

1 **FIRST**
OF ALL:
BROADEN
YOUR HORIZON

EXECUTIVE TRANSITION PROGRAM ETP



**Executive Education
Ranking 2017**

**The most recent international rankings
confirm the program excellence at ESMT**

Financial Times ranks ESMT 8th worldwide in
executive education and number one in Germany

FACULTY*

MATTHEW S. BOTHNER

Professor and Deutsche Telekom Chair in Leadership and HR Development at ESMT Berlin.

CHRISTOPH BURGER

Member of the faculty and senior associate dean of executive education at ESMT Berlin.

LINUS DAHLANDER

Associate professor of strategy and KPMG Chair in Innovation at ESMT Berlin.

NORA GRASELLI

Program Director at ESMT and certified Executive Coach from the Columbia Coaching Certification Program.

HARALD HUNGENBERG

Chaired professor of management at Friedrich-Alexander-University, Erlangen Nuremberg.

URS MÜLLER (PROGRAM DIRECTOR)

Lecturer and member of the faculty at ESMT Berlin.

MATTHEW MULFORD

Senior research fellow at LSE and a visiting lecturer at ESMT Berlin.

JOE PEPPARD

Professor and head of the practice group Information and Communications Technologies at ESMT Berlin.

OLAF PLÖTNER

Professor and dean of executive education at ESMT Berlin.

ERIK SCHLIE

Professor of Marketing and General Management at IE Business School Madrid.

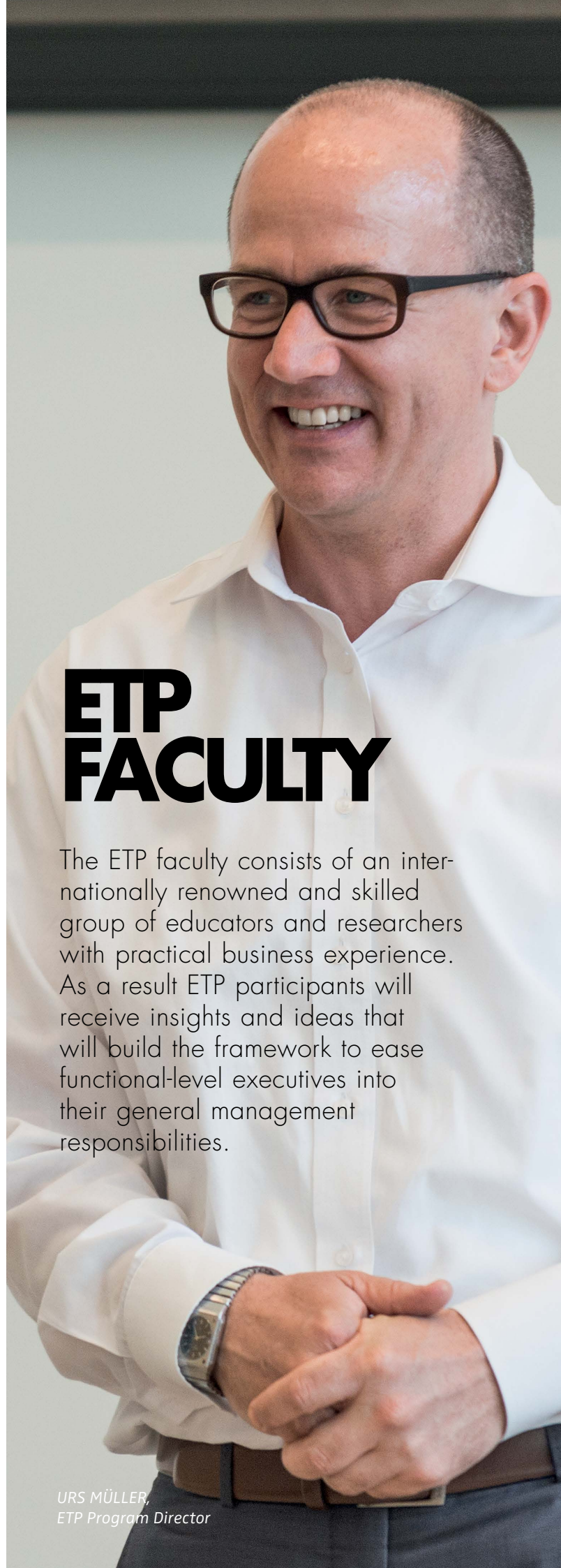
BIANCA SCHMITZ

Program Director and Licensed Design Thinking Facilitator by the Hasso Plattner Institut.

