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Dates: 10/06/1996 - 11/08/1996

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THE WORLD BANK

Washington, D.C.

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Meeting: Harvard Returnees
(Module 1 of Executive Dev't Program)

Friday, November 8, 1996
10:00 - 11:00 p.m.
JB 1-080



President Wofensohn - Briefings Books for Presidents Meetings - Meeting Material
Harvard Returnees - Module 1 of Executive Development Program - November 8,

R2002-036 Other #: 25 Box #: 186475B

30485784



Archive Management for the President's Office

Document Log

Reference # : Archive-01003

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Edit

Print

A. CLASSIFICATION

- ☒ Meeting Material
- ☐ Trips
- ☐ Speeches

- ☐ Annual Meetings
- ☐ Corporate Management
- ☐ Communications with Staff

- ☐ Phone Logs
- ☐ Calendar
- ☐ Press Clippings/Photos

- ☐ JDW Transcripts
- ☐ Social Events
- ☐ Other

B. SUBJECT: Brief: Meeting on Harvard Returnees (Module 1 of Executive Development Program) -- Friday, December 8, 1996 @ 10 a.m.

DATE: 11/08/96

C. VPU

Corporate

- ☐ CTR
- ☐ EXT
- ☐ LEG
- ☐ MPS
- ☐ OED
- ☐ SEC/Board
- ☐ TRE

Regional

- ☐ AFR
- ☐ EAP
- ☐ ECA
- ☐ LAC
- ☐ MNA
- ☐ SAS

Central

- ☐ CFS
- ☐ DEC
- ☐ ESD
- ☐ FPD
- ☐ FPR
- ☒ HRO

Affiliates

- ☐ GEF
- ☐ ICSID
- ☐ IFC
- ☐ Inspection Panel
- ☐ Kennedy Center
- ☐ MIGA

D. EXTERNAL PARTNER

- ☐ IMF
- ☐ UN
- ☐ MDB/Other IO
- ☐ NGO
- ☐ Private Sector

- ☐ Part I
- ☐ Part II
- ☐ Other

E. COMMENTS: Program participants & Daily Agenda for Cohort 1 Participants


File Location

- ☐ EXC
- ☐ IISC
- ☒ Archives

Cleared By

Date:

11/08/96

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Additional Material - Talking Points

Meeting: Harvard Returnees
(Cohort 1 - Executive Dev't Program)

Friday, November 8, 1996

10:00 - 11:0 a.m.

J B 1-080

Mr Wolfenson:

Harry & I need to talk to you -
before your 11:15 mtg w/ A.I.

(re: concern from Sven, ombudsman &
and Richard on IPANet.)

Ol

Talking points will
be provided by
Geoff on Thursday.

**Executive Development Program
Participants**

NAME	TITLE	ORGANIZATION	ADDRESS	PHONE	FAX
Ms. Jan Beagle	Deputy Director, Specialist Services Division, Office of Human Resource Management	United Nations Secretariat	United Nations HQ's Room 2500-A NY, NY 10017	212-963-3432	212-963-9514
Mr. Ian Kinniburgh	Chief Office of the Under-Secretary General, Department for Economic and Social Information and Policy Analysis	United Nations Secretariat	United Nations HQ's DC-2, Room 2314 NY, NY 10017	Contact Jan Beagle	
Mr. Jean-Pierre Bernard	Head of Financial Markets Division--oversees money markets and Asset& Liquidity management	Societe Generale	On Exchange at World Bank with INVSO-- Marc Babin D5-029	473-5260	
Mr. Gilles Fabre-Rousseau	Stationed in Italy as Water Business Manager and Finance & Contract manager for CREA	Lyonnaise Des Eaux	On Exchange at World Bank with TWUWS-- Guillermo Yepes S4-135	473-5302	
Mr. Ludwig Zink	Has been working on the "Technologies & Project Task Force" responsible for introducing innovative technologies to their customer base	Siemens-Nixdorf	On Exchange at World Bank with ITS-- Mohamed Muhsin R4-045	473-7905	
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Mr. G.M. Woldu	Director, Strategic Planning and Operations Policy Department	African Development Bank	African Development Bank 01 B.P. 316 Abidjan 01 Cote Divoire		
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Jayasankar Shivakumar	Division Chief	EA1IN	D8-065		
Joseph Goldberg	Division Chief	EA2RS	D7-067		
Gershon Feder	Division Chief	EA3AG	MC9-437		
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Gerhard Pohl	Manager	EMTPS	H8-093		
Salah Darghouth	Division Chief	MN2NE	H9-001		
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Basil Kavalsky	Director	EC4DR	H5-177		
Jean Michel Severino	Director	EC2DR	H11-067		
Gobind Nankani	Director	LA1DR	Q7-039		

