

GDI IMPACT LEADERSHIP PROGRAMME FOR DEPARTMENT STORES 2026

DEVELOPING THE NEXT C-SUITE LEADERS
THE GLOBAL RETAIL PROGRAMME FOR DEPARTMENT STORE EXECUTIVES ONLY

CREATING

FUTURES

WHAT IS YOUR ESSENTIAL IMPACT AS A FUTURE C-SUITE LEADER? HOW CAN YOUR DEPARTMENT STORE BUSINESS SURVIVE AND THRIVE IN THE FUTURE?

"We are at a critical juncture for the department store industry worldwide, and only the strongest and most innovative will survive. This is of deep concern to me, and I worry that there are not enough forward-thinking, innovative leaders in our industry who will be willing to risk changing the status quo and work to create a new model to attract consumers away from the alternative options that are performing well today at the expense of department stores."

Terry J. Lundgren
(former CEO & Chairman of Macy's Inc.)

THE GDI IMPACT LEADERSHIP PROGRAMME FOR DEPARTMENT STORES

is a leadership development programme bringing you together with department store leaders from around the world, with the potential to take on greater leadership responsibility at the C-suite level in the near future.

Within this programme, open to leaders of all department store companies worldwide, you will define your impact leadership profile as an executive leader, integrate effective forward-thinking tools and develop your full leadership potential as a future shaper by having foresight and insight, reflecting and consciously making a transformational impact.

PARTICIPANTS CONNECT & CO-CREATE WITH PEERS IN THE GLOBAL DEPARTMENT STORE INDUSTRY

TOP PERFORMER

Are you recognised as a high-performing senior manager within your organisation, currently at level 3?

POTENTIAL FOR C-SUITE LEVEL

Are you ready to take on wider accountability and leadership responsibility at the C-suite level in the near future (potential for level 2)?

EXPERIENCED MANAGER

Are you an experienced manager with at least 5 years' experience in the department store/retail industry?

... then join other executives from different organisations, cultures and nationalities from the global department store industry for an enriching learning experience that will help you define your leadership impact and future.

Level 1
CEO & Management Board

Level 2
C-suite (e.g. COO, CFO, CIO, CTO,
CMO, CHRO, CCO, etc.)

Level 3
Head

Level 4
Manager

Level 5
Deputy/Assistant Manager

Level 6
Coordinators & new entries

on your
journey
to ...

