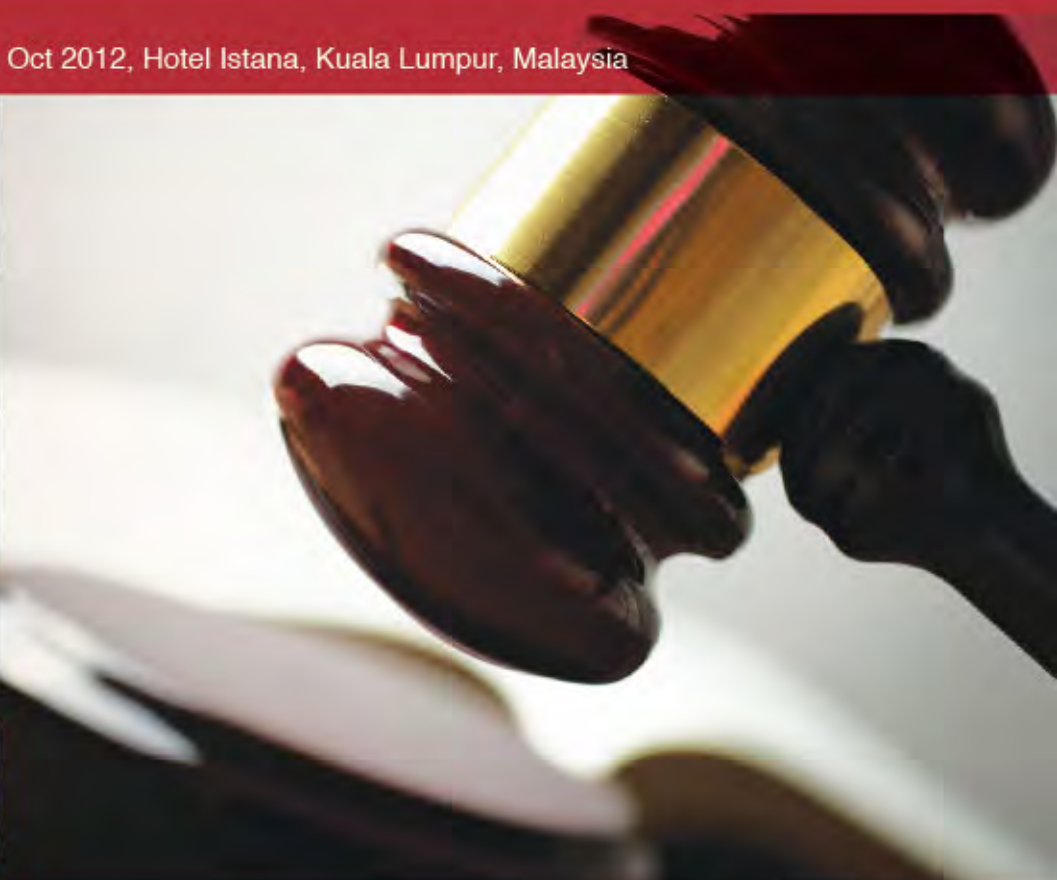


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LEADERSHIP JUDGMENT PROGRAM

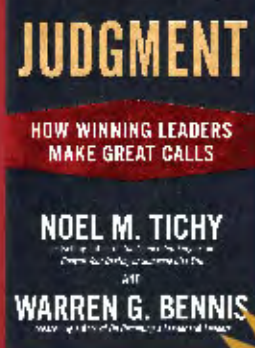
22 – 24 Oct 2012, Hotel Istana, Kuala Lumpur, Malaysia



- Learn how to recover from judgment mistakes
- Develop a Teachable Point of View (TPOVTM) to help others make better judgments
- Build good judgment processes for your leadership team
- Design a leadership pipeline for better judgment at all levels

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FREE BOOK
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Praise for the book JUDGMENT: How Winning Leaders Make Great Calls

by Noel M. Tichy and Warren G. Bennis



"This is an **instant classic** that will be read and consulted by leaders — and those who seek to become leaders — for years to come."

— **RICHARD D. PARSONS**,
Chairman and CEO, Time Warner

"Great calls deserve a comparable book to explain them, and now we have one. **Read, learn, enjoy.**"

— **GEORGE P. SCHULTZ**,
Former United States Secretary of State

"The leadership judgment framework is a tool leaders can use to develop the ability in their executive teams. This book **can benefit anyone who is in or aspires to be in a leadership role.**"

— **DIETER ZETSCHKE**,
Chairman, DaimlerChrysler

"Judgment, from two of the most respected thought leaders of our times, is a **blueprint, a gift to leaders** of the future."

— **FRANCES HESSELBEIN**,
Chairman, Leader to Leader Institute, and
Founding President, Peter F. Drucker Foundation for
Nonprofit Management

"Tichy and Bennis write with **clarity and good sense**. You can hang your hat on the authors' understanding of good judgment and its role in effective leadership."

— **JEFF KINDLER**,
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"Judgment is a **singular achievement**. It's just the right blend of management wisdom and leadership action."

— **HOWARD SCHULTZ**,
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"Judgment is an **enjoyable read illuminating** key judgments made by some of America's foremost business leaders."

— **DAVID W. HELENIAK**,
Vice Chairman, Morgan Stanley

"This is as close to a **definitive book on leadership** as one can pray for."

— **AMITAI ETZIONI**,
Author of *My Brother's Keeper*

"I **am a raving fan** of both Noel Tichy and Warren Bennis. In this important book they give a crash course on judgment, revealing the tools great leaders use to make the right calls at the right time."

— **KEN BLANCHARD**,
Coauthor, *The One Minute Manager and Leading
at a Higher Level*

"[It] is about how leaders put the energy into vision and strategy... Absorbing."

— **EDWARD A. SNYDER**,
Dean, University of Chicago Graduate
School of Business

"If you were to read only one book this year on leadership, this would be it."

— **VIJAY GOVINDARAJAN**,
Professor of International Business,
Tuck School at Dartmouth

"Noel Tichy and Warren Bennis have provided a valuable resource for anyone who aspires to be an effective leader. Judgment provides a **real-world, substantive look at how to make the right calls**. Making good decisions is both an art and a science. Noel and Warren give us great coaching in both areas!"

— **DAVID BRANDON**,
Domino's Pizza, Inc.

"Business leaders' careers live or die based on the quality of their decisions. Good decisions require good judgment and Tichy and Bennis have provided **an excellent map that will guide executives** through the judgment process."

— **GEORGE JONES**,
President and CEO, Borders Group

"Noel Tichy and Warren Bennis, two of the **era's premier observers and advocates of leadership development**, offer a compelling account of how judgment calls — whether setting strategy, building a team, or resolving a crisis — are the essence of what capable leaders must do."

— **MICHAEL USEEM**,
Author, *The Leadership Moment* and *The Go Point*
Professor and Director, Center for Leadership at the
Wharton School, University of Pennsylvania

"A very interesting and insightful analysis of a critically important topic that is full of **great examples bringing the material to life.**"

— **EDWARD LAWLOR**,
Author, *Built to Change* and Professor, University of
Southern California

"Tichy and Bennis **offer new insights on what leaders in the Knowledge Society need to do**: make themselves better and, at the same time, teach and develop the judgment capacity of others. In addition to embracing the tacit/explicit duality, leaders who make good judgments have to cultivate this self/others duality as well."

— **HIROTAKA TAKEUCHI**,
Coauthor, *The Knowledge-Creating Company*
and Dean, Hitotsubashi University
MBA Program in Tokyo

"Judgment has provided the guide we truly need — a **substance driven, story supported book** that provides the kind of wisdom that will dramatically increase the success of leadership actions."

— **LEN SCHLESINGER**,
President, Babson College

About the Program

The Leadership Judgment Program is based on 30 years of work by Professor Noel Tichy who has written extensively on leadership, change and knowledge creation (over 12 books and a hundred articles). The program draws on his extensive practical experience applying the concepts of action learning, leaders as teachers and the building of virtuous teaching cycles.

The Leadership Judgment Program is designed to help leaders make good judgments about **PEOPLE, STRATEGY** and **CRISIS** based on their own Teachable Point of View™.

