

## PROGRAMME NOTE

To celebrate the end of the teaching part of the 2020/21 academic year, the students and faculty enjoyed an in person, overnight stay in Oxford. Hosted at Magdalen College, this 'Away Day' featured concluding lectures from Dr Folashade Soule, Sir Robert Cooper, Professor Christopher Coker and Sir Gordon Barrass. The ability to catch up, ask questions and raise a glass in real life was thoroughly enjoyed by all participants.

The Programme team is also looking to the upcoming new academic year. As part of the ongoing response to COVID-19, we are pleased to announce that the LSE IDEAS Executive MSc will be offering two options for student participation in the 2021/22 academic year: Residential Option and Non-Residential Option. Students on the residential option will participate in all teaching sessions in person, as all students before them. But students on the non-residential option will participate remotely in the Wednesday Evening sessions, whilst being required to join the 4 intensive weeks and 2 policy weekends in person. This two-mode delivery has been curated to ensure the Executive MSc International Strategy and Diplomacy Programme retains its structure while introducing the necessary flexibility for students with working and caring responsibilities outside of the UK. We are confident this arrangement will expand the Programme's accessibility and reflect its adaptability. The past year of hybrid teaching on the Programme has been successful, with current students and faculty indicating their support for it to continue into the 2021/22 academic year and beyond.

## Ten Years Strong

Nothing we are told is inevitable, and success by definition is never guaranteed. Both things can certainly be said about the IDEAS Executive Masters in International Strategy and Diplomacy which was formally launched just ten years ago. First, we had to agree on what would go into the course. Would it tilt to the 'practical' or the 'academic' or be a combination of the two? We decided on the 'combination' approach of course! Having decided on both the balance and content, we then had to work out how many hours would the course contain? Too few and the LSE would start complaining about standards. Too much and the students would begin complaining that they were being worked to death! And how much should we charge? A moment of silence please. But too little and the LSE would start getting worried—again! Too much and we wouldn't get any students! Yet at the end of the day it "moved" as Galileo is reputed to have said having discovered that the Sun did not revolve around the earth but the other way round. And move indeed it has from our first classes then taught in Columbia House in our own dedicated seminar room (luxury indeed) to where

it is currently located in that beautifully named building '32 LIF'. Speaking personally, and how else can one speak after all, it has all-in-all been one of the most rewarding teaching experiences of my academic career. How could it be otherwise? You put thirty very clever, highly motivated professionals from all walks of life and from over fifteen countries in the same room and you are bound to see some intellectual sparks fly! The debt I owe though is not just to all the students—now well over 300—but to some wonderful colleagues too, most obviously Gordon Barrass, John Hughes and all the officials who have taught on the course from New Zealand PM Helen Clark to the UK's Cathy Ashton. Then there have been some great young academics from Nick Kitchen to Aaron McKeill and on to Luca Tardelli; and others too of a more 'mature nature' like dear friends Joe Nye of Harvard and the wonderful Canadian historian Margaret Macmillan who brought so much to the party. So many to choose from and so many great memories of a course that by now is seen as representing the gold standard in Executive education. 'Yet it moves'. Indeed, it does. ■

— Professor Michael Cox,  
Founding Director, LSE IDEAS



2020/21 Away Day at Magdalen College in Oxford

# Anniversary Special

**10**  
2011-2021



**LSE** FOR THE SELECT FEW.

**LSE Ideas** STRATEGY IN THE AGE OF GLOBAL RISK

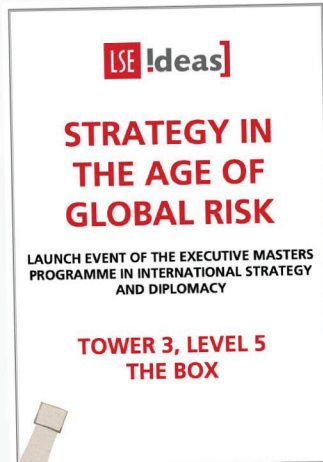
This new and unique **Executive Masters Programme** is for high-flyers dealing with all aspects of international affairs.

A team of LSE's leading academics and top practitioners will coach you in challenging conventional thinking, exploring the latest techniques for assessing risk and threats, and devising effective strategies to address them.

This course has been especially tailored so that you can accelerate your career while holding a demanding position in public affairs.

**CONTACT US**  
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<http://lse.ac.uk/ideas>

Advertisement in the Economist, December 2010



**LSE Ideas**

**STRATEGY IN THE AGE OF GLOBAL RISK**

LAUNCH EVENT OF THE EXECUTIVE MASTERS PROGRAMME IN INTERNATIONAL STRATEGY AND DIPLOMACY

**TOWER 3, LEVEL 5 THE BOX**

Signage and invitation for the Launch Event, December 2010



SIR HOWARD DAVIES  
THE DIRECTOR OF LSE  
INVITES YOU TO THE LAUNCH OF

**STRATEGY IN THE AGE OF GLOBAL RISK**

MONDAY  
6 DECEMBER 2010  
12:15 PM

**LSE** THE LONDON SCHOOL OF ECONOMICS AND POLITICAL SCIENCE

**LSE Ideas**



2011 at LSE IDEAS, Columbia House



2013 at LSE IDEAS, Columbia House

# From the archives



2015



2015



2015



2016



2016



2017



2017



2017

'Right from the first week, I was able to apply the lessons I had learnt to our operational and policy work and to coach my teams to look at issues differently.'

—**THE BRITISH AMBASSADOR TO THE UN IN GENEVA**

'The course strikes an excellent balance between theory and practice, bringing together notable academics and eminent current and former practitioners. Another real strength is the varied composition of the participants, who bring together a thoroughly international mixture of public and private sector experience. I have found the course enormously valuable as a source of practical advice and ideas which I am feeding directly into the process of preparing for the next National Security Strategy and Strategic Defence and Security Review in 2015.'

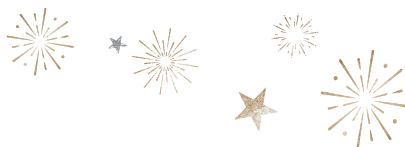
—**HEAD OF DEFENSE STRATEGY AND PRIORITIES, UK MOD**

'The course is highly practical and immediately applicable to what I do in my day job in global business development: the richly provocative insights into geopolitics and international strategy have transformed my perspective on how my industry operates.'

—**SENIOR BUSINESS DEVELOPMENT MANAGER, BG GROUP**

# Anniversary Special

## Q&A



An interview with **Professor Michael Cox** who shares his perspectives on the Programme's past and future.



2019



**Why is the LSE IDEAS Executive Programme unique?**

What makes it unique is the fact that it is based in a world city in a world class institution and is taught by a brilliant combination of some of LSE's most distinguished lecturers and many of world's leading policy practitioners



2019



**What is your fondest memory from the programme?**

Every year meeting a new class for the very first time and over a year later graduating them in person in the Peacock Theatre in front of their families and friends.

**What are the characteristics of students keen to do this programme?**

Students who join the course have to be committed to learning, understand how challenging this course is and be open to new intellectual challenges.



2020



**How does the expertise of LSE and LSE IDEAS contribute to the programme design and teaching?**

IDEAS is indispensable to the programme first by providing it with a stable academic base, second by giving all the students a point of reference in the wider LSE setting, and finally by supporting the work of all those involved in delivering the course.



2020/21



**What will the next decade for the programme bring, in your opinion?**

After the pandemic it is difficult to think there will be a return to the 'old days'. We will I think have to get used to the fact that Zoom and all that are here to stay!" ■

# Francesca Dell'Apa

FIRST SECRETARY, EMBASSY OF ITALY IN LONDON



**“I made this choice at a time of huge restrictions due to the pandemic, and the Programme filled my life with a sense of purpose—the feeling I was employing this tough year in a fruitful way.”**

## **What year did you complete the course? What were your roles before and after the completion of the programme?**

I am to complete the course in 2021. I am an Italian career diplomat; I have been posted at our Embassy in London since 2018, previously as First Secretary in the economic and trade section and now as Chief of Staff to the Ambassador. As part of our periodic rotation, from next year I will be posted somewhere else, and I am eager to know what my future job will look like.