KEY LEARNINGS

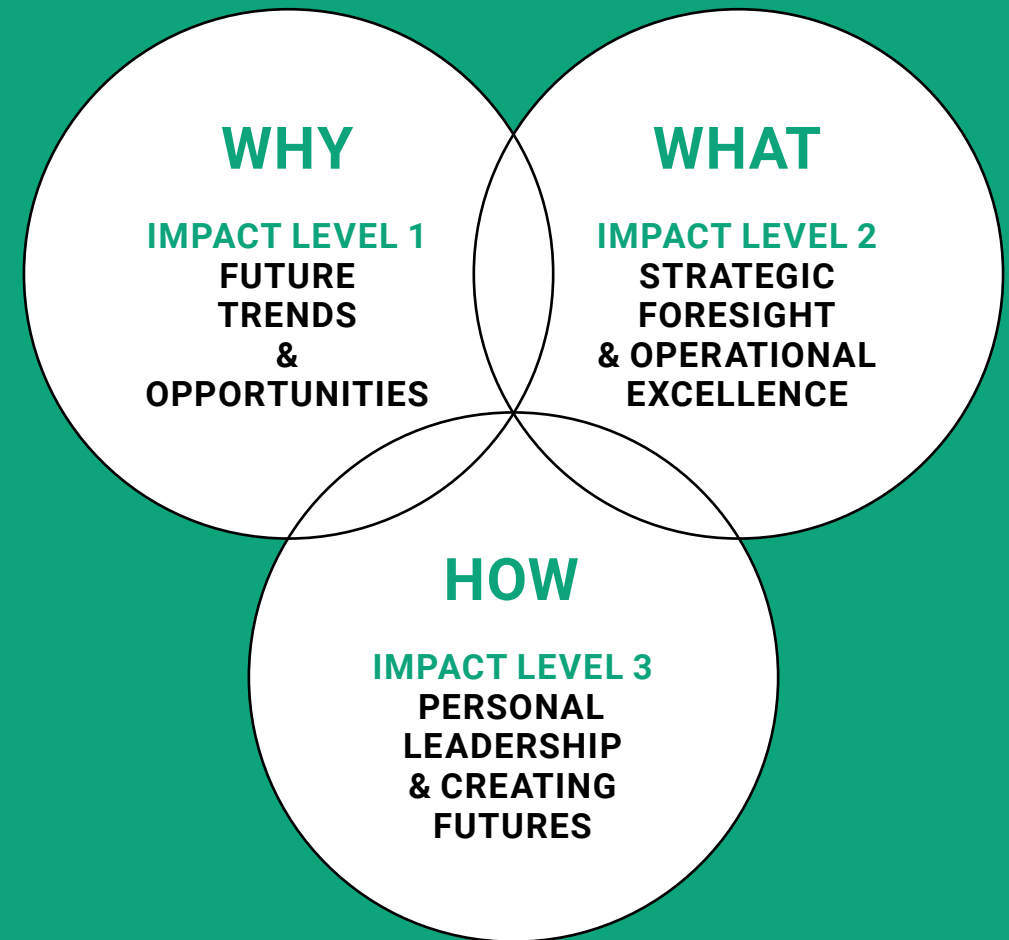
UNLOCK THE POWER OF THREE IMPACT LEADERSHIP LEVELS

Impact leadership is grounded in addressing the following three questions. The programme is highly interactive and highlights these three levels and their interconnections.

WHY does our department store industry need to transform?

WHAT do we need to do to stay agile?

HOW do we act as impact leaders to proactively create our future together?

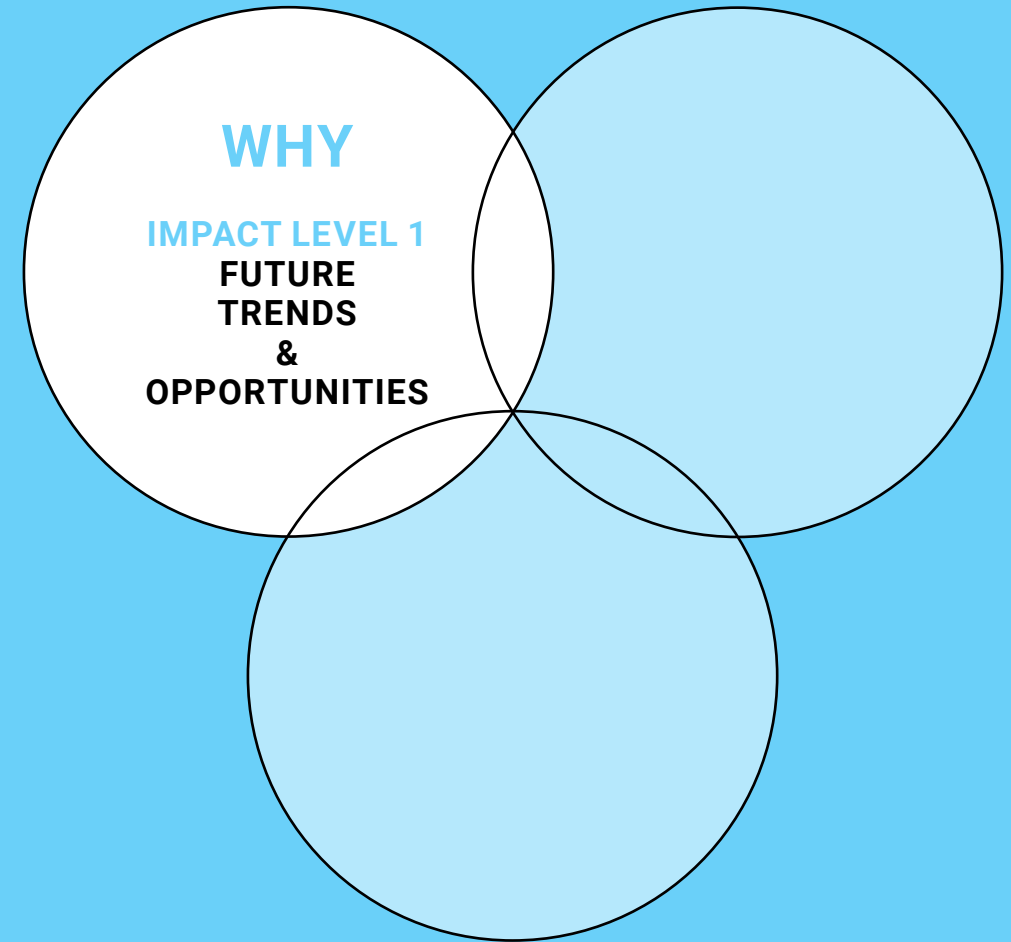


IMPACT LEVEL 1: WHY LEADERSHIP SKILL FORESIGHT

WHY does our department store industry need to transform?

The dynamic driving forces behind economic, societal and environmental change.

- Analyse the trends in society, economy, technology and environment and evaluate how they impact the industry and your business
- Understand the fundamentals behind the development of customer needs – and reflect on what it takes to create an excellent customer experience
- Be aware of yourself as a leader – and how trends impact you and your leadership



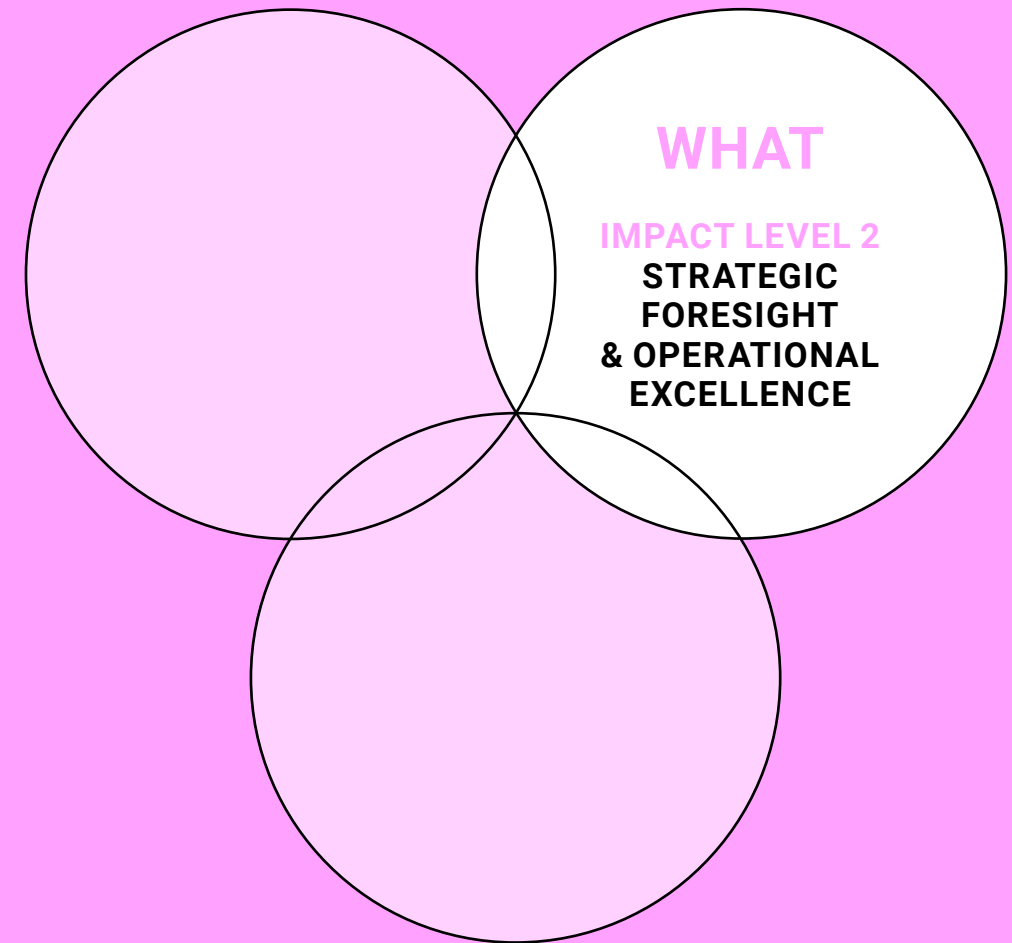
20% OF PROGRAMME

IMPACT LEVEL 2: WHAT LEADERSHIP SKILL INSIGHT

WHAT do we need to do to stay agile?

A systematic approach to strategic foresight and organisational development.

- Develop a holistic understanding of strategy, structure and culture – recognise challenges and risks and where to create the greatest impact
- Reflect on areas of operational excellence and innovation – and build on your awareness of how conflicting goals can be tackled
- Work with efficient tools to evaluate and focus on impactful developments for your company