Executive Development Program Participants

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Rachel Weaving	Senior External Affairs Counselor	DGO	G7-137		
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Ann Rennie	Manager, Personnel	CPAPS	I2-007		
Yutaka Suzuki	Principal Investment Officer	CAGGR	K8-149		
Michael Essex	Resident Representative	CMERI	Javed Hamid(contact) I9-129		
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Franco Passacantando	Executive Director	EDS21	E 1307		
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Ana Flavia Fonseca	Senior Information Officer	ITSIO	R7-079		
Jacobus Van Den Berg	Division Chief	GSDPC	O6-315		
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Jean Bradier	Manager	HRGCU	S3-023		
Sithamparam Sengamalay	Division Chief	LOAAF	MC3-439		
Charles McDonough	Section Chief	ACTCO	E7-117		
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Deborah Knight	Senior Information Officer	TREIS	D4-095		
Paula Donovan	Director	FRMDR	Q4-127		
John Briscoe	Division Chief	TWUWS	S5-041		

**Executive Development Program
Participants**

Michael Cohen	Senior Policy Advisor	ESDVP	S7-027		
Gloria Davis	Division Chief	ENVSP	S5-029		
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Aubrey Williams	Principal International Relations	PSP	S10-035		
Hans Jurgen Gruss	Chief Counsel	LEGMN	D6-019		
Douglas Webb	Legal Advisor	LEGPS	D6-057		

The World Bank Group Executive Development Program

Module One: October 6-18, 1996

Sunday, October 6, 1996

1:00 - 4:30 p.m.	Registration	The DoubleTree Hotel
* 4:00 p.m.	Early Departure for HBS	Hotel Lobby
* 4:15 p.m.	Campus Tour	Cumnock Hall
4:30 p.m.	Depart for HBS	Hotel Lobby
5:00 - 6:00 p.m.	Opening Session <i>Professor W. Earl Sasser Senior Associate Dean Chair, Executive Education</i> <i>Professor Michael Yoshino Harvard Business School Chair, Module One</i>	Cumnock 102
6:00 - 7:00 p.m.	Reception	Kresge, Faculty Club
7:00 p.m.	Dinner	Kresge, North Terrace
8:30 p.m.	Depart for The DoubleTree Hotel	Kresge
9:00 - 9:30 p.m.	Discussion Groups	The DoubleTree Hotel <i>Executive Suites</i>

Monday, October 7, 1996

7:00 - 7:45 a.m.	Breakfast	The DoubleTree Hotel <i>Sculler's Grille</i>
7:45 - 8:30 a.m.	Discussion Groups	The DoubleTree Hotel <i>Executive Suites</i>
8:30 a.m.	Buses Depart for HBS	Hotel Lobby
9:00 - 10:15 a.m.	Case: World Bank (A): Under Siege <i>Professor George Lodge</i>	Cumnock 102
10:15 - 10:30 a.m.	Coffee Break	Cumnock 101
10:30 - 11:45 a.m.	General Electric Discussion <i>Professors Hugo Uytterhoeven and Michael Yoshino</i>	Cumnock 102
11:45 - 12:00	Coffee Break	Cumnock 101
12:00 - 1:15 p.m.	Self Preparation: Jack Welch: General Electric's Revolutionary	Cumnock 102
1:15 - 2:15 p.m.	Lunch	Kresge, Boardroom
2:15 - 3:30 p.m.	Case: Jack Welch: General Electric's Revolutionary <i>Professors Hugo Uytterhoeven and Michael Yoshino</i>	Cumnock 102
3:30 p.m.	First Bus Departs to Hotel	Cumnock Hall
4:30 p.m.	Second Bus Departs to Hotel	Cumnock Hall
6:30 - 8:00 p.m.	Dinner	The DoubleTree Hotel <i>Winthrop Room</i>
9:00 - 10:00 p.m.	Discussion Groups	The DoubleTree Hotel <i>Executive Suites</i>