The objective of this program is for participants to:

1. Identify their crucial judgment calls about people, strategy and crisis
2. Improve the success of their judgment process
3. Benchmark their leadership judgment against world-class winners
4. Create a compelling story about where their organization is heading

Unique Approach of the Program

The Leadership Judgment Program is an intense, highly interactive three-day experience based on action learning programs that have their origins from when he headed Crotonville, GE's famed Leadership Centre. Having worked with CEOs around the world to develop leadership development capacity these programs were developed to help large companies such as Royal Dutch/Shell Oil, Mercedes Benz, Microsoft PepsiCo, Royal Bank of Scotland, Nokia, Nomura Securities, Intel, Intuit and many others to transform leaders.

The framework used is a "**coaches' clinic**" approach where every participant is a leader in their own sphere and they have the responsibility to develop other leaders. Leveraging the experiences of participants from different countries with benchmarks and action learning concepts introduced in each module, participants will coach each other and be coached by facilitators. After the program participants must be prepared to go to their departments and teach others to be leaders as well — hence the "coaches clinic".

Benefits

At the end of the program, participants will be able to:

1. Teach and develop leadership capacity in their own organizations;
2. Leave the program with a framework and action plan for making judgments about people, strategy and crisis in their own organization.
3. Leave with action plans for developing judgment in the next generation of leaders.
4. The opportunity to network with international participants offers participants a more global perspective of the industry they operate in and provides more networking opportunities.

Program Outline

LEADERSHIP JUDGMENT PROGRAM
21 – 23 May 2012, Kuala Lumpur, Malaysia

	DAY 0	DAY 1	DAY 2	DAY 3
AM		Personal Assessment: Leadership Judgment Journeyline	Transformational Leadership	Leadership Judgment Pipeline Development: Stages, Experiences, Measurements
		Organizational Audit: Organizational Judgment Assessment	Building an Operating System for Good Judgments	
PM	5pm: Registration	Foundations of Good Judgment: Ideas & Values	Having the Edge to Make the Tough Calls	Leadership Judgment Teaching Preparation
	6pm: Welcome Reception	360 Feedback & Improvement Plan	Developing a Judgment Storyline for the Organization	

Each module is based on the idea that people gain from benchmarking others. No matter the profession – a musician, an athlete, and executive – people benefit from looking at other examples.

For each module of the program, the faculty will introduce concepts and offer benchmarks and participants will be asked to apply this to their own situation. Throughout the program, participants will coach each other and be coached by facilitators.

Who Should Attend

Whether you're running a small organisation, department or global corporation, the Leadership Judgment Program will give you a framework for evaluating any situation, making the call, and correcting, if necessary, during the execution phase. It will show you how to handle the overlapping domains of people, strategy and crisis management. And it will help you teach your entire team to make the right call more often.

This program is ideal for the senior line executives and senior level staff people. Ideally, a senior executive will attend with a team of people as their effectiveness is enhanced by bringing a team of people. For example a CEO or division president who brings his/her line and staff managers will increase their own ability to lead and also learn to develop others in the organization to be better leaders.

Teams are able to maximise the program's impact by working together to develop strategies for transforming their organizations, including moves in the market and methods of developing leaders within their organizations.

Judgment: The Genome of Leadership

Whether we're talking about United States presidents, CEOs, Major League coaches, or wartime generals, leaders are remembered for their best and worst judgment calls. In the face of ambiguity, uncertainty, and conflicting demands, the quality of a leader's judgment determines the fate of the entire organization. That's why judgment is the essence of leadership.

Yet despite its importance, judgment has always been a fairly murky concept. The leadership literature has been conspicuously quiet on what, exactly, defines it. Does judgment differ from common sense or gut instinct? Is it a product of luck? Of smarts? Or is there a process for making consistently good calls?

Judgment is the essential genome of leadership. Ultimately, a leader is judged by others on the performance of his or her organization. That performance is reliant on many factors; some are large – such as who to put in key jobs – while others are smaller – such as how to manage a product introduction or policy change. Each of these performance factors, whether big or small, requires judgment. That is, they demand that a leader use however much data is available to determine when to act and what to do.