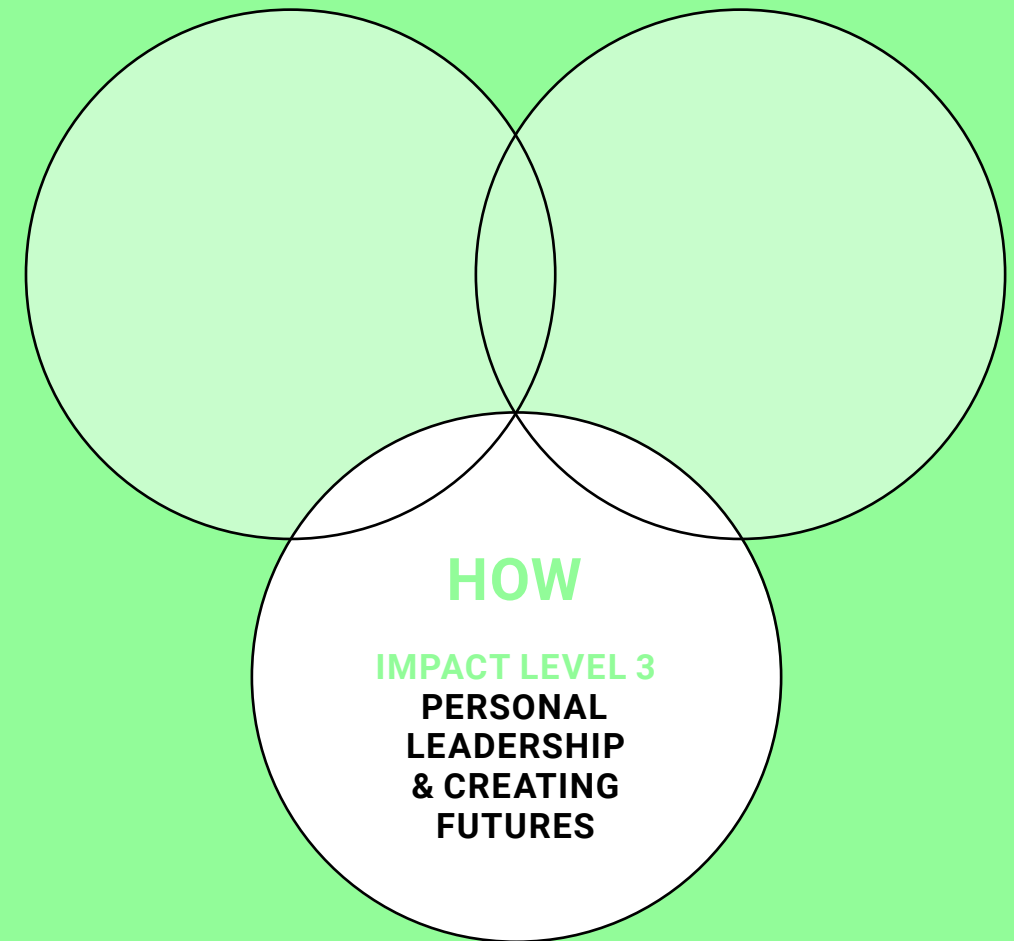


IMPACT LEVEL 3: HOW LEADERSHIP SKILLS REFLECTION & ACTION

HOW do we act as impact leaders to proactively create our future together?

Energising ourselves, our teams and our organisations.

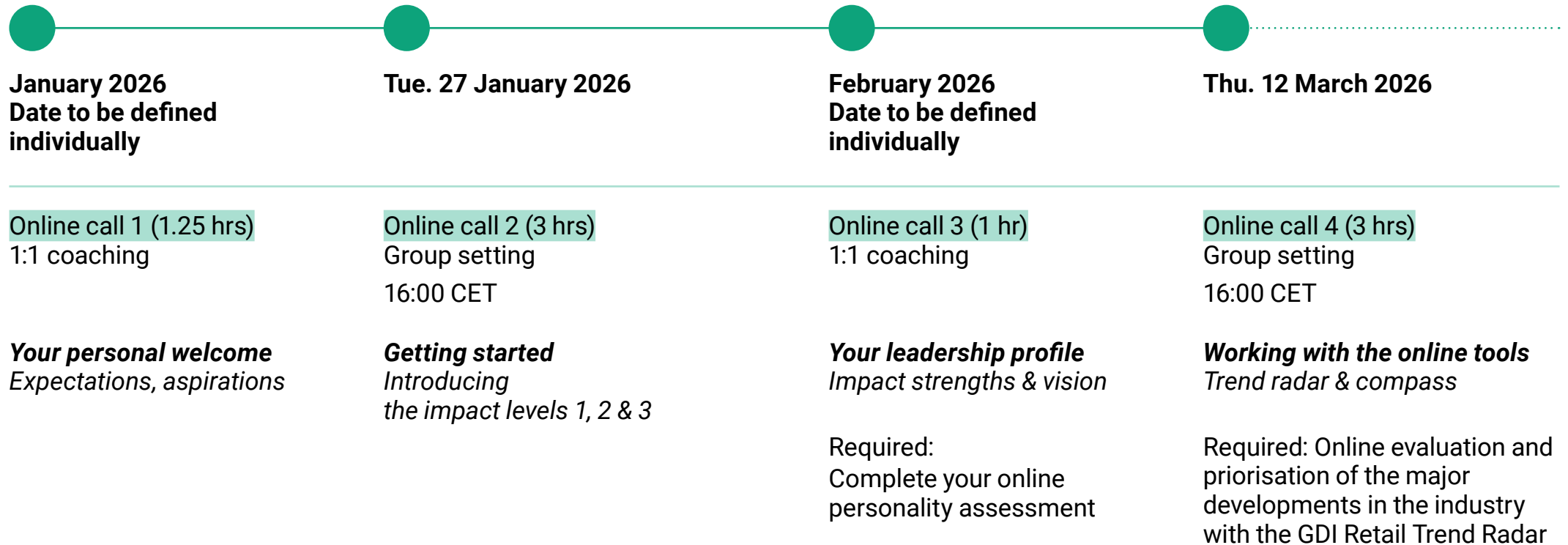
- Reflect on your personal impact leadership profile, in particular your impact strengths, and how to build on them as an individual and in your team
- Define your vision, personal ambition and strategic network
- Lead effectively and mobilise people by defining your personal set of impact tools



60% OF PROGRAMME

YOUR IMPACT JOURNEY

STAGE 1: CONNECTING / ONLINE PREPARATION & PERSONALISED COACHING



YOUR IMPACT JOURNEY

GDI CAMP
20 - 23 APRIL 2026
ZURICH

STAGE 2:





CO-CREATING / AT THE GDI CAMP (3.5 DAYS)

Mon. 20 April 2026	Tue. 21 April 2026	Wed. 22 April 2026	Thu. 23 April 2026
	<p>From trends to action fields</p> <p>Foresight <i>Agile foresight workshop</i></p> <p>IMPACT LEVEL 1</p>	<p>Defining your impact strengths</p> <p>Reflection <i>Peer groupwork</i></p> <p>IMPACT LEVEL 3</p>	<p>Boosting your future impact</p> <p>Reflecting & presenting your impact statement <i>Peer feedback</i></p> <p>IMPACT LEVEL 3</p>
<i>Lunch at the GDI</i>	<i>Lunch at the GDI</i>	<i>Lunch at the GDI</i>	<i>Lunch at the GDI</i>
<p>Quo Vadis department store industry</p> <p>Orientation & deep dive with the GDI think tank</p> <p>IMPACT LEVELS 1, 2, 3</p>	<p>Operational excellence & innovation</p> <p>Insight <i>Bridging polarities in your team & organisation</i></p> <p>IMPACT LEVEL 2</p>	<p>Unlocking the power of the three impact levels</p> <p>Making a transformational impact <i>Peer case consulting</i></p> <p>IMPACT LEVELS 1, 2, 3</p>	<p>Building your strategic network & plan</p> <p>Leading with impact: Transfer of learning <i>Defining your next strategic moves, action planning</i></p> <p>IMPACT LEVELS 1, 2, 3</p>
<i>Networking dinner at the GDI</i>	<i>Crossing Lake Zurich, Themed dinner</i>	<i>Unconference, Dinner at the GDI</i>	