Tuesday, October 8, 1996

7:00 - 7:45 a.m.	Breakfast	The DoubleTree Hotel <i>Sculler's Grille</i>
7:45 - 8:30 a.m.	Discussion Groups	The DoubleTree Hotel <i>Executive Suites</i>
8:30 a.m.	Buses Depart for HBS	Hotel Lobby
9:00 - 10:15 a.m.	Case: Crown Cork and Seal in 1989 <i>Professor Pankaj Ghemawat</i>	Cumnock 102
10:15 - 10:30 a.m.	Coffee Break	Cumnock 101
10:30 - 11:45 p.m.	Case: Population Services International: The Social Marketing Project in Bangladesh <i>Professor Kash Rangan</i>	Cumnock 102
11:45 - 12:00	Coffee Break	Cumnock 101
12:00 - 1:15 p.m.	Case: "What if we could start over?" The U.S. Forest Service champions "bottom-up management" <i>Professor Dutch Leonard</i>	Cumnock 102
1:15 - 2:15 p.m.	Lunch	Kresge, Boardroom
3:00 - 4:15 p.m.	Case: YPF, Sociedad Anónima (A) and (B) <i>Professor Michael Yoshino</i>	McCollum 202
4:15 p.m.	First Bus Departs to Hotel	Cumnock Hall
5:15 p.m.	Second Bus Departs to Hotel	Cumnock Hall
6:30 - 8:00 p.m.	Dinner	The DoubleTree Hotel <i>Winthrop Room</i>
9:00 - 10:00 p.m.	Discussion Groups	The DoubleTree Hotel <i>Executive Suites</i>

Wednesday, October 9, 1996

7:00 - 8:00 a.m.	Breakfast	The DoubleTree Hotel <i>Sculler's Grille</i>
8:00 a.m.	Buses Depart for HBS	Hotel Lobby
8:30 - 9:45 a.m.	Case: Freeport Indonesia <i>Professor Kash Rangan</i>	Cumnock 102
9:45 - 10:00 a.m.	Coffee Break	Cumnock 101
10:00 - 11:45 a.m.	Customer Workshop Session <i>Professors Kash Rangan, Pankaj Ghemawat and Dutch Leonard</i>	Cumnock 102
11:45 - 12:00	Coffee Break	Cumnock 101
12:00 - 1:15 p.m.	Case: Ellen Schall and NY Dept. of Juvenile Justice <i>Professor Mark Moore</i>	Cumnock 102
1:15 - 2:15 p.m.	Lunch	Kresge, Boardroom
2:15 - 3:45 p.m.	Lecture: Economic Development and Foreign Investment <i>Professor Antonio Borges</i>	Cumnock 102
3:45 p.m.	First Bus Departs to Hotel	Cumnock Hall
4:45 p.m.	Second Bus Departs to Hotel	Cumnock Hall
6:30 - 8:00 p.m.	Dinner	The DoubleTree Hotel <i>Winthrop Room</i>
9:00 - 10:00 p.m.	Discussion Groups	The DoubleTree Hotel <i>Executive Suites</i>

Thursday, October 10, 1996

7:00 - 8:00 a.m.	Breakfast	The DoubleTree Hotel <i>Sculler's Grille</i>
8:00 a.m.	Buses Depart for HBS	Hotel Lobby
8:30 - 9:45 a.m.	Lecture <i>Professor Hugo Uytendhoeven</i>	Cumnock 102
9:45 - 10:00 a.m.	Coffee Break	Cumnock 101
10:00 - 11:15 a.m.	Case: Korean Development and Western Economics <i>Professor George Lodge</i>	Cumnock 102
11:15 - 11:30 a.m.	Coffee Break	Cumnock 101
11:30 - 12:45 p.m.	Case: Veraguas (A): System of Poverty <i>Professor George Lodge</i>	Cumnock 102
12:45 - 1:45 p.m.	Lunch	Kresge, Boardroom
1:45 - 3:00 p.m.	Case: Police Corruption in La Paz <i>Professor Mark Moore</i>	Cumnock 102
3:00 - 3:15 p.m.	Coffee Break	Cumnock 101
3:15 - 4:30 p.m.	Lecture: Rethinking Economic Reform in a Democratic Context <i>Professors Shirley Williams and Merilee Grindle</i>	Cumnock 102
4:30 p.m.	First Bus Departs to Hotel	Cumnock Hall
5:30 p.m.	Second Bus Departs to Hotel	Cumnock Hall
6:30 - 8:00 p.m.	Dinner	The DoubleTree Hotel <i>Charles River Room</i>
9:00 - 10:00 p.m.	Discussion Groups	The DoubleTree Hotel <i>Executive Suites</i>