HANNA SETTERBERG

Assistant Professor of Accounting at Stockholm School of Economics.

**Program faculty may change*



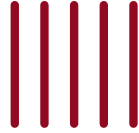
ETP FACULTY

The ETP faculty consists of an internationally renowned and skilled group of educators and researchers with practical business experience. As a result ETP participants will receive insights and ideas that will build the framework to ease functional-level executives into their general management responsibilities.

URS MÜLLER,
ETP Program Director

MODULE 1

October 19–26, 2018
ESMT Berlin Campus Schloss Gracht



CORE MANAGERIAL COMPETENCIES

- Operations and Supply Chain
- Marketing
- Sales
- Finance and Accounting
- Human Resources
- IT Management
- Executive Transitions

MODULE 2

February 15–22, 2019
ESMT Berlin



GENERAL MANAGEMENT PERSPECTIVES

- Corporate Strategy
- Competitive Strategy
- Strategic Innovation and Entrepreneurship
- Digitalization
- Non-market Strategies: The Role of Lobbying, Politics, and Regulation
- Intellectual Property Rights
- Decision Making and Evidence-based Management

MODULE 3

May 10–17, 2019
ESMT Berlin



INTEGRATIVE LEADERSHIP IN ACTION

- Leaders, Leadership, and Followers
- Leading Change
- Business Ethics and CSR
- Status and Networks
- Executive Careers
- Leading and Reinventing Yourself
- Executive Communication



If you want to have a modern organization, investing into responsible leadership is mandatory. If you fail to do it, you will pay the price and not save money. Since the ETP, I also know that even the best program is more than the topics it covers. I enjoyed discussions with peers from various backgrounds – nationalities, functions, industries – showing me that I am leading my teams into the right direction. And when the program was over I had lessons learned to share with my teams and ideas to give to others in our organization.

*Hiltrud Werner, Member of the Management Board,
Functional Responsibility 'Integrity and Legal Affairs',
Volkswagen AG*

METHODS

We have designed an experience-based program for managers transitioning from their role as a functional expert to that of a general manager. Pertaining to each step of this process and based on the broad range of industries represented in the ETP, the cultural diversity, and the seniority of our participants, we have selected methods appropriate for this group and their different learning styles. Among others these are: business simulations, case discussions, professional and peer coaching, lectures, role plays, best-practice examples, company visits, workshops, and team exercises.

The Executive Transition Program (ETP) consists of three non-consecutive weeks of study and has been designed for experienced functional managers transitioning to an increased level of general management responsibility. Advancing to the next level of leadership implies the acquisition of knowledge, skills, and competencies as much as fundamental changes in behaviors and attitudes.

We invite new and future general managers to participate in this intense learning and development intervention, which will help them to succeed at the next level and remain personally fulfilled.

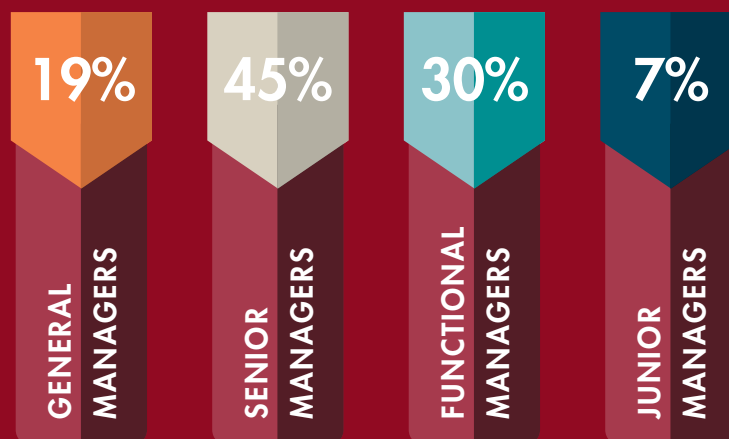
General managers have to evaluate the potentially conflicting interests of the various functions. In order to decide each time which of these have priority, they have to go beyond functional jargon and be able to ask critical questions. Reflecting this necessity, ETP will start in module 1 (Core managerial competencies) by looking at the fundamentals of all major business functions. As a result, the program offers participants a solid understanding of both the language and the thought processes prevalent in the major functions (such as Operations, Marketing, Sales, HR, IT, Finance and Accounting).

