of the Charles M. Williams Award for outstanding teaching in 2016.

Professor Buell's research investigates the interactions between service businesses and their customers, and how operational choices affect customer behaviours and firm performance. He is affiliated with the Behavioural Insights Group at the Harvard Kennedy School's Centre for Public Leadership. His work has been published in Management Science, Manufacturing & Service Operations Management, Production and Operations Management, Journal of Service Management, Quarterly Journal of Economics, Marketing Science, Journal of Experimental Psychology: General, and Harvard Business Review. It has also received media attention from outlets such as The New York Times, The Wall Street Journal, The Washington Post, The Atlantic, The Boston Globe, The Financial Times, The Guardian, Wired, and The Huffington Post. Professor Buell was the recipient of the Wickham Skinner Early Career Research Accomplishments Award in 2019.



## **JOSHUA D. MARGOLIS**

### **JAMES DINAN AND ELIZABETH MILLER PROFESSOR OF BUSINESS ADMINISTRATION**

Joshua Margolis is James Dinan and Elizabeth Miller Professor of Business Administration and the Unit Head for the Organisational Behaviour unit. He is also Faculty Chair of the Program for Leadership Development. His research and teaching revolve around leadership and ethics. He has taught courses on Leadership and Organisational Behaviour, Leadership and Corporate Accountability, Authentic Leadership Development, and Field Immersion Experiences for Leadership Development (FIELD).

Professor Margolis' research focuses on leading in complex situations involving tradeoffs. In particular, he focuses on the distinctive ethical challenges that arise in organisations and how managers can navigate these challenges with practical effectiveness and moral integrity, especially in perform-or-else settings. Professor Margolis has published his work in Academy of Management Journal, Academy of Management Review, Administrative Science Quarterly, Business Ethics Quarterly, Harvard Business Review, Journal of Applied Psychology, Journal of Management, and Organisational Behaviour and Human Decision Processes; and along with James P. Walsh, he authored the book, People and Profits: the Search for a Link between a Company's Social and Financial Performance.

He has received the Robert F. Greenhill Award, the Student Association Faculty Award for teaching excellence, the Apgar Award for Innovation in Teaching, and the Academy of Management award for Outstanding Publication in Organisational Behaviour.

# INDICATIVE CASES AND PROGRAM CONTENT

## AT AN ORGANISATIONAL LEVEL, WE WILL EXPLORE:

- How to design distinctive and sustainable offerings – to customers and employees – as needs and preferences change,
- How to engage customers in experiences that build trust, deepen relationships, and deliver value efficiently and effectively,
- How to create the conditions for employees to thrive in your organisation, engaging and equipping them within an inclusive and performance-oriented culture and;
- How to build the organisational capability to learn and improve as the landscape around us continues to shift.

## AT AN INDIVIDUAL LEVEL, WE WILL FOCUS ON:

- The other-directed work of leadership – the leader as coach, beacon, architect, and catalyst – to bring the most out of our people, and;
- The interior work of self-development to adapt our own leadership styles and approaches as circumstances change.

**TO FEED THE PLANET:  
JUAN LUCIANO  
AT ADM  
HBS CASE NO. 423060**

In December 2022, Juan Luciano, Chairman and CEO of agribusiness and nutrition giant ADM, considered the next phase of the historic company's future. Beginning in 2011 when he joined as COO and moving into his tenure as CEO in 2015, Luciano led a transformation of ADM from a commodities-focused trading company to a customer-centric solutions firm. The case documents the phases of change and change process that Luciano used, illuminating both ADM's evolving business strategy and Luciano's distinctive leadership approach and style.

Upon coming aboard at ADM, Luciano saw emerging changes in the agribusiness industry that warranted pivots in ADM's business strategy to ensure long-term success. To shepherd the company through a changing industry, Luciano conceptualised three "strategic horizons": general time frames to pursue specific goals. The first horizon was aimed at getting ADM financially fit including raising ROIC above WACC and reducing CapEx. The second horizon was characterised by moving closer to customers through identifying global macro-trends and offering corresponding products and services to generate better margins. As part of the second horizon, ADM acquired flavor company and food and beverage solutions provider WILD Flavors, equipping ADM for Luciano to construct a Nutrition division that used rapid design-for-market capabilities to create complete product solutions – across a range of food categories – for client companies to offer their customers.

As he began to envision and shift into the third horizon, Luciano's strengths as both a learner (e.g., seeking out a variety of perspectives before ultimately making key decisions himself) and a teacher (e.g., utilising drawings, vivid analogies, and hands-on demonstrations) were proving essential as he set the company's sights on sustainable growth, food security, and health and well-being. As he looked to the future, Luciano identifies the key challenges of how to allocate resources wisely, ensure stable profitability with the right level of investment for innovation, and balance pace of change with durability of change.