Four Types of Knowledge Guide Judgments

	PEOPLE	STRATEGY	CRISIS
SELF How do you learn? Do you face reality? Do you watch and listen? Are you willing to improve?	Personal judgments about your ambitions, role, and capabilities	Personal judgments regarding your career and life strategy	Personal judgments made during times of crisis and introspection
SOCIAL NETWORK Do you know how to build a strong team? How do you learn from team members? How do you teach them to make better judgments?	Judgments about who is on and off your team	Judgments about how your team evolves to meet business demands	Judgments about how and with whom your team operates during a crisis
ORGANIZATIONAL Do you know how to draw on the strengths of others throughout the organization? Can you create broad-scale processes by teaching people to make smart judgments?	Judgments about organizational systems for ensuring the quality and capability of people in the organization	Judgments about how to engage and align all organizational levels in strategy execution	Judgments about how to work with the organization through times of crisis
CONTEXTUAL Do you know how to create smart interactions among myriad stakeholders, such as customers, suppliers, government, stockholders, competitors, and interest group?	Judgments about which stakeholders are important and how to engage them	Judgments about engaging stakeholders to frame, define and execute strategy	Judgments about how stakeholders both inside and outside the organization connect to resolve crises

A Dynamic Process

There is a distinction between judgment and decision making. Much of the academic literature and popular notions of decision making culminate in a single moment when the leader makes a decision. In truth, judgment is a process that unfolds over time. Analysis of this process has either been absent, leaving leaders to unconsciously pick a course of action, or has been unrealistically linear. The judgment process is actually more like a drama with plotlines, characters, and sometimes unforeseen twists and turns. A leader's success hinges on how well he/she manages the entire process, not just the single moment when a decision is made.

DOMAIN:

Most of a leader's important calls reside in one of three domains: people, strategy, or crisis. People judgments — getting the right people on your team and developing up-and-comers who themselves demonstrate good judgment — are foundational. The people around you help you make good strategy judgment calls and the best decisions during the occasional but inevitable crisis. It's sometimes possible to repair the damage — to a company or a career — that results from misjudgments about strategy or crises, but it is almost impossible to recover from poor people judgment.

There are three critical domains in which most important calls are required:

- JUDGMENTS ABOUT PEOPLE
- JUDGMENTS ABOUT STRATEGY
- JUDGMENTS IN TIME OF CRISIS

CONSTITUENCIES:

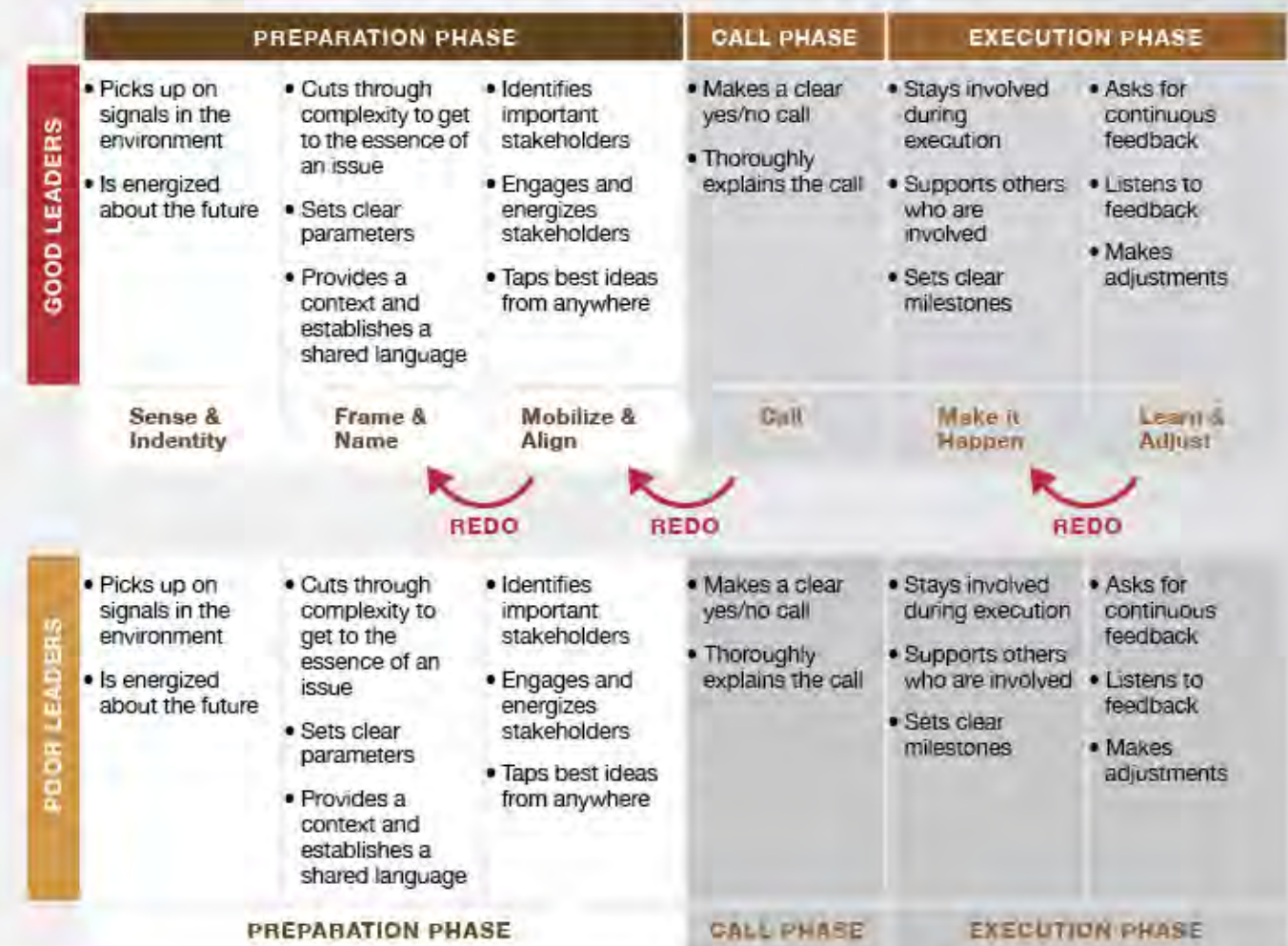
A leader's relationships are the sources of the information needed to make a successful call. They also provide the means for executing the call, and represent the various interests that must be attended to throughout the process. A leader must interact with these different constituencies and manage those relationships to make successful calls. In addition, to improve judgment making throughout the organization, the leader must use these interactions to help others learn to make successful calls.

EXECUTION:

The leader must oversee the entire process to make sure the call produces the desired results. The test of leadership is how well the leader adapts during the process to drive a successful outcome. There is no such thing as a strategy that's good in theory but lousy in execution. A leader sets his or her organization on a course based on the premise that it will lead to success. Recognizing execution limitations during the judgment process is as vital as having intellectual clarity about a potential breakthrough strategy. Similarly, people judgments rest on whether people put in leadership positions are able to do the job with integrity and courage as they deliver results.

The diagram on the next page shows how these dimensions play out in the judgment process.

The Phases of the Judgment Process



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Building a Pipeline of Leaders with Good Judgment

Judgment is an area that has been largely ignored in most succession planning processes. Despite the fact that a leader's track record on key judgments is a measure of leadership effectiveness, few leadership appraisals seriously evaluate the quality of a leader's judgments. Developing leadership judgment can't just be reserved for those at the top of an organization. Indeed, leaders at all levels are called upon to make judgments that impact their organization's customers, employees, suppliers, and many other stakeholders.

Building a pipeline that develops judgment in others requires leaders to use their HR systems more effectively. How do you reward people for making good judgments? How do you define the knowledge and skills needed to shape judgments at different career levels? How can someone's judgment track record be used to improve hiring? Until leaders have answered these questions, they aren't doing everything they can to prepare other leaders to make good judgments.



A Storyline for Successful Judgments

By its very nature, any judgment call could lead to any of several outcomes, so leaders need a clear context. This is different from vision and strategy, though it combines elements of both. One way to create such a context is to develop a storyline that describes a company's identity and direction and contains three elements: an idea about how to make the organization successful; an articulation and reinforcement of the organization's values; and a strategy for generating the energy needed to accomplish its goals. When the need for judgment arises, leaders can juxtapose the consequences of a decision against the storyline to get a clear picture of what to do.

This storyline, whether consciously or otherwise, can propel us toward action and sometimes cloud our judgment. That is, we often make judgments that try to preserve the storyline we desire. This can lead to conforming data to fit prejudices or it can lead to selectively neglecting data that may contradict our desired storyline. For those who are not conscious of the storyline that they have written, they may fail to sense and respond to critical changes in the world around them.

On the positive side, a storyline can also prepare us to make challenging judgments by helping us anticipate potential outcomes and interactions between the many actors and factors that may affect us. Those leaders who are able to imagine a dynamic storyline for themselves and their organizations are able to shape the living drama that plays out over the course of a judgment call.

The leader has a key role in developing the storyline for a team or an organization. First, by composing the storyline and sharing it, he or she works to align others around a vision of success. The leader's actions are also determinants of how the narrative unfolds. The key judgments that leaders make along the way — comparing events in the real world to the expected storyline — help to keep the team on course or adjust when necessary. The leader is similar to a writer who directs and stars in his or her own movie, making changes to the script along the way as the plot unfolds.

THE FOUNDATION FOR JUDGMENT:

Your Teachable Point of View

The first step is making your personal storyline explicit. This starts with having a Teachable Point of View about where your organization is going in the future. Simply put, a Teachable Point of View is an articulation of the ideas that will help your organization be successful, the values required to be on your team, and how you will energize people along the way. These components — ideas, values, and emotional energy — become your guideposts for making judgments. The ability to face reality and make such judgments is what Jack Welch, General Electric's former CEO, called "edge."

Leadership judgments are made in the context of the storyline based on the building blocks of a Teachable Point of View as illustrated in the figure on the next page

A Teachable Point of View Shapes Your Judgment Storyline



The elements of a Teachable Point of View form an interactive system that helps you lead your organization. Each element reinforces the other elements:

IDEAS	VALUES	ENERGY
Great companies are built on central ideas. By passing the ideas to others, and teaching others how to develop good ideas, leaders create organizations that are delivering successful performance.	Winning leaders articulate values explicitly and shape values that support business ideas. For example, GE's Jack Welch articulated the value of "boundarylessness" in order to facilitate speed-to-market, the generation of ideas, and the sharing of best practices.	Winning leaders are highly motivated and they motivate others about change and transition. Leaders energize others when they personally engage them fully and attentively with realistic hopes about the future.

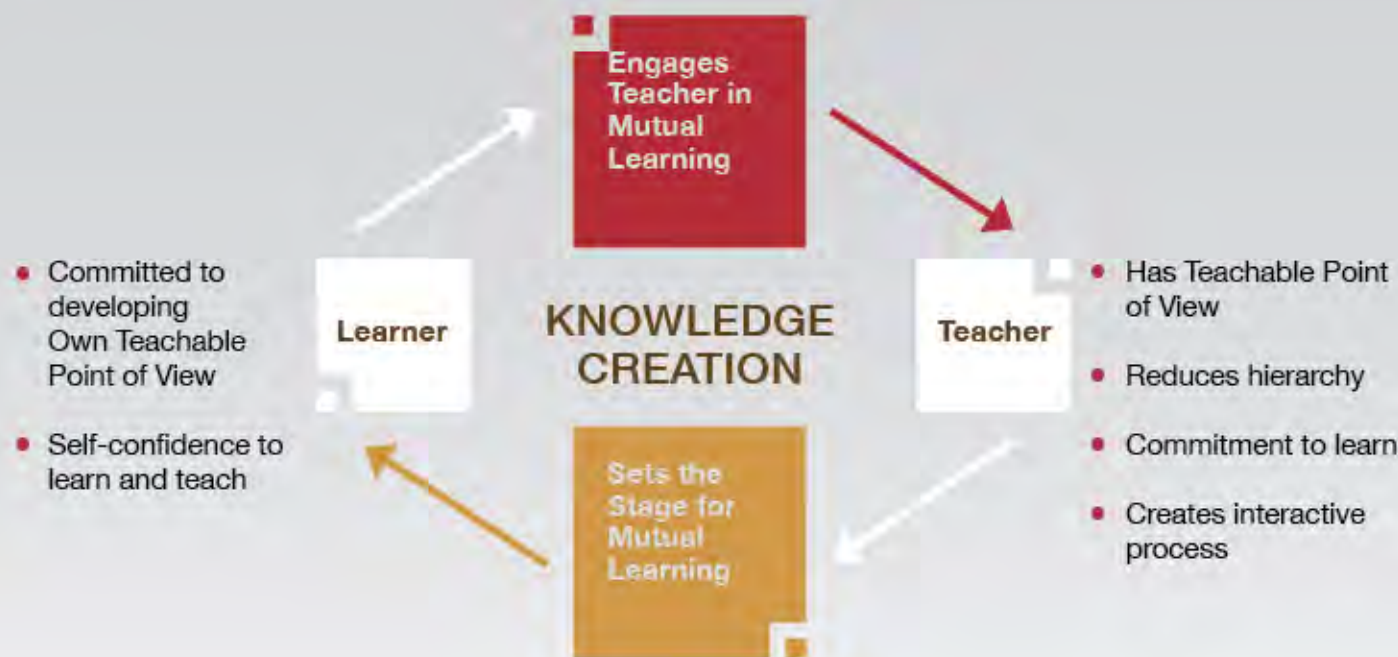
The Leadership Judgment Program will challenge participants to develop their Teachable Points of View and stories through faculty-led discussions and interactive exercises. This includes using research and a proprietary database of examples that spans businesses, government, military, health care, and non-profit sectors. Some of the organizations that provide world-class benchmarks include GE, Boeing, P&G, Intuit, Yum! Brands, Best Buy, New York City Public Schools, and U.S. Special Operations Forces.