YOUR IMPACT JOURNEY



STAGE 3:
**PERFORMING / AT THE IGDS WORLD DEPARTMENT
STORE SUMMIT (1.5 DAYS) & ALUMNI PROGRAMME**

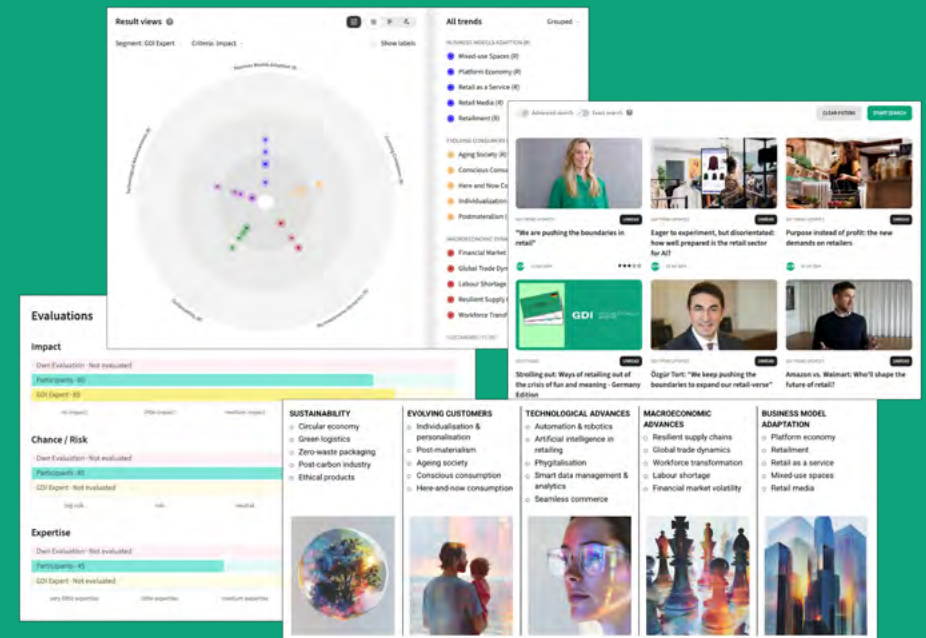
			
Thu. 7 May 2026	Tue. 19 May to Wed. 20 May 2026	Tue. 30 June 2026	November 2026 Date to be defined
<div>Online call 5 (1.5 hrs)</div> <div>Group setting</div> <div>16:00 CET</div> <div>Group performance briefing <i>for attending the IGDS World Department Store Summit</i></div>	<div>IGDS World Department Store Summit 2026</div> <div>Mexico City</div> <div>Meet industry leaders <i>Hearing retailing stories from top leaders and networking with peers from around the world</i></div>	<div>Online call 6 (2.5 hrs)</div> <div>Group setting</div> <div>16:00 CET</div> <div>Closing the impact journey <i>Take-aways & action plans</i></div>	<div>Online call 7 (2.5 hrs)</div> <div>Group setting</div> <div>16:00 CET</div> <div>Start of the alumni programme <i>Connect with all cohorts</i></div>

CO-CREATION

You will be introduced to a cutting-edge online process to evaluate current trends and gain security in your choices and prioritisation of the main retail trends in order to co-create future scenarios and concepts with your colleagues.

- You will use an online evaluation tool and compass to organise your foresight in an efficient way.
- You will learn to cooperate with peers on an online trend board and within an online process.
- You will experience how to facilitate a workshop to translate trends into action fields and future concepts.

Based on a comprehensive “State of the Industry Report” and a detailed “Retail Trend Radar” developed by the GDI think tank, you and your group will define the most important trends impacting the present and future department store industry. You will translate these trends into action fields, defining first possible steps as a future shaper. These results can be a take-away for you from this programme that will encourage necessary future-oriented conversations within your organisation.



PERSONALISED COACHING

INDIVIDUAL COACHING

You will start the journey with a confidential one-to-one expectation and aspiration talk, as well as a one-to-one coaching session integrating the newly developed best-in-class personality self-assessment PrinciplesYou (created by Ray Dalio, Dr. Adam Grant, Dr. Brian Little and Dr. John Golden, based on the scientifically proven Big Five personality assessment. For more information, see: www.principlesyou.com).

PEER COACHING

Gather fresh insight and feedback with your “reflection buddy” who you will select from among all the participants in your group. Your peer coaching partner will not only reflect with you throughout the programme. Very often, these buddy teams also continue collaborating after the programme.

GROUP COACHING

Within the GDI camp in Zurich, you will benefit from sharing experiences and gaining feedback on current leadership challenges in a safe setting.

**UNDERSTAND
YOURSELF.**

**UNDERSTAND
OTHERS.**

**HELP OTHERS
UNDERSTAND
YOU.**

PrinciplesYou
from Ray Dalio, Co-creator of PrinciplesYou

YOUR LEARNING VENUES

GDI CAMP

20 - 23 APRIL 2026

GDI
Gottlieb Duttweiler Institute
Langhaldenstrasse 21
8803 Rüschlikon/Zurich

gdi.ch/en/leadership-department-stores

Nestled in the beautiful parklands of the GDI Foundation, with a view over Lake Zurich

30 mins. from Zurich Airport
15 mins. from Zurich city centre
5 mins. from your hotel (on foot)

IGDS WORLD DEPARTMENT STORE SUMMIT

19 - 20 MAY 2026

IGDS World Department
Store Summit 2026
Mexico City

wdss2026.org



REAL IMPACT, REAL STORIES

“ The Impact Leadership Programme stimulated me to think as a generalist and gave me a clearer personal vision on department store futures, which also helps me in my daily work.

Tijmen Kroon, Head of Supply Chain, De Bijenkorf

“ This experience has expanded my network, my view, and provided me with tools to not only define my leadership path but also to support others in their journeys.

Katherine Dar, CRM Manager, Rustan's

“ It has been a great experience to be part of this high-class leadership programme! It has provided me with valuable insights into leadership, business strategy, and personal growth.

