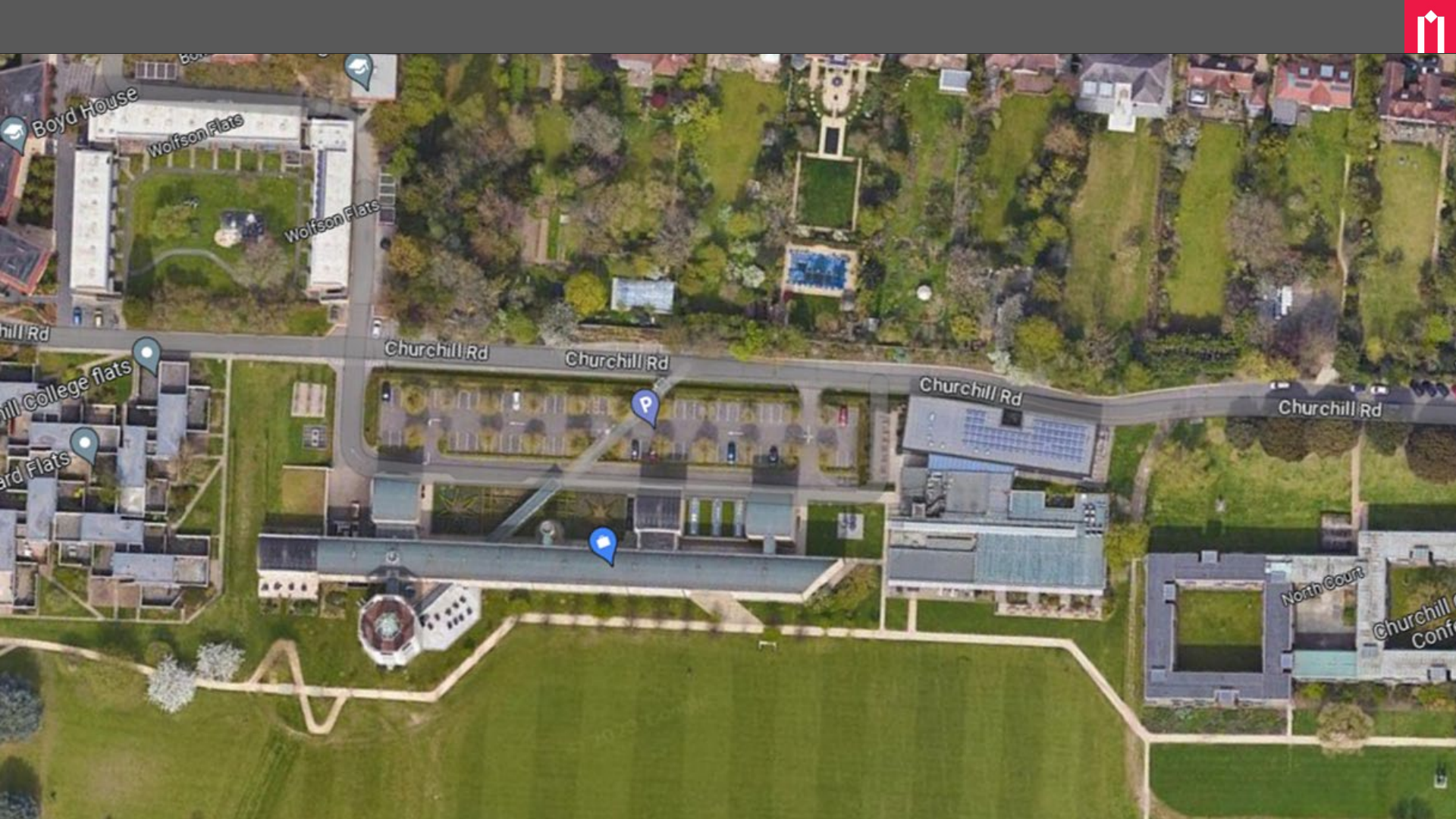


Leadership in a changing world
National Chengchi University (NCCU)



Boyd House

Wolfson Flats

Wolfson Flats

Churchill Rd

Churchill Rd

Churchill Rd

Churchill Rd

Churchill Rd

College flats

Wolfson Flats

North Court

Churchill Conf



Churchill College



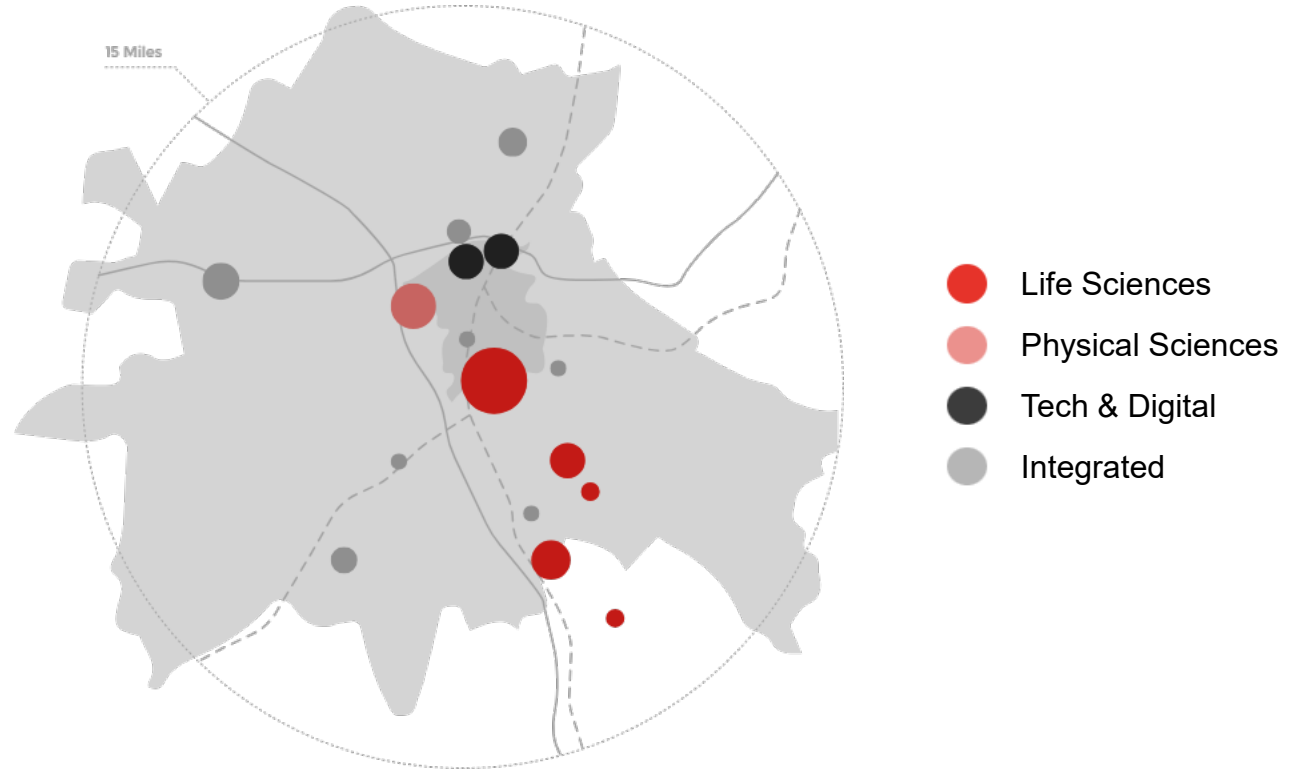


University of Cambridge





The Cambridge ecosystem





Who is in the Cambridge ecosystem?

