

Young Captain Program – 2024

BOARD LEADERSHIP AND SYSTEM SHIFTS IN A VUCA WORLD

Initiatives of the Young Captain Netherlands Foundation





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Board leadership and system shifts in a VUCA world

Technological, geopolitical, regulatory, societal and climate changes have unleashed system shifts that will reshape our lives and businesses. Organizations can no longer focus solely on short-term shareholder value, they need to create sustainable long-term value for multiple stakeholders by balancing financial and economic results, transparency, social interests and the environment. The quality of the decisions that boards make in these uncertain times is a measure of their effectiveness.

Investors, employees, green activists, litigators, media, consumers and other stakeholders have a growing influence on companies. It is not enough to comply with new regulations for transparency and reporting. Boards need to put Environment, Social and Governance (ESG) high on their agenda and integrate it in their purpose, strategy, operations and competencies. In order to survive, they need to strive for inclusivity and bring humanity back to business.

Changing role and expectations of board members

In this era of large transformations in a volatile, uncertain, complex and ambiguous (VUCA) world, the role, duties and responsibilities of board leaders are changing. There is a call for boards to have the courage to make decisions while the effects are unknown and to include the next generation leaders and their perspectives in the boardroom. This places new collective leadership responsibilities on you as Young Captain.

The moment you become a member of an Executive Board, expectations from multiple internal and external stakeholders rise. Your role is no longer to fulfill a specific management task for a particular business or function within the organization. Instead, you will operate in many contexts at the same time and take responsibility for the whole picture.

Design & content of the Young Captain Program

During this two-day program, you will learn which system shifts are happening in the world, what the effect is on how the boardroom functions, how the role and responsibilities of boards are changing and how you as a leader can make a real difference and deal with system shifts. The program design is structured according to the outside-in perspective:

World > Market > Organization > Personal level

Have a track record in a managerial position

Leads a major business unit, operating company or geographical region and is in the sub-top of the company. Stands-out amongst others/peers.

Interact directly with top management

Reports to the top management, or has frequent interaction with the top management.



Program structure:

1. Society & World:

You need to be aware of the broader role that your organization plays in relation to many system shifts in the outside world. And the expectations that the outside world has of boards or even imposes on board members. There are developments that you must consider in ESG, regulatory, (geo-)political and economic spheres, both nationally and internationally. In this first part of the program you will become aware of important developments and your fiduciary duties and impact on society and the environment now and in the future.

2. Markets & Eco-systems:

The board does not act in isolation. It's important to know the developments, transitions and interests of different stakeholders in your market and value chain. Stakeholder acceptance is a key element of the license to operate. In this second part of the program you will learn how to deal with stakeholder expectations and create sustainable long term value in capital markets.

3. Organization, Strategy & Culture:

You are responsible for the current and future performance of the entire organization and hence for the innovation and alignment of all the components. Developments in technology and digitalization go fast. In this third part of the program, you will be challenged to shape the digital strategy to realize your organizations' goals. And "culture eats strategy for breakfast", so you will also learn what the impact is of you as leader and an inclusive and diverse culture in organizations.

4. Personal leadership:

You are nominated as Young Captain because you distinguish yourself with courage, decisiveness and originality and you see leadership as a social, personal and economic responsibility. To be successful as board member, you need to take yourself as human into the boardroom with all your character traits, vulnerability, and energy balance. In this last part of the program you will be challenged with complex dilemmas, like in the field of ESG, and make decisions while the outcome is unknown. How do you deal with these dilemmas? The big challenge in an executive role is whether you are able to maintain your integrity as a person and with it your independent views and purpose. The program includes the most relevant topics in combination of short lectures, case studies, discussion, reflection and dialogue with experienced professionals.