## **How did the Programme support your professional interests and career?**

The Programme is 100% consistent with my career. As a diplomat, I feel I have gained deep insight into the issues and challenges that will define the near future, and strengthened my analytical and summarising skills. Listening to, and discussing with, first-class academics and practitioners inspired me and I brought what I learned to my everyday job since the very first weeks of the Programme.

## **Why did you decide to enrol in the programme in the first place?**

For three reasons: I enjoy studying, and even though I had already done it so intensively to get into the diplomatic career, I wanted to restart at some point. Second, as diplomats we have a limited time to spend in each posting, so I wanted to make the most of it, especially given the level of education available in Britain. This specific Programme was

recommended to me by a colleague from the Embassy who had completed it a couple of years ago. Lastly, I made this choice at a time of huge restrictions due to the pandemic, and the Programme filled my life with a sense of purpose—the feeling I was employing this tough year in a fruitful way.

## **What is the use for international strategy and diplomacy today?**

It is much more common than one could imagine at first glance, as effective leadership requires thinking strategically and acting diplomatically in so many contexts outside the realms of international politics and foreign affairs. For instance, successful human resource management almost always demands a certain amount of strategic thinking. In the meantime, the scope of what is “international” has expanded well beyond what it was just a few decades ago. Covid-19, for example, has made clear how the protection of health cannot only be a national matter; it calls for cooperation and shared solutions.

## **What is the current most pressing challenge internationally, in your opinion? Why and what do you think should be done about it?**

This summer’s dreadful floods in Europe and Asia have shown how action to avoid the worst consequences of climate change cannot be postponed. This is even more urgent as those paying the higher costs of increasing temperatures are usually the most vulnerable communities. Many options are available

for decarbonising our economies: investments in green energy and closer synergies between governments, business and academia are critical.

## **What is your fondest memory of the programme?**

It is a feeling I have had throughout the Programme—being part of a cohort and an institution that cherish and value knowledge, with the conviction it can make a difference in our lives, both as individuals and in our societies.

## **What do you think the LSE IDEAS Alumni Network could be most useful for? What should be its main focus going forward?**

I see the Network as a community that shares interests and a constant curiosity about the world. I would recommend keeping hosting seminars and events, possibly with the option of attending remotely; creating more occasions to exchange views, career tips and connections; and setting up a programme for mentoring students and junior professionals interested in this area.

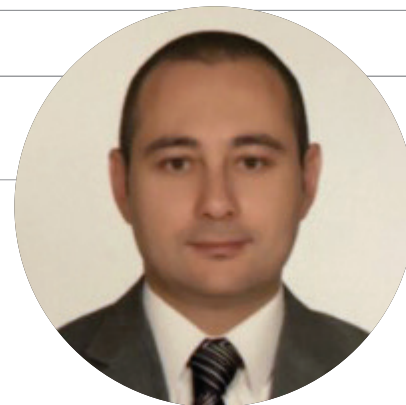
## **Anything else you’d like to share?**

Much of what we learn comes from books, but the richness of experiences we gain from dialogue with people from other countries, industries and life paths is irreplaceable. I hope we will maintain and develop this bond in the coming years. ■

## ALUMNI INTERVIEW

# Alper Ozden

CHAIRMAN'S ADVISOR ON GLOBAL BUSINESS DEVELOPMENT, IS HOLDINGS



**“International strategy and diplomacy will not be functioning effectively if they don’t acknowledge the power of social media”**

## What year did you complete the course in? What were your roles before and after the completion of the programme?

I completed the course in 2012. I was working as Prime Minister’s Advisor on international affairs and global risks before the course as I have been working in the Ministry of Foreign Affairs until the time I was appointed as the Prime Minister’s Advisor. After the course, again I kept on working in the Office of the Turkish Prime Minister for almost one more year until the time I was appointed as the Head of Department in the General Directorate of International Security Affairs of the Ministry of Foreign Affairs working on global terrorism, foreign terrorist fighters and global cooperation on terrorism. I was later appointed as Turkey’s contact person at United Nations Counter Terrorism Centre and UN Counter Terrorism Implementation Task Force (CTITF). Meanwhile, I was promoted to the level of Deputy General Director at General Directorate of International Security Affairs in 2018 and later in that year I was posted as the First Counsellor of the Embassy of Turkey in Seoul, The Republic of Korea with the Deputy Ambassador portfolio. I served in Seoul for two years until the time decided to resign and change track in my life to have a career in the private sector. Today, I am working for a private company as the chief international business development officer accountable to the board of directors and also member of the internal audit planning committee of the group companies.