illumina arm 15 Miles

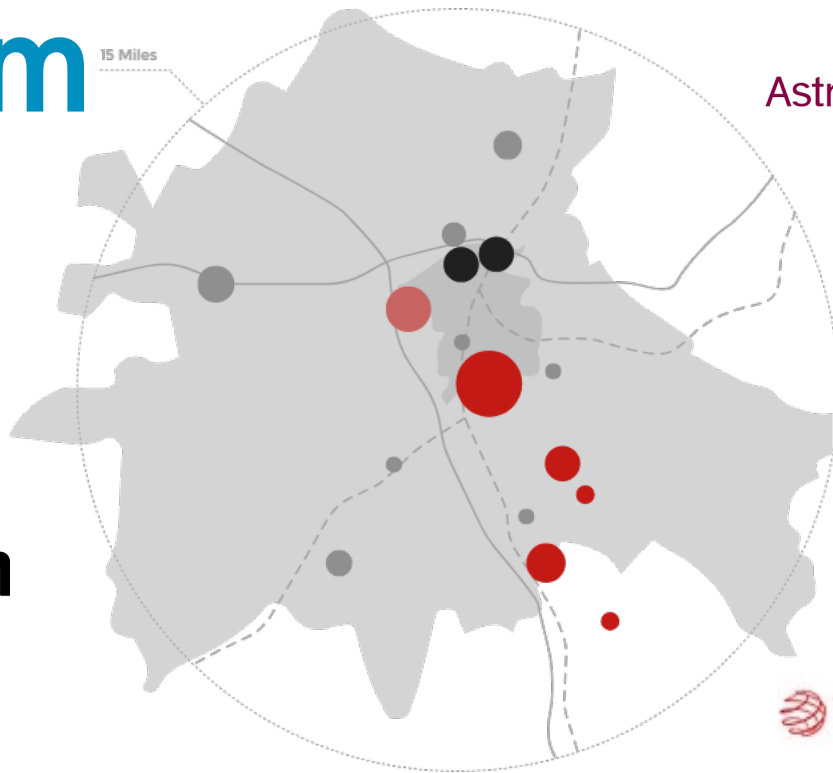
HITACHI

TOSHIBA

Microsoft HUAWEI

SAMSUNG amazon

NOKIA



AstraZeneca Raspberry Pi

mundipharma Qualcomm

cambridge consultants Part of Capgemini Invent CMR SURGICAL

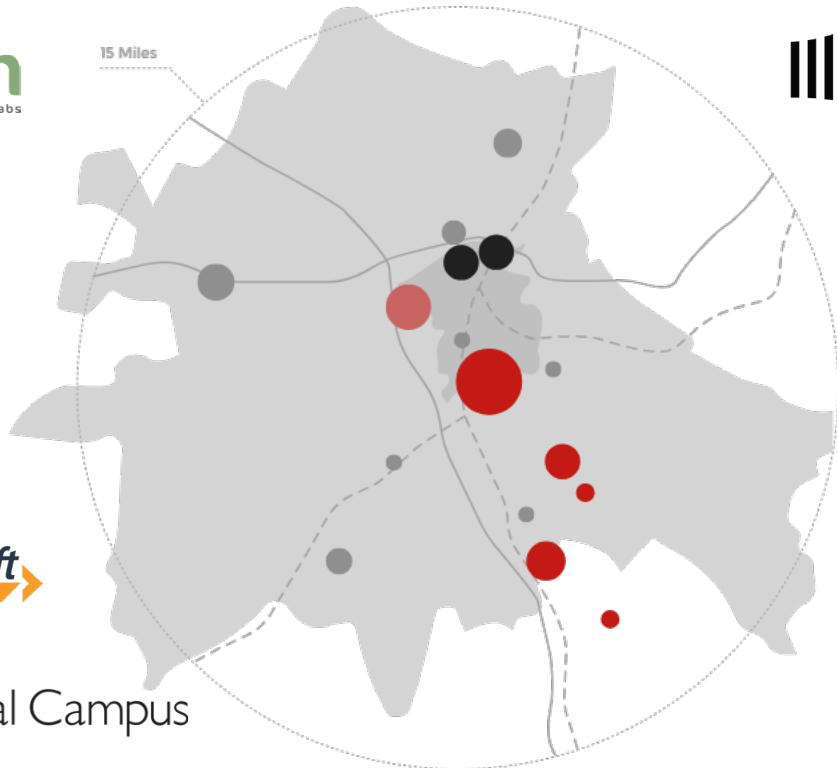
DARKTRACE NAPP

AVEVA

worldpay JAGEX



Who is in the Cambridge ecosystem?





What is the Cambridge ecosystem worth?

26,218
companies

£48bn
turnover

227,841
employees



10.8% growth from
20-21 to 21-22

Knowledge
intensive firms:

5,096
companies

£21bn
turnover



At the heart of the ecosystem



UNIVERSITY OF
CAMBRIDGE

20,247

students

12,437

staff

121

Nobel prizes

23

Unicorns

£550m

research grants