Daniel Lehnhoff, Department Store Manager Zurich, Globus

ABOUT GDI – CREATING FUTURES



JENNIFER SOMM

CEO a.i., Gottlieb Duttweiler Institute

The Gottlieb Duttweiler Institute (GDI) is the oldest think tank in Switzerland. It researches the future using trend studies and international conferences, develops innovation strategies and trains the managers of tomorrow.

Through its activities, the GDI bridges the gap between science and practice. Its focal areas are retail, nutrition and health within the context of society, technology and the environment. The GDI is also a venue for hosting business events. The GDI is an independent institute supported by the Migros Culture Percentage.

ABOUT IGDS – DESTINATION DEPARTMENT STORES



ANDRÉ MAEDER

President, Intercontinental Group of Department Stores

The Intercontinental Group of Department Stores (IGDS) is the largest membership group for department stores only. Founded in 1946 as a non-profit association in Switzerland, its purpose is to connect and inform members as well as representing the department store industry.

The annual IGDS World Department Store Summit is the department store sector's gathering. Prompting themes and topics are addressed by a top line-up of speakers and experts. The summit attracts up to 350 CEO and senior executive representatives from department stores, specialty retailers, brands, suppliers and service providers. The programme is designed for sharing perspectives, exchanging know-how and networking globally.

THE PROGRAMME TEAM

**TANJA INEICHEN**

*Programme Director,
Co-facilitator, Coach*

Head of Leadership & Transformation at the GDI; certified PrinciplesYou coach; renowned author in the field of impact leadership; Master's degree in commerce, Vienna University of Economics & Business; 15+ years of business experience in the retail industry.

**SUSAN SHAW**

Strategic Foresight Expert

Head of Strategic Foresight at the GDI; Master's degree in social sciences at the Universities of Zurich and Madrid; 20+ years of business experience as a translator of research insights into strategic recommendations and action fields, identifying future trends and analysing consumer behaviour in various industries.

**JEAN-CLAUDE COURTO**

*Co-creation Expert,
Co-facilitator, Coach*

Independent organisational developer, coach and management trainer at the motiv-ch network (co-founder); economist, University of Basel; passionate flow team designer and FlowStyle specialist; 20+ years of experience co-creating customer solutions with impact.

**GIANLUCA SCHEIDEGGER**

*Senior Researcher
at the GDI think tank*

Behavioural economist and consumer behaviour specialist; PhD from the Institute of Retail Management at the University of St. Gallen, one of Europe's leading business schools; graduate courses in retailing at the University of St. Gallen; practical experience in campaign management and strategic marketing.

START YOUR IMPACT JOURNEY

5 DAYS ON SITE WITHIN AN IMPACT JOURNEY OF 6 MONTHS (IN TOTAL), INCLUDING:

- 3.5** days on site at the GDI Camp:
Mon. 20 April to Thu. 23 April 2026, Zurich, Switzerland
- 1.5** days on site at the IGDS World
Department Store Summit:
Tue. 19 to Wed. 20 May 2026, Mexico City, Mexico
- + Facilitated online process with 5 online group meetings
- + 2 online one-to-one coaching sessions
- + Personality assessment analysis
- + Access to a platform for worldwide trends
and innovations
- + Membership in global alumni programme

Programme language: English

FEE CHF 7670

(price includes all course materials, dinners,
lunches, coffee breaks and free admission to the
IGDS World Department Store Summit 2026;
price excludes accommodation and travel expenses)

NOMINATION

September 2025 to Wed. 31 December 2025

START OF IMPACT JOURNEY

January 2026 (with online meetings)

END OF IMPACT JOURNEY

June 2026 (+ kick-start alumni programme)

OFFERED

Once a year to 12–24 talents
nominated by department stores



MORE INFO & APPLICATION:

gdi.ch/en/leadership-department-stores

- Maximum of 4 participants
per department store
company
- English language proficiency
required
- First come, first served

Contact: Tanja Ineichen
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Head of Leadership &
Transformation at the GDI
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