Building Organizational Capacity for Good Judgment

The foundation for building good judgments in leaders at all levels of an organization is creating a Teaching Organization. Winning leaders are teachers, and winning organizations encourage and reward teaching. But there is more to it than that. Winning organizations are explicitly designed to be Teaching Organizations, with business processes, organizational structures and day-to-day operating mechanisms all built to enhance the quality of judgments and judgment capability of leaders at all levels.

More importantly, the teaching that takes place is a distinctive kind of teaching. It is interactive, two-way, even multi-way. Throughout the organization, “teachers” and the “students” at all levels teach and learn from each other, and their interactions create a Virtuous Teaching Cycle that keeps generating more learning, more teaching and the creation of new knowledge. Virtuous teaching cycles are what keep people in winning companies getting smarter, more aligned and more energized every day. Teaching Organizations make them possible.

Virtuous Teaching Cycle



Virtuous Teaching Cycle is the platform for building leadership judgment capacity

FACULTY



Noel M. Tichy



Dr. Noel M. Tichy is a Professor of Management & Organizations at the Ross School of Business at the University of Michigan, where he is the director of the Global Business Partnership, which for over a decade ran the Global Leadership Program, a 36-company consortium of Japanese, European and North American companies who partnered to develop senior executives and conduct action research on globalization in China, India, Russia and Brazil. He is now partnered with the Boys & Girls Clubs of America to build a world class capability for leadership development. Professor Tichy also conducts the Leadership Judgment Program executive workshop at the University of Michigan. Most recently, he led the launch of the Global Corporate Citizenship Initiative in partnership with General Electric, Procter & Gamble and 3M, designed to create a national model for partnership opportunities between business and society emphasizing free enterprise and democratic principles.

In the mid 1980s, Dr. Tichy was head of GE's Leadership Center, the fabled Crotonville, where he led the transformation to action learning at GE. Between 1985 – 1987, Dr. Tichy was Manager of Management Education for General Electric where he directed its worldwide development efforts at Crotonville. Prior to joining the Michigan faculty, he served for nine years on the Columbia University Business School faculty.

Professor Tichy is the author of numerous books and articles. His most recent book is JUDGMENT: How Winning Leaders Make Great Calls (Portfolio 2007, with Warren Bennis). He also authored THE ETHICAL CHALLENGE: How to Lead with Unyielding Integrity (Jossey-Bass 2003, with Andrew McGill), THE CYCLE OF LEADERSHIP: How winning Leaders Teach their Organizations to Win (Harper-Collins 2002, with Nancy Cardwell) and THE LEADERSHIP ENGINE: How Winning Companies Build Leaders at Every Level (with Eli Cohen), named one of the top 10 business books in 1997 by BusinessWeek. He is co-author of EVERY BUSINESS IS A GROWTH BUSINESS (with Ram Charan), published October 1998 (Random House). In addition, Tichy is also the co-author of CONTROL YOUR DESTINY OR SOMEONE ELSE WILL: How Jack Welch is Making General Electric the World's Most Competitive Company (with Stratford Sherman). Tichy has long been regarded as a staple of management literacy as noted by his rating as one of the “Top 10 Management Gurus” by BusinessWeek and BUSINESS 2.0. He has served on the editorial boards of the Academy of Management Review, Organizational Dynamics, Journal of Business Research, and Journal of Business Strategy and was the founding editor and chief of HUMAN RESOURCE MANAGEMENT.