Friday, October 11, 1996

7:00 - 7:45 a.m.	Breakfast	The DoubleTree Hotel <i>Sculler's Grille</i>
7:45 - 8:30 a.m.	Discussion Groups	The DoubleTree Hotel <i>Executive Suites</i>
8:30 a.m.	Buses Depart for HBS	Hotel Lobby
9:00 - 10:15 a.m.	Case: World Bank: Poverty Reduction (A1) Veraguas: Engine of Change(B) <i>Professor George Lodge</i>	Cumnock 102
10:15 - 10:30 a.m.	Coffee Break	Cumnock 101
10:30 - 11:45 a.m.	Case: Adolph Coors in the Brewing Industry <i>Professor Eduardo Ballarin</i>	Cumnock 102
11:45 - 12:00 p.m.	Coffee Break	Cumnock 102
12:00 - 1:15 p.m.	Lecture: Rethinking Economic Reform in a Democratic Context <i>Professors Shirley Williams and Merilee Grindle</i>	Cumnock 102
1:15 - 2:15 p.m.	Lunch	Kresge, Boardroom
2:15 - 3:30 p.m.	Lecture: Comparative National and Economic Strategies <i>Professor Bruce Scott</i>	Cumnock 102
3:30 p.m.	First Bus Departs to Hotel	Cumnock Hall
4:30 p.m.	Second Bus Departs to Hotel	Cumnock Hall
6:30 - 8:00 p.m.	Dinner	The DoubleTree Hotel <i>Winthrop Room</i>
9:00 - 10:00 p.m.	Discussion Groups	The DoubleTree Hotel <i>Executive Suites</i>

Saturday, October 12, 1996

7:00 - 7:45 a.m.	Breakfast	The DoubleTree Hotel <i>Sculler's Grille</i>
7:45 - 8:30 a.m.	Discussion Groups	The DoubleTree Hotel <i>Executive Suites</i>
8:30 a.m.	Buses Depart to HBS	Hotel Lobby
9:00 - 10:15 a.m.	Case: Acción International <i>Professor Peter Zimmerman</i>	Cumnock 102
10:15 - 10:30 a.m.	Coffee Break	Cumnock 101
10:30 - 11:45 a.m.	Case: Zambia and World Bank's Agricultural Sector Investment Program <i>Professor George Lodge</i>	Cumnock 102
11:45 - 12:00	Coffee Break	Cumnock 101
12:00 - 1:15 p.m.	Lecture <i>Professor Hugo Uytterhoeven</i>	Cumnock 102
1:15 - 2:15 p.m.	Lunch	Kresge, Boardroom
1:15 p.m.	First Bus Departs to Hotel	Cumnock Hall
1:45 p.m.	Second Bus Departs to Hotel	Cumnock Hall
2:15 p.m.	Third Bus Departs to Hotel	Cumnock Hall
6:00 p.m.	Buses Depart to Prudential Center	Hotel Lobby
6:30 - 7:15 p.m.	Reception	Skywalk <i>Top of the Hub Restaurant</i>
7:15 - 9:00 p.m.	Dinner	Skywalk <i>Top of the Hub Restaurant</i>
9:00 p.m.	Buses Return to Hotel	Prudential Center

Sunday, October 13, 1996

10:00 a.m. - 1:00 p.m.

Brunch

The DoubleTree Hotel
Charles River Room

9:00 - 10:00 p.m.