In module 2 (General management perspectives), the focus of the program will turn to cross-functional aspects, that is, to the ways in which the functions discussed in module 1 interconnect. We will look at strategic aspects of running a business incl. digitalization, discuss the critical role of innovation incl. design thinking, evaluate relations between business and the non-market environment, and discuss the methods and rules general managers should follow when making decisions.

Every new set of responsibilities increases the number of stakeholders who need to be taken into account. Therefore, module 3 (Integrative leadership in action) will further broaden perspectives by looking at the role of communication, at leading yourself and others, change management, as well as business ethics and CSR. By being offered an opportunity to discuss personal leadership challenges with experienced faculty, professional coaches, and a diverse, experienced, and international group of participants from a broad range of functions and industries, participants will leave the program with clear ideas and plans for the businesses they are leading, as well as their future personal development. At the same time, this group of individuals will serve as a lasting peer network that can be leveraged beyond the duration of this program.

ETP PARTICIPANT GROUPS

The ETP has been designed for accomplished functional-level executives on their way to assuming general-management responsibilities. These executives want to gain a sound understanding of the major organizational functions and how they are interrelated in an organization.



REPRESENTATIVE JOB TITLES OF FORMER PARTICIPANTS INCLUDE

Business Unit Head, Chief Audit Executive, Chief Compliance Officer, Chief Internal Officer, Country Division Lead, Deputy Managing Director, Director Group Treasury, Director Marketing, Director Product Analytics, Director Technical Sales, Global Anti-Money Laundering Coordinator, Head of Business Management, Head of Credit and Risk Management, Head of International Logistics, Head of Manufacturing, Head of Payments and Financial Messaging, Head of Product Management, HR Manager, International Financial Coordinator, Regional CIO

COMPANIES REPRESENTED INCLUDE

ABB, Accenture, Air Berlin, Airbus, Air Canada, AkzoNobel, Allianz, Amnesty International, Audi, Bajaj Auto, Bayer, BMW, CLAAS, Commerzbank, Continental, Daimler, Deutsche Bank, Deutsche Post/DHL, E.ON, Ernst & Young, Eurex Clearing, EVERYCASA, Gazprom, Güntner Group, Hauni Maschinenbau, Huettenes-Albertus Korea, Klarna, Körber, KPMG, Liebherr, Lufthansa, Ma, Maersk, MAN, Médecins Sans Frontières, National Savings and Credit Bank, Nederlandse Gasunie, Nord/LB, Oerlikon, Oman Air, Robert Bosch, SAP, Sasol, ScanEnergy, SCHOTT, Sea Wind Management, Siemens, Swedbank, Tateyama Machine, thyssenkrupp, UniCredit Bank, uniper, United Bank for Africa, Volkswagen, WWF

COUNTRIES REPRESENTED INCLUDE

Argentina, Austria, Belarus, Belgium, Brazil, Bulgaria, Canada, China, Colombia, Croatia, Czech Republic, Denmark, Estonia, France, Germany, India, Israel, Italy, Japan, Kazakhstan, Korea, Latvia, Lithuania, Malaysia, Mexico, Netherlands, Nigeria, Norway, Oman, Pakistan, Peru, Poland, Qatar, Romania, Russia, Serbia, Singapore, South Africa, Spain, Sweden, Switzerland, Syria, Turkey, United Arab Emirates, United Kingdom, United States, Zambia

WHO SHOULD ATTEND

Professionals in their thirties or forties from any educational background with a proven track record in their business. Participants are typically: leading a business unit or a regional subsidiary; in charge of a new product, market, or major project initiative; employed by companies operating globally or regionally; confident in their English-speaking capabilities.

INDIVIDUAL BENEFITS

Participants will return to their organizations from this program feeling confident and ready to assume complex roles as general managers. They will be equipped with new capabilities, tools, and concepts, feel competent when leading others, and will be prepared to manage across national borders. In addition, ETP alumni will become members of the exclusive ETP Salon, which will give them access to the ever-growing group of executives who have completed the program.

Many of the ETP alumni highlighted the enormous benