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PERSONAL APPLICATION FORM

Please write clearly in black and make a copy for your own records.

All information given will be treated in the strictest confidence.

Programme held in Fontainebleau:

- Mod 1:** 12 - 16 January 2009 **Mod 2:** 16 - 20 March 2009 **Mod 3:** 18 - 22 May 2009
 Mod 4: 2 - 5 December 2009 in Singapore

Please note that only complete applications will be reviewed by the Admissions Committee.

Family name (in CAPITALS)..... Mr Ms Dr

First name(s)..... Preferred first name.....

Job title.....

Please **X** one box in each category

YOUR FUNCTION

- 1. R&D
- 2. Finance/Control/Accounting
- 3. Sales/Distribution/Marketing/Advertising/PR
- 4. Human Resources/Personnel
- 5. Logistics
- 6. Corporate Planning
- 7. Technology/Knowledge management
- 8. Other functional management (please specify)

- 9. Consulting/legal
- 10. General management

YOUR GEOGRAPHIC RESPONSIBILITIES

- 1. Main area of responsibility applies to one country
- 2. Main area of responsibility applies to several countries
- 3. Main area of responsibility applies to more than one continent

YOUR POSITION

- 1. Main board director
- 2. Country manager, group head of function and/or reports directly to main board director
- 3. Reports directly to 2 (above)
- 4. Not covered by the above (please specify)

Company..... Website.....

Address.....

City.....Postal/zip codeCountry.....

Telephone..... Mobile telephone.....

Fax..... E-mail.....

Number of employees..... Annual sales (in € or US \$).....

Main field of activity.....

Subsidiary of (if applicable).....

Address.....

City.....Postal/zip codeCountry.....

Telephone..... Fax.....

PERSONAL INFORMATION

Private address.....

City.....Postal/zip codeCountry.....

Telephone.....

E-mail.....

Date of birth (dd/mm/yy)..... Age..... Male Female Nationality.....

Single Married Other

If you have children, what are their ages?

INSEAD Executive Education

The Challenge of Leadership

Education (last two academic institutions only). Dates attended, degrees received.

Please attach here one recent passport-type photograph with your name on the back.

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Have you attended previous executive education programmes (at INSEAD or elsewhere)? Please give institution, programme and year.

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How did you hear about the programme?

- Superior
- Colleague
- Human Resources department
- Mailing
- Word of mouth
- Internet website
- Advertisement (please specify publication).....

Other (please specify).....

Please give the name of the senior Human Resource executive in your company/division.

Family name (in CAPITALS)..... First name.....

Job title..... Company.....

Address.....

City..... Postal/zip code Country.....

Telephone..... Fax..... E-mail.....

Please indicate to whom the invoice should be sent.

Family name (in CAPITALS)..... First name.....

Job title..... Company.....

VAT n° (mandatory for EU countries).....

Address.....

City..... Postal/zip code Country.....

Telephone..... Fax..... E-mail.....

Applicant's Signature..... **Date**.....

SPONSORING EXECUTIVE

By his/her signature below, the sponsoring executive confirms that the applicant has an excellent command of English, that he/she will be completely free of company duties during the programme, and that the company guarantees to pay the tuition fee, and cancellation fee if applicable.

Family name (in CAPITALS)..... First name.....

Job title..... Company.....

Address.....

City..... Postal/zip codeCountry.....

Telephone..... Fax..... E-mail.....

Sponsoring Executive's Signature..... **Date**.....

The Challenge of Leadership

This Application for Admission should be completed and returned to:

Europe Campus

Liz Ciccarella

Associate Director, Open-Enrolment Programmes

INSEAD

Boulevard de Constance

77305 Fontainebleau Cedex, France

Tel: +33 (0)1 60 72 40 30

Fax: +33 (0)1 60 74 55 13

E-mail: liz.ciccarella@insead.edu

www.insead.edu

CANCELLATION POLICY

Cancellation charges are as follows:

45 to 30 days' notice: 25% of the tuition fee

29 to 8 days' notice: 50% of the tuition fee

7 days' notice or less: 100% of the tuition fee

The personal information collected on completing this application is confidential and secured. Your personal information is intended to be used by INSEAD, its representatives and divisions for administration purposes. You have the right, on compelling legitimate grounds, to object to the collection and processing of your personal information. INSEAD is the owner of the database and controls the data processing collected by virtue of this application. The French supervisory authority ("Commission Nationale de l'Informatique et des Libertés") has been notified of this process. You are granted statutory rights of access, modification, update and deletion of your personal information ("Loi n°78-17 du 6 janvier 1978 relative à l'Informatique, aux Fichiers et aux Libertés" as amended). You may exercise these rights by writing or sending an e-mail to INSEAD at the address indicated below. You consent to the transfer of your personal information to INSEAD's representatives and divisions located outside the European Union, with the knowledge that INSEAD guarantees security and confidentiality. If you object to this transfer, please contact INSEAD at the following address: INSEAD, Database Services, Boulevard de Constance, 77305 Fontainebleau Cedex, France. E-mail: dmcs@insead.edu

From time to time, photographs may be taken of participants in class or in working groups. These photographs will only be used in INSEAD material promoting the programmes. If you have any objections, please contact INSEAD Executive Education, Boulevard de Constance, 77305 Fontainebleau Cedex, France. E-mail: execed.europe@insead.edu

The Challenge of Leadership

To help us assess if the programme “**The Challenge of Leadership – Creating Reflective Leader**” corresponds to your management development needs, please answer the following questions (please attach additional sheets if necessary).

1. Describe your current responsibilities (please specify the number of people you manage).

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2. What do you like / dislike about your current position? What are the sources of stress at work?

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3. Describe briefly all types of extra-professional activities in which you have been involved (associations, sports, arts, politics, etc). How are you enriched by these activities?

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4. Describe the sort of person you are. (Please be frank in elaborating on your strengths/weaknesses, likes/dislikes, skills/limitations, interests, values.)

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5. What stories do people tell about you?

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6. What complaints do you think your direct reports have about you? How do you think they would like you to change?

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The Challenge of Leadership

7. What complaints do you think your peers/boss have about you? How do you think they would like you to change?

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8. What do you like best/least about your life?

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9. If you could change three things in your life, what would these be?

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10. What are some of the more risky things you have done in your life?

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11. What do you consider your greatest achievement/personal failures?

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12. What is the hardest decision you have ever taken?

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13. Is there anybody who has especially influenced your choices in life? Is there anyone who you believe *you* have influenced?

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14. How have your attitude, approach to life, and relationships with others, changed since you were an adolescent?

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The Challenge of Leadership

15. If you could have an entirely different life, what would you want to be or do?

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16. What keeps you awake at night?

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17. What are you deeply passionate about?

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18. Please complete the following sentences:

- My parents always told me I should
- The best measure of personal success is
- The main driving force in my life is.....
- I know that I will be successful if I
- I am happiest and most satisfied when I
- When I'm under pressure I

19. How do you see your future in five years?

- Your personal life: discuss your fantasies, dreams, goals, hopes, fears, as well as specific commitments and responsibilities you have undertaken.
- Your professional life: discuss specific goals and expectations.

20. Why are you applying to this program? How will this program contribute to the achievement of your professional objectives?

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21. Have you ever been in therapy or another program of personal growth?

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22. What makes you a good candidate for this program?

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