Discussion Groups

The DoubleTree
Executive Suites

Monday, October 14, 1996

7:00 - 7:45 a.m.	Breakfast	The DoubleTree Hotel <i>Sculler's Grille</i>
7:45 - 8:30 a.m.	Discussion Groups	The DoubleTree Hotel <i>Executive Suites</i>
8:30 a.m.	Buses Depart to HBS	Hotel Lobby
9:00 - 10:15 a.m.	Case: CARE USA and Its Mission in Thailand <i>Professor Peter Zimmerman</i>	Cumnock 102
10:15 - 10:30 a.m.	Coffee Break	Cumnock 101
10:30 - 11:45 a.m.	Case: Enron Development Corporation (A) <i>Professors Kash Rangan and Pankaj Ghemawat</i>	Cumnock 102
11:45 - 12:00 p.m.	Coffee Break	Cumnock 101
12:00 - 1:15 p.m.	Lecture <i>Professor Eduardo Ballarin</i>	Cumnock 102
1:15 - 2:15 p.m.	Lunch	Kresge, Boardroom
2:15 - 3:45 p.m.	Case: Wal*Mart Stores, Inc. <i>Professor Pankaj Ghemawat</i>	Cumnock 102
3:45 p.m.	First Bus Departs to Hotel	Cumnock Hall
4:45 p.m.	Second Bus Departs to Hotel	Cumnock Hall
6:30 - 8:00 p.m.	Dinner	The DoubleTree Hotel <i>Charles River Room</i>
9:00 - 10:00 p.m.	Discussion Groups	The DoubleTree Hotel <i>Executive Suites</i>

Tuesday, October 15, 1996

7:00 - 8:00 a.m.	Breakfast	The DoubleTree Hotel <i>Sculler's Grille</i>
8:00 a.m.	Buses Depart to HBS	Hotel Lobby
8:30 - 9:45 a.m.	Case: Star TV - ABC <i>Professor Michael Yoshino</i>	Cumnock 102
9:45 - 10:00 a.m.	Coffee Break	Cumnock 101
10:00 - 11:15 a.m.	Case: NYPD New <i>Professor Mark Moore</i>	Cumnock 102
11:15 - 11:30 a.m.	Coffee Break	Cumnock 101
11:30 - 12:45 p.m.	Lecture: Kendall Square Research <i>Professor Tom Piper</i>	Cumnock 102
12:45 - 1:45 p.m.	Lunch	Kresge, Boardroom
1:45 - 3:00 p.m.	Lecture <i>Professor Hugo Uytendhoeven</i>	Cumnock 102
3:15 - 4:30 p.m.	Lecture: The Global Context of Economic Reform <i>Professor Jeff Sachs</i>	McCollum 202
5:30 - 6:30 p.m.	Reception	Dean's House
6:30 p.m.	Buses Depart to Hotel	Kresge
7:00 - 8:00 p.m.	Dinner	The DoubleTree Hotel <i>Winthrop Room</i>
9:00 - 10:00 p.m.	Discussion Groups	The DoubleTree Hotel <i>Executive Suites</i>

Wednesday, October 16, 1996

7:00 - 7:45 a.m.	Breakfast	The DoubleTree Hotel <i>Sculler's Grille</i>
7:45 - 8:30 a.m.	Discussion Groups	The DoubleTree Hotel <i>Executive Suites</i>
8:30 a.m.	Buses Depart to HBS	Hotel Lobby
9:00 - 10:15 a.m.	Case: Partners for Development Reorganizes its Dongola Office <i>Professor Peter Zimmerman</i>	Cumnock 102
10:15 - 10:30 a.m.	Coffee Break	Cumnock 101
10:30 - 11:45 a.m.	Case: The Aravind Eye Hospital <i>Professor Kash Rangan</i>	Cumnock 102
11:45 - 12:00 p.m.	Coffee Break	Cumnock 101
12:00 - 1:15 p.m.	Case: Chinon, S.A. <i>Professor Tom Piper</i>	Cumnock 102
1:15 - 2:15 p.m.	Lunch	Kresge, Boardroom
2:15 - 3:30 p.m.	Lecture <i>Professor Hugo Uytterhoeven</i>	Cumnock 102
3:30 p.m.	First Bus Departs to Hotel	Cumnock Hall
4:30 p.m.	Second Bus Departs to Hotel	Cumnock Hall
6:30 - 8:00 p.m.	Dinner	The DoubleTree Hotel <i>Charles River Room</i>
9:00 - 10:00 p.m.	Discussion Groups	The DoubleTree Hotel <i>Executive Suites</i>

Thursday, October 17, 1996

7:00 - 7:45 a.m.	Breakfast	The DoubleTree Hotel <i>Sculler's Grille</i>
7:45 - 8:30 a.m.	Discussion Groups	The DoubleTree Hotel <i>Executive Suites</i>
8:30 a.m.	Buses Depart to HBS	Hotel Lobby
9:00 - 10:15 a.m.	Case: Infinity Carpets, Inc. <i>Professor Tom Piper</i>	Cumnock 102
10:15 - 10:30 a.m.	Coffee Break	Cumnock 101
10:30 - 11:45 a.m.	Case: Infinity Carpets, Inc. <i>Professor Tom Piper</i>	Cumnock 102
11:45 - 12:00	Coffee Break	Cumnock 101
12:00 - 1:15 p.m.	Case: Nucor at a Crossroads <i>Professors Ghemawat and Piper</i>	Cumnock 102
1:15 - 2:15 p.m.	Lunch	Kresge, Boardroom
2:15 - 3:30 p.m.	Lecture: Nucor at a Crossroads <i>Professor Pankaj Ghemawat</i>	Cumnock 102
3:30 - 4:00 p.m.	Coffee Break	Cumnock 101
3:45 - 4:00 p.m.	Strategy Workshop Introduction <i>Professors Ghemawat, Rangan, Lodge, Sasser and Leonard</i>	Cumnock 102
4:00 p.m.	Buses Depart to Hotel	Cumnock Hall
4:15 - 6:00 p.m.	Workshops	The DoubleTree Hotel <i>Executive Suites</i>
6:30 - 8:00 p.m.	Dinner	The DoubleTree Hotel <i>Charles River Room</i>
9:00 - 10:00 p.m.	Workshops	The DoubleTree Hotel <i>Executive Suites</i>

Friday, October 18, 1996

7:00 - 7:30 a.m.	Breakfast	The DoubleTree Hotel <i>Sculler's Grille</i>
8:00 - 9:30 a.m.	World Bank Workshops	The DoubleTree <i>Executive Suites</i>
9:30 a.m.	Buses Depart for HBS (Early Checkout, Luggage on Bus for 1:00 p.m. Airport Departure)	Hotel Lobby
10:00 - 12:00	Strategy Session <i>Professors Leonard, Rangan, Ghemawat, Lodge and Uytterhoeven</i>	Cumnock 102
12:00 - 12:45 p.m.	Debriefing and Closing <i>Professor Michael Yoshino</i>	Cumnock 102
12:45 p.m.	Boxed Lunches	Cumnock 101
1:00 p.m.	Buses Depart to Hotel for 1:00 p.m. Checkout	Cumnock Hall
1:00 p.m.	Direct Transfer to Logan Airport	Cumnock Hall
1:30 p.m.	Bus to Hotel and Continue to Logan Airport	Cumnock Hall

Mr. James D. Wolfensohn

Meeting with Executive Development Program Cohort 1

November 8, 1996

Talking Points

[Background: There were 56 Bank participants in the first cohort of the EDP, along with 22 from outside institutions, including: UN agencies, the IMF, OXFAM UK & Ireland, Deloitte & Touche, Islamic Development Bank, African Development Bank, InterAmerican Development Bank, the OECF, and a Cameroon NGO. Of the 78 total participants, 22 were women.]

Delighted to be here. I am looking forward very much to what you have to say. [per Tariq, one or two EDs may also be present – if so, you may want to welcome them]

First I would like to think Professor Sasser and Professor Hayes for being here with us. They are going to take what you have to say and incorporate it into the design of the program – both the next modules you will undertake, and the first module for future participants.

Everything I have heard so far is that the program has been a great experience. I really hope so. This kind of training for managers has been needed by the Bank for a long time.

I would like to see ALL managers undergo this, or a similar program by mid-1998. This is a major investment for the Bank, but one that I think has a high pay-off.

I want to be sure that we talk about how to apply your learnings to your work environment. I would like all of you to be thinking about this, and talking about it. I would like to see all of you applying what you have learned to your own units, and share it with your colleagues in other units.