814

years



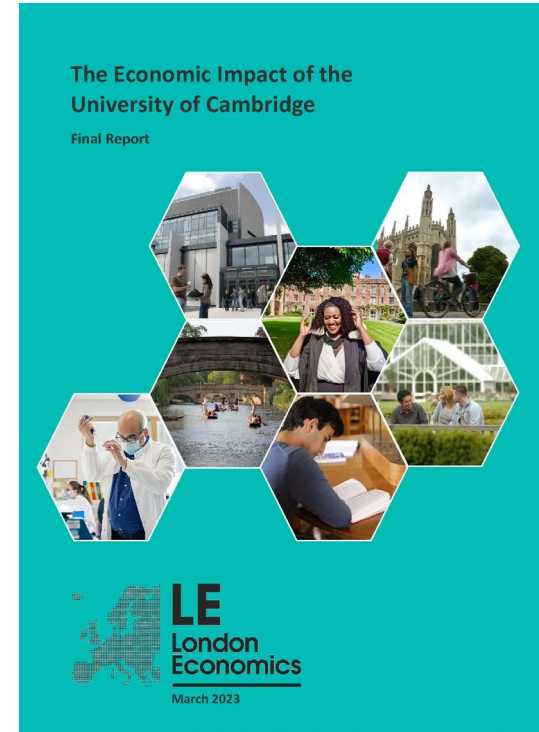
What is the impact of the University of Cambridge?

The economic impact of the University of Cambridge:

- £23.1 billion – from the University's research and knowledge exchange activities (including commercial companies spun out from, or closely associated with, the University and other commercial activity carried out at the University)
- £4.69 billion – from the impact generated by the spending of the University and its colleges
- £716 million – from the University's educational exports
- £693 million – from the University's teaching and learning activities
- £587 million – from the impact of tourism associated with the University

