



Prof. Jaume Ribera

An OM View of the Crisis

Prof. Jaume Ribera met with alumni and gave the presentation, "An Operations Management View of the Global Crisis," in Shanghai on March 16. In his talk, he said that although the business context is changing dramatically, from New York to Guangdong, job cuts are not always the best strategy. Prof. Ribera reviewed operations management concepts and how they can be applied

today to survive in difficult economic times.

■ Shanghai, March 16



Prof. Ahmad Rahnema

Microfinance and Poverty

Alumni in Switzerland joined Prof. Ahmad Rahnema for a session that examined microfinance and its potential for reducing poverty through entrepreneurial activity.

The group also had the pleasure of hearing from distinguished guest speaker Dr. Arthur Vayloyan, Global Head Private Banking, Investment Services and Products at Credit Suisse.

Dr. Vayloyan provided his perspective on the microfinance sector, based on Credit Suisse's involvement with this area since 2001.

■ Zurich, March 16

Prof. Poelmans Addresses Stress

Finding Balance in Times of Turmoil

Prof. Steven Poelmans took center stage at an IESE Continuous Education event held in Munich on March 10 to talk about self-leadership in times of crisis.

About 80 alumni and guests attended the event titled, "Keeping Balance in Times of Turmoil: The Importance of

Self-Leadership and Resilience." Germany Alumni Chapter President **Alexander Mettenheimer** (AMP '05) welcomed the group to the event, which was held at the "Haus der Bayerischen Wirtschaft."

Prof. Poelmans addressed the subject of stress, how to recognize its warning signals and how to turn it to one's advantage. In his presentation, he cited a quote by Lee Iacocca: "We are continuously faced with great opportunities brilliantly disguised as unsolvable problems."

In addition to relaxation and (dis)connection techniques, Prof. Poelmans emphasized the importance of opening communication channels with family members about professional challenges. This can be an important buffer to stress, he said, countering the conventional thought of building walls between work and family.

Also at the event, Rudolph Repgen, director of Executive Education Central Europe, provided an overview of IESE's activities, the AMP Munich program and highlights such as the Global Alumni Reunion in New York on Oct. 10.

Prof. Poelmans has recently co-edited and co-authored the book, "Harmonizing Work, Family and Personal Life," with Prof. Paula Caligiuri of Rutgers University. The book closes a trilogy of volumes on work-family issues by Prof. Poelmans.

Prof. Poelmans is academic director of IESE's International Center of Work and Family, and assistant professor in the department of Managing People in Organizations. He teaches organizational behavior, managerial communication, and self-leadership in the MBA and international executive programs. His areas of research include work-family conflict, family-friendly human resource policies, and managerial stress, mostly from an international perspective.

He is founding member of the European Academy of Management (EURAM), international affiliate of the Society of Industrial and Organizational Psychology, and member of the Academy of Management. He is also one of the coordinators of the second phase of the Collaborative International Study on Managerial Stress (CISMSII).

■ Munich, March 10



Prof. Steven Poelmans



Prof. Adrian Done

Insights on Motivation

IESE alumni based in London took part in the Continuous Education session, "Knights or Knaves? Professional Motivations and Public Policy," led by Prof. Julian Le Grand of the London School of Economics, on March 4.

Prof. Le Grand served as senior policy adviser to Prime Minister Tony Blair from 2003 to 2005. Prof. Adrian Done of IESE's Production, Technology

and Operations Management Department, moderated the event, while MBA alumna **Maria Lluch** (MBA '00) of LSE helped spearhead the session.

■ London, March 4



Dean Jordi Canals

Rethinking Leadership

IESE's Dean Jordi Canals traveled to Singapore on Feb. 18 to meet with alumni and discuss the topic of leadership in times of uncertainty.

Good leadership, Dean Canals said, is founded on three main pillars - professionalism, integrity and a spirit of service. In sound business, effective leadership is focused on the process more than the goal. Dean Canals also

emphasized the importance of maintaining an entrepreneurial spirit and remaining optimistic.

■ Singapore, Feb. 18

Rafael Nadal's Manager Speaks at IESE Madrid

Managing the World's No. 1 Tennis Player

Many regard Rafael Nadal's grueling five-set victory over Roger Federer in the men's final of Wimbledon 2008 as the greatest tennis match ever. The final games were played in semi-darkness as the then-world number one, Roger Federer, repeatedly came up against the young Spaniard's relentless never-say-die attitude.

That is the difference between Rafa Nadal and Roger Federer, according to his manager, Carlos Costa. The Swiss player is technically better than Nadal, according to Costa, but in terms of mental ability, the Mallorca-born gladiator can beat Federer in straight sets, Costa said.

Nadal's manager was speaking at a special Continuous Education event held at IESE's Madrid campus on March 3 to present Prof. Santiago Alvarez de Mon's case study on the world's number one tennis player, "Rafael Nadal: the Champion and the Person."

Nadal's manager, a former professional tennis player, offered another example of the tennis player's steely determination, a crucial factor in his success. At the age of scarcely 18, an injured Nadal hobbled round the Roland Garros stadium, home of the French Open, on crutches.

"Next year you'll make your debut here and hopefully you'll make a good impression," Costa said to him. "Next year I'll win the tournament," Nadal shot back to him. The following year, he made good on his promise, winning the first of his four consecutive French Open finals in 2005.

Costa is just one of a team dedicated to supporting Nadal professionally and personally. He described himself as Nadal's friend and confidante, as well as manager. The player's uncle, Toni Nadal, also a former professional tennis player, has been training him since infancy. On top of that, he has a second trainer, advisors and a public relations representative.

Nadal's manager said his uncle and trainer, Toni, is a key figure in Rafa Nadal's success. He related that Nadal was physically and mentally exhausted by his five-hour semi-final victory against fellow Spaniard Fernando Verdasco in the 2009 Australian Open on Friday, Jan. 30. "But on Sunday afternoon [Feb.1, day of the final] Toni did a fantastic job of motivating him, over two hours he talked to him incessantly," Costa said. Nadal went on to beat Federer.

Prof. Alvarez de Mon and Costa also discussed the importance of Nadal's happy

childhood in the small town of Manacor, Mallorca, and the role of his parents. "If a tennis dad asks me for advice," Rafa Nadal told the IESE professor in an interview, "I always say 'let your son enjoy himself and have fun - don't ruin his life.'"

■ Madrid, March 3



Prof. Santiago Álvarez de Mon