I also understand that in your future modules you will be undertaking projects involving real institutional issues. I hope you will choose real issues that pertain to our work here, and then develop solutions that could really be implemented. I would like to be able to have your case-solving experience in the program not only be training for you, but help us all come up with real solutions to the challenges we face.

Let me remind you that all of you will be spending a week in the field as the final part of your training – and Elaine and I plan to do the same. I encourage you to relate this week to your operational work, and hopefully to interact with one or more of our stakeholders.

Thank you. I look forward to what you have to say.

JDW ← GB

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**THE WORLD BANK GROUP
Executive Development Program**

Brief Overview and Assessment of

Module One

for

President James D. Wolfensohn

Friday, November 8, 1996

THE WORLD BANK GROUP
Executive Development Program
Brief Overview and Assessment of
Module One

Overall usefulness of program:	Outstanding	4.65 out of possible 5
Subject areas most useful:	Most	Strategy Customer Focus Financial Analysis Mission of Bank and Poverty Reduction
	Least	International Economy
Subjects that were particularly challenging:	Most	Strategy Customer Focus Financial Analysis Mission of Bank and Poverty Reduction
	Least	International Economy
Integration of various subjects:	<ul style="list-style-type: none"> • Outstanding 	
World Bank-specific materials:	<ul style="list-style-type: none"> • 70% agree to be about right • Prefer to place it at rear of module • Learning by analogy preferred to Bank-specific materials 	
Suggestions on program content:	<ul style="list-style-type: none"> • Don't mess with success of Module One • Cut out visiting guest speakers • Financial analysis crucial...but tough to digest • More on other international institutions like UN, IFC, IMF undergoing change • Perhaps some "pre-program" homework on fundamentals of finance 	

Potential case study leads:

- Reforms underway in other global outfits
- Privatizations and syndications
- IFC investments in emerging market countries
- Bank's efforts at previous organizational change (1987)
- Centralization and decentralization in other organizations
- 'Successful' Bank practices that are instructive
- Knowledge-intensive companies in operation
- Project finance, and regional bank initiatives
- Tensions between poverty and government

Overall length of program:

- 90% agree with it as it is
- Build in a little more time to pause and reflect

Overall relevance of class materials:

- Outstanding. Minor adjustments
- Perhaps reduce Bank specific work

Quality of presentations in class:

- Stimulating and largely very successful

Faculty effectiveness:

- Very effective overall
- Some linkages and pauses would help

Quality of the summary portion of the module:

- Outstanding 4 out of possible 5

Faculty size:

- 97% agree it is about right

Faculty mix among institutional partners:

- 90% appreciate the current mix

Mix of participants:

- 85% appreciate the mix of participants
- Participants want more "outsiders" from private sector
- Support for Managing Directors and Vice Presidents as participants

Range of Bank/other agencies/private sector participants:

- Participants clearly prefer more "outsiders" especially private sector representatives
- Participants want more "borrowers" in audience
- Participants want more Bank officers from the "field" and abroad

Opportunities to contribute in class:

- 80% delighted with strong emphasis on participation and debate

Administration:

- Outstanding

General Observations:

- Participants appear to favor fewer case materials on the Bank, even more on the private and public sectors. Learning by analogy is catching on quickly.
- Many would prefer the discussion/analysis of poverty reduction and the Mission of the Bank be placed toward the end of Module One. Very divisive issues.
- Most found 'Financial Analysis' to be very valuable but tough to digest in the time allocated. A 'primer' on finance to precede the program?

- Participants would value more linkages between key sections within Module One, and look forward to links between Modules One-Two-Three.
- The form that projects will take in Modules Two and Three will depend largely on the approach President Wolfensohn will want to take to organizational change:
 - does he wish to listen to ideas and only reflect on them?
 - or, will he consider establishing task forces to implement ideas?
 - or, will he build clear linkages between project ideas emanating from modules and the Bank's organizational transformation master plan?
- Participants would like more "outsiders" in the program especially private sector attendees.
- Considerable enthusiasm by participants on the value of learning skills that would enhance career prospects.
- There was considerable discussion about strategy and direction among Bank employees. Participants are wondering who is to provide the strategy for the Bank. Is it the Program Faculty, or President Wolfensohn, or the Board, or Managing Directors and Vice Presidents, or Program Participants?