**KAREN BRUCK:  
GROWING MANAGERS  
AT MERCADOLIBRE  
HBS CASE NO. 421013**

Karen Bruck, Corporate Sales Director at MercadoLibre, Latin America's largest e-commerce platform, needs to make a decision about one of her managers, who, while analytically savvy, has an approach that does not fit in with the company's culture. Extend the manager's time, move the manager to a different unit, or fire the manager? Bruck needs to figure out what is driving the issues and then what to do about this manager, all while Bruck – a fast-rising star at the company – continues to learn at each successive level how to be effective. As Bruck rises through this rapidly growing, agile company, how can she excel, help the company's culture evolve, and develop the next generation of managers?

**BREAKFAST AT THE  
PARAMOUNT  
HBS CASE NO. 617011**

The Paramount is a 44-seat diner on Charles Street in the Beacon Hill neighborhood of Boston. A frequent "Best of Boston" award winner, the restaurant is a perennial favorite among locals and tourists, particularly for brunch on the weekends, when lines often stretch down the street. The case focuses on the restaurant's interesting seating policy and a recent increase in the popularity of carryout orders, which poses a threat to the service experiences of customers and the sustainability of the operation.

**SYDNEY LOVES KEVIN**

Kevin Roose was a columnist and podcast host for the New York Times, who focused on technology and its effects on society. When Microsoft launched the latest version of its search engine Bing in February 2023, the company invited Roose to its Redmond campus to experience Bing's new capabilities, which were built around OpenAI's ChatGPT technology. Roose was captivated, as the seamless integration of artificial intelligence made the new Bing capable of a wide array of tasks. In response, he wrote a glowing review of the search engine in his column and proclaimed that the AI-enabled Bing had overtaken Google as his favorite search engine. But then eight days later, Roose had a conversation with Bing's new chatbot Sydney, and everything changed...

This case is aimed at generating discussion about the promise and pitfalls of artificial intelligence in service organizations and how to overcome gaps in technical capability and human comfort with these solutions. It's also about how this powerful technology can be used to elevate not eliminate employees.



**ZAMEER KASSAM**  
**FINE JEWELRY:**  
**ENGAGING CLIENTS**  
**HBS CASE NO. 621043**

Zameer Kassam Fine Jewelry designs custom engagement rings that tell the story of a couple's relationship. The case describes the company's process for engaging clients, which has historically been a relatively offline, high-touch experience. Obligated by social-distancing guidelines with the advent of the COVID-19 pandemic in early 2020, Zameer Kassam and his team had been forced to take many facets of the business online. Although clients still seemed delighted by their rings, Kassam wondered what might be being lost for his clients and employees in this new virtual medium. On the other hand, perhaps there were aspects of the process that could be improved through online delivery? Such a transition could represent an opportunity to grow the business.

**GETAWAY**  
**HBS CASE NO. 621054**

Since its founding, Getaway's service offering - tiny, modern cabins in the woods, located within a two-hour drive of major metropolitan areas - had been met with tremendous demand. Overworked and overconnected city dwellers reveled in the opportunity to take a break from their hectic lives, disconnecting in nature, and savoring meaningful moments with the people closest to them. What began with a fixed, nightly cabin rate of \$99 a night had graduated over time to daily yield management, and a steady increase in prices to match rising demand. \$159.. \$179... \$199.. With the onset of the global pandemic in March of 2020, the prospect of getting away to the woods, in rigorously-cleaned, socially-distanced cabins, became even more appealing to homebound consumers, and there was a step change in demand, and prices skyrocketed, crossing \$369 in some markets. Should the company make as much money as quickly as possible to fund further growth, or does that risk that consumers will determine Getaway is too expensive and either never come, or never come more than once?

# OUR LEARNING ENVIRONMENT



## LOCATION

Premium Sydney CBD location. Cliftons at 10 Spring Street is located in the heart of the CBD, just two minutes walk from Wynyard Station or five minutes walk to Circular Quay Station and Ferry Terminal

## VENUE HIGHLIGHTS

Cliftons Spring Street offers the deluxe experience of a fine hotel, complemented by flexibility and technology of a purpose-designed training centre. Spaces in the venue are designed for productivity and comfort with abundant natural light and views of the city surrounds.

## PROGRAM REGISTRATION

Visit [www.harvardclub.org.au](http://www.harvardclub.org.au) for an Application Form or contact, Anita Pike, Program Manager, [programs@harvardclub.org.au](mailto:programs@harvardclub.org.au)

Applications and payment are due four weeks before the program start date.

Early registration is recommended.

## COMPANY SPONSORSHIP

We offer a range of pricing options for companies willing to send teams and/or sponsor multiple participants.

## PROGRAM FEE

A\$10,000 + GST per participant.

The program is **non-residential** and price includes all course materials, morning tea, lunch and afternoon tea each day.

## FOR MORE INFORMATION

Please contact a program team member:  
Anita Pike, Ben Attfield, Program Managers, or  
Melinda Muth, Program Director

**02 8916 6384**

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