Noel Tichy consults widely in both the private and public sectors. He is a senior partner in Action Learning Associates. His clients have included: Best Buy, GE, PepsiCo, Coca Cola, GM, Nokia, Nomura Securities, 3M, Daimler-Benz and Royal Dutch/Shell.



Christopher DeRose

Christopher DeRose is an active researcher and consultant in the area of organizational change and leadership. He assists business leaders to improve their organization's growth and profitability while concurrently developing the next generation of leadership.

He has been an associate of the Global Business Partnership, a department of the Stephen M. Ross School of Business at the University of Michigan, a consortium of leading multinational corporations, since 1989. Additionally, DeRose is a partner with Action Learning Associates, a consulting firm specializing in development and delivery of CEO-driven, large-scale transformation. He has consulted and taught around the world with companies such as Royal Dutch/Shell, Ford Motor Company, Agilent, 3M and HP.

His research and consultation in the areas of leadership, organizational change, and growth has taken place in the automotive, telecommunications, publishing, e-commerce, software, financial services, biotechnology, pharmaceutical, energy, semiconductor, retail and beverages industries. DeRose has coauthored book chapters, development handbooks, and articles for publications such as Fortune Magazine, Training & Development, Journal of Cost Management, and Australian Human Resources Journal.

Prior to becoming a consultant, DeRose worked in the financial services industry and led a sales organization in Japan. He holds a B.A. from the University of Michigan in Political Economics. He also received his M.B.A. and M.A. of Japanese Studies from the same institution.

Registration Form

Leadership Judgment

Register Onlineat www.urban-forum.com

ABCDEFGHIJK

Contact Person's Details:

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Company Name _____
 Company Industry _____
 Company Size 1 - 19 20 - 49 50 - 99 100 - 499 500 - 999 1000 above
 Please register the following for "Leadership Judgment Program" 22 - 24 Oct 2012, Kuala Lumpur

Participant's Information

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 NRIC/Passport No. _____ Designation _____
 Address _____
 Postcode _____ Country _____ Telephone _____
 Facsimile _____ Mobile _____ Email _____

Name (Dr/Mr/Mrs/Ms) _____
 NRIC/Passport No. _____ Designation _____
 Address _____
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1. I Will Attend (Please tick (v))

Registration includes refreshments, lunch and documentation for each seminar. Admission will only be permitted upon receipt of full payment.

Program Fee for the 3-day workshop is inclusive of coaching, books, instruction manual, refreshments and lunch for three days and welcome reception

	Without accommodation and breakfast	Inclusive of 3 nights accommodation and breakfast
<input type="checkbox"/> Individual	USD4000 per person RM12,550 per person	USD4500 per person RM14100 per person
<input type="checkbox"/> Group (3 or more people)	USD3500 per person RM11,000 per person + free place for 4th person	USD4000 per person RM12,550 per person + free place for 4th person

Fee is inclusive of refreshments, luncheons, copy of "Judgment" book, personal time with experts and learning materials.

Please note only one discount/special offer is applicable

Total Amount _____ (no. of pax) x _____ (unit fee) = USD _____
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Date and Venue

Date 22 - 24 Oct 2012
 Venue Hotel Istana
 Kuala Lumpur
 Malaysia

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 Mail to Urban Forum (Malaysia) Sdn. Bhd.
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- Additional financial discounts over and above existing discounts
- Free networking access to colleagues and other participants in Urban Forum Alumni
- Opportunity to up-load your own documents to share with other Alumni members
- Receive articles, latest information and video clips of new updates from Urban Forum & its experts
- Invitation to participate in the annual social gatherings with the experts and colleagues

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This is allowed, provided the organiser is notified in writing of the name and the designation of the new delegate(s) at any time prior to the commencement of the event. Transfer of registration to other programmes is not allowed.

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All cancellations of registrations must be in writing. If cancellations are received

- more than 14 days before the event a full refund of the fee less 10% administrative charges will be given
- 7-14 days before the event a 50% refund of the fee will be given
- Less than 7 days before the event, no refund will be given but a substitute delegate is welcome to take your place or a set of documentation will be given.

Cancellation and / or Postponements

We reserve the right to cancel and/ or postpone the programme due to unforeseen circumstances