## How did the Programme support your professional interests and career?

The Programme provided me with a much broader vision on global strategy, risks, definition of problems and devising strategies to solve the problems or cope with the difficulties and uncertainties that governments/states face. The Programme was actually so unique in the sense that you eventually get deeper perspectives to approach uncertainties and crisis situations. This helped me to implement the methods I learned during the course in my career and supported me in being more resilient in approaching multi-lateral problems and cases where international cooperation and collaboration is vital. I also gained more self-confidence both at national and international levels. Finally, being an LSE graduate provides me a much higher degree of reliability and trust.

## Why did you decide to enrol in the programme in the first place?

In the first place to be honest, it was a bit emotional as my father has been praising the LSE as he had some friends from LSE during 1960s trying to convince me—surely for good reasons—to become a student of LSE one day. The LSE has always been in my mind since my high-school years thanks to my father. I finally succeeded to turn this dream into reality. LSE is one of the most prominent schools in the social sciences. International Strategy and Diplomacy was really designed to suit those who are

looking for a real masters programme that genuinely deals with global strategy, risk analysis and international affairs.

## What is the use for international strategy and diplomacy today?

In my opinion, the use for international strategy and diplomacy is still the same as it was before. However, the area or the field of their use expanded as today not only governments but also institutions, international organizations, multinational companies use international strategy and diplomacy in their own undertakings. For instance today, countries have their own domestic strategies as well as international strategies to cope with global terrorism challenge. However, diplomacy has played a key role to integrate individual strategies to form a wider and stronger global strategy making each participating country a key member in this international cooperation against an international challenge.

Multinational companies have to devise international strategies to realize their global targets. And these companies also use diplomacy either in a public-diplomacy form or a business-diplomacy form.

## What is the current most pressing challenge internationally, in your opinion? Why and what do you think should be done about it?

This is a tough question. However, climate change, global health issues (the Covid-19), illegal immigrants,

ANNOUNCEMENTS

international competition on trade and access to world resources are, in my opinion, the most important challenges the world is facing today. Because these problems contain risks of creating uncertainties and instabilities around the world. If there is uncertainty and instability at the same time then there may be a potential threat against the international security. Regretfully, there is no globally acknowledged solution to any of these challenges. However, there are ways and methods to address these challenges through communication among the actors (countries, international organizations, multinational companies) in the world. Diplomacy is actually being used to address, define and to solve these problems.

**What is your fondest memory of the programme?**

Actually each and every lecture and event at LSE is a priceless memory for me. However, the trip to Cumberland Lodge where we spent a weekend with the class and the professors for the "Solarium Project" to discuss global issues was one of the fondest memories that I remember today being a member of an LSE academic study group.

**What do you think the LSE IDEAS Alumni Network could be most useful for? What should be its main focus going forward?**

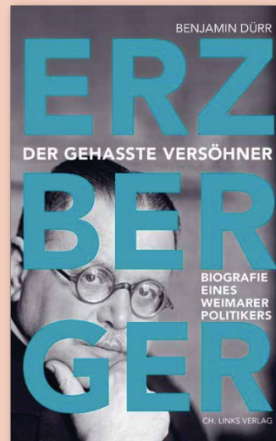
I think today the Alumni Network is actually doing a very effective and fruitful job. Perhaps having more insight into what other graduates are doing now would be great, but otherwise it is great to participate in LSE IDEAS Alumni Network events and connect on LinkedIn.

**Anything else you'd like to share?**

LSE is one of the best schools in the field of social sciences as it provides important perspectives on global issues that are of concern to governments, international organizations and multinational companies. In this regard, I believe I am lucky to be an alumni of the LSE's MSC International Strategy and Diplomacy and still benefit from its reputation during my professional career. ■

**New Book by our Alumnus Benjamin Duerr**

**Erzberger**



**Benjamin Duerr** (2019 cohort) recently published a biography of Matthias Erzberger—the German politician and self-made diplomat (1875-1921) who ended the First World War, and a founding father of German democracy.

Erzberger negotiated and signed the armistice in 1918, persuaded Germany to accept the Treaty of Versailles, and was a mastermind of the League of Nations. In August 1921 he was murdered for his peace efforts. Erzberger's life reflects the great struggles of his time: between democracy and authoritarianism, nationalism and international cooperation, and between militarism and reconciliation.

The book sheds light on one of the most fascinating, influential, and controversial European politicians at the beginning of the twentieth century, and elucidates the profound impact Erzberger had on the course of history. Benjamin has not only an interest in international history, but also happened to grow up in the neighbouring village of Erzberger's hometown in Southern Germany. Since he has been working on war and peace issues himself as international lawyer and policy maker, he was interested to learn more about the life of the influential politician of his region of origin. ■

**Exec Programme Featured in Forbes!**

*The Specialized Master's That Can Land You a Job at the World's Most Sought-After Companies?* Read about the MSc International Strategy and Diplomacy in [Forbes!](#)



## UPCOMING EVENT

# Meet the Leader

### Dr Leslie Maasdorp

Vice President and CFO, New Development Bank  
Monday, 11th October, 1pm (BST)

**Registration link:** [https://lse.zoom.us/webinar/register/WN\\_ayueeUkHS-KgWBEbGySFuw](https://lse.zoom.us/webinar/register/WN_ayueeUkHS-KgWBEbGySFuw)



In the **Meet the Leader Series**, LSE IDEAS hosts fireside chats with leading practitioners of strategy and diplomacy, who have achieved distinction in public and private sectors.

**Mr. Leslie Maasdorp** is Vice President and Chief Financial Officer of the New Development Bank. In this role he is responsible for the treasury, portfolio management, finance and accounting functions of the Bank.

Over the past 25 years he has occupied senior leadership roles in both private and public sectors. Most recently he served as a Managing Director and President of Bank of America Merrill Lynch for Southern Africa for a period of four years. Prior to that he served in a dual role as Vice Chairman of Barclays Capital and Absa Capital. In 2002 he was the first African to be appointed as International Advisor to Goldman Sachs International. Before his 13 years as a global

investment banker, he served in several senior leadership roles in the Government of South Africa. In 1994 after the transition to democracy, he was appointed as Special Advisor to the Minister of Labour and in 1999, in his role as Deputy Director General of the Department of Public Enterprises, he led the restructuring and privatization of state owned enterprises for the South African Government. He is a former Chairman and CEO of Advtech, a leading provider of private education in South Africa. Leslie is a young global leader of the World Economic Forum. He holds a BA degree in Economics and Psychology from the University of the Western Cape and a Master of Science degree in Economics from the School of Oriental and African Studies, at the University of London.

The interactive discussion will be chaired by **Lutfey Siddiqi**, Visiting Professor-in-Practice LSE IDEAS. ■

## PROJECT UPDATE

# UN Project Video Series



The **UN project** has released a nine-part video series exploring business–community relationships in Colombia and Liberia: <https://www.lse.ac.uk/ideas/media/news/local-voices-video-series>

The nine-part series, supported by LSE's Knowledge Exchange Impact Fund, builds on existing work to understand and improve the impact that business has on local communities. The videos cover stories from Buriticá in Antioquia, Colombia and from communities

near the Firestone rubber plantation in Liberia. The videos, which feature community leaders, research workers and facilitators, put a spotlight on the challenges in the interaction between communities and companies, and in doing so illustrates the reasons why a new approach to addressing these complex challenges is needed.

The Human Security Business Partnership Framework, pioneered by LSE IDEAS in collaboration with the UN, is designed to foster multi-stakeholder cooperation between the private sector, local communities and other stakeholders. It can be applied in different contexts and provides a method for implementing and guiding multi-stakeholder collaboration to establish positive and durable relationships between key actors, no matter how different they are. ■

# alumni

Executive MSc in International Strategy and Diplomacy @ LSE IDEAS

If you are not yet part of the 'Executive MSc in International Strategy and Diplomacy @ LSE IDEAS' on LinkedIn, make sure to request access with:

**Marta Kozielska**


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The Executive MSc International Strategy and Diplomacy is managed by LSE IDEAS, the LSE's foreign policy think tank.

We connect academic knowledge of diplomacy and strategy with the people who use it.


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