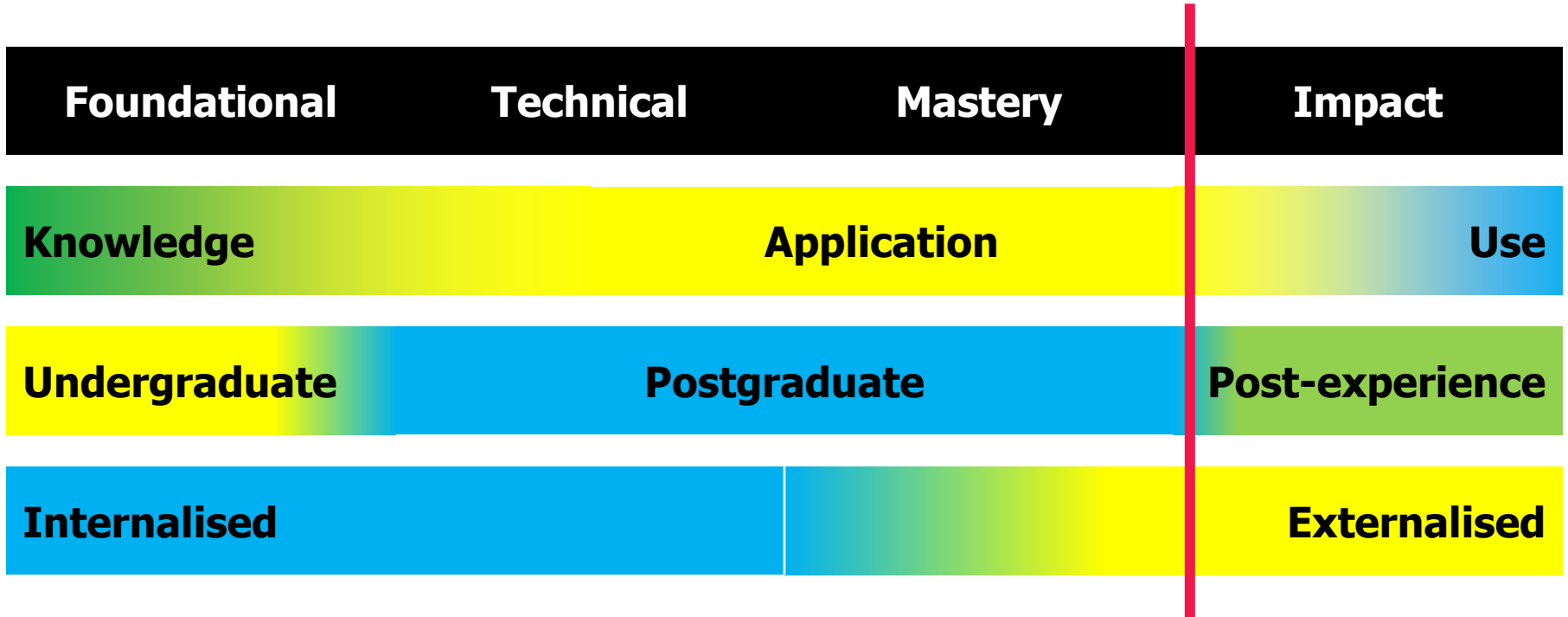
For every £1 the University spends, it creates £11.70 of economic impact.

For every £1 million of publicly funded research income the University receives, it generates £12.65 million in economic impact across the UK.





Learning spectrum





Post-experience learning

- ◆ Is context-based not time-based
- ◆ Is about developing the context
- ◆ Is about unlocking behaviour
- ◆ Is learning about yourself, not learning about things



KNOWLEDGE MOVES ACROSS BORDERS, BEHAVIOURS WAIT TO BE DISCOVERED

"By three methods we may learn wisdom: First, by reflection, which is noblest; Second, by imitation, which is easiest; and third by experience, which is the bitterest."



Your experience this week

Saturday 2nd September

- Navigating a world of complexity, Dr Matthew Agarwala
- Leadership as strategy I: leadership in complexity, Richard Hill
- Management and leadership practices for impact, Colin Hunter
- Leadership as strategy II: leadership for impact, Richard Hill
- Welcome dinner

Sunday 3rd September

- Making decisions amidst uncertainty, Dr Kamila Jozwik
- Panel session on the global context
- Overcoming ambiguity and complexity as a team: Operation Code Crack
- Leadership as strategy III: the power of others, Richard Hill
- Punting on the river

Monday 4th September

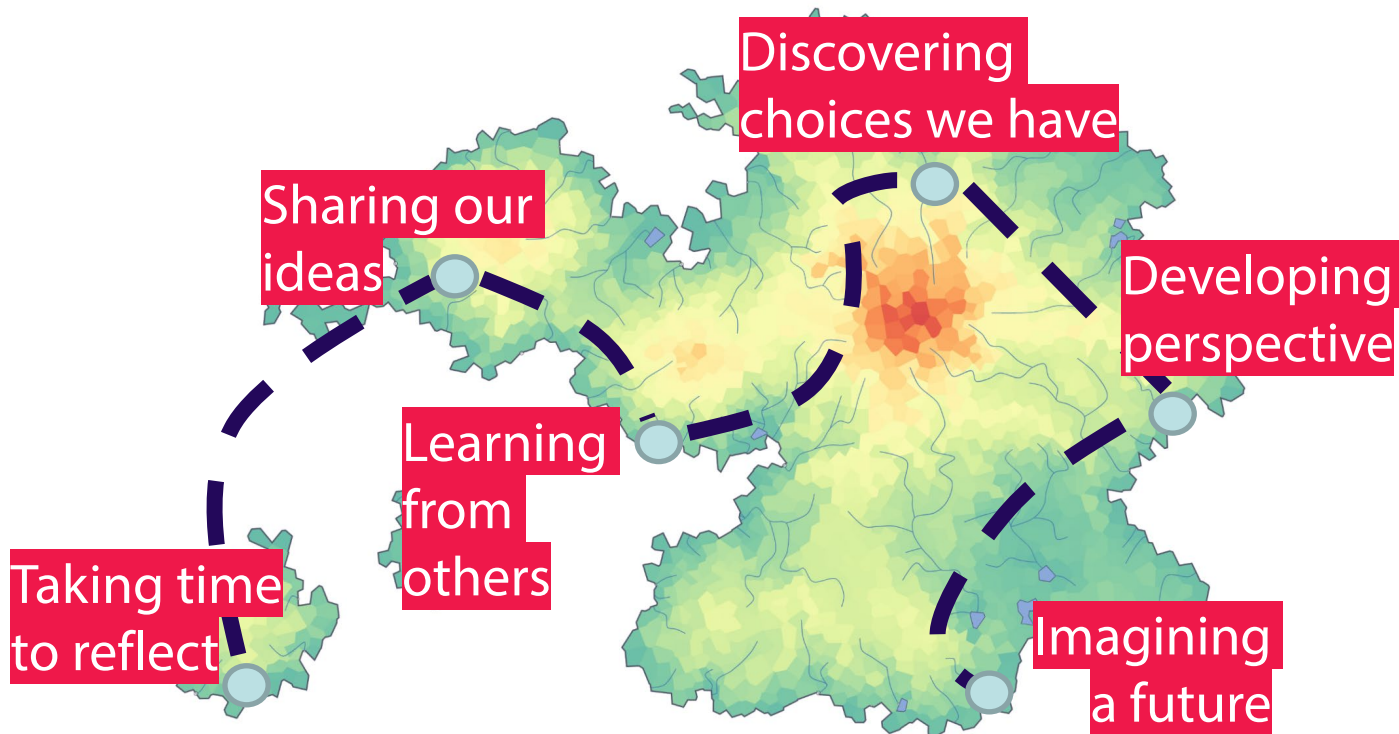
- Mastering change and transformation, Thomas Lawton
- Group photo
- Leadership as a strategy IV: making deliberate choices, Richard Hill
- Certificate presentation
- Formal dinner at Westminster College

Tuesday 5th September

- Vertical Future, Jamie Burrows and Jen Bromley
- Offsite visit at Vertical Future
- Navigating the AI Frontier: Evolution, Workforce Dynamics and Ethics, Marcel Hedman



Our journey





Your travel companions

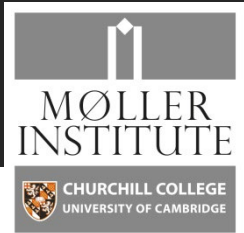
- ◆ Discuss the following question with the person sitting next to you:
 - ◆ What do you hope to achieve during your time in Cambridge?

You have 5 minutes to discuss, then we will ask volunteers to share their goals



Tools and resources

- ◆ Møller Online
- ◆ Faculty and speakers
- ◆ Programme team



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