1 SOCIETY & WORLD	2 MARKETS & ECO-SYSTEMS		3 ORGANIZATION, STRATEGY & CULTURE		4 PERSONAL LEADERSHIP	
Societal and environmental challenges Corporate governance, ESG and fiduciary duties of boards	The new license to operate: stakeholder acceptance	Sustainable long-term value creation in capital markets	Digital transformation strategy challenge	Impact of leaders and a diverse and inclusive culture	Decision making, ethics and ESG-dilemmas in a VUCA world	Purpose driven innovation: make it personal
<ul style="list-style-type: none"> • A public authority • A&O Shearman 	<ul style="list-style-type: none"> • Hill + Knowlton Strategies 	<ul style="list-style-type: none"> • ING 	<ul style="list-style-type: none"> • BCG 	<ul style="list-style-type: none"> • Spencer Stuart 	<ul style="list-style-type: none"> • KPMG 	<ul style="list-style-type: none"> • Nyenrode Business Universiteit

Interactive lectures / Case studies / Discussions / Fireside session & Networking

Personal leadership / Assessment / Reflection & Vitality sports

Media interviews and feedback sessions

Young Captain Program – 2024

Day 1 | Thursday, August 29th

Early arrival at Groot Heideborgh in Garderen.

This day starts with an introduction to the program and group by Selma Spaans, moderator of this two-day program and director Open Executive Education at Nyenrode Business Universiteit and Reint-Willem van Dijk, Partner at KPMG. Both are board members of Stichting Young Captain Nederland.

- Corporate governance, Strategy, ESG and fiduciary duties of boards – Christiaan de Brauw and Gijs Linse, Partners at A&O Shearman

Afternoon

- The new license to operate: stakeholder acceptance by Ingo Heijnen Strategy Director at Hill+Knowlton Strategies. Ingo is also board member of Stichting Young Captain Nederland.
- Sustainable long-term value creation in capital markets by Rob van Veldhuizen, Global Head Corporate Finance and Tijs Hollestelle, Equity Research; both at ING
- Digital transformation strategy challenge – contributors to be decided
- Walk & talk
- Dinner and fireside speech: Personal leadership development as board member in relation to the system changes in the world by Aukje Doornbos managing director Covestro Netherlands and Young Captain 2015

Day 2 | Friday, August 30th

The day starts with a boxing clinic to boost your personal and leadership vitality.

- Impact of leaders and a diverse and inclusive culture by Linda Ruiters, Myrthe Nuninga, Marieke van Casteren and Shireen Gonlag, all consultants Leadership Advisory at Spencer Stuart
- Decision making, ethics and ESG dilemmas in VUCA world by Bart van Loon partner at KPMG and Angela Ruepert Manager Integrity and Compliance at KPMG. Powered by ESG Innovation Institute

Afternoon

- Purpose driven innovation: make it personal by Desirée van Gorp, professor International Business at Nyenrode Business Universiteit. Powered by ESG Innovation Institute
- Feedback session for participants by Arjen van der Sar, media trainer, content specialist at Hill+Knowlton Strategies
- Wrap up by moderator Selma Spaas

Venue

Bilderberg Hotel Résidence Groot Heideborgh, Garderen



Key take aways for you as a participating candidate

- This program is a good preparation for the next step in your career, and - led by expert professionals and people with boardroom experience - shows you what is expected of you in a position at boardroom level;
- You will be challenged and stretched on a personal level, as to who you are as a leader;
- It will broaden your view of governance issues, including ESG, and with it your own future development;
- In interaction with fellow participants, you will look beyond the confines of the issues in your own branch of business;
- You will become part of a network of promising (future) Dutch business leaders and you will continue learning together in an alumni program;
- Your visibility as talented leader and possible future board member will increase, especially when you are a finalist.

Key take aways for your company:

- Participating in this program is a true investment in your current and future role in your organization;
- The program broadens not only your understanding of social, environmental and governance issues, but also your employability in executive roles;
- It broadens your network and brings positive visibility to your organization as being an organization that fosters talented and responsible leaders.

For whom - Candidates for the Young Captain Award

This two-day program is offered to all candidates who are nominated by their companies for the 2024 Young Captain Award. These candidates have been selected because of their potential to play a role at the highest level in their company. Because they distinguish themselves with courage, decisiveness and originality and think internationally. And who see leadership as a social, personal and economic responsibility.

The program offers a unique overview of the skills needed as a member of the Executive Board and supports them on their way to boardroom readiness. The program is under the direction of our academic partner Nyenrode Business Universiteit. The winner of the Young Captain Award will be rewarded with the possibility to participate in the New Board Program of Nyenrode, free of charge.

By whom - Young Captain Nederland and partners

The program is offered by Stichting Young Captain Nederland in close cooperation with several expert partners, to develop the knowledge, ambitions, talent and visibility of next generation board leaders. With the aid of these partners, the participants are taken into the world of the boardroom and prepared for possible responsibilities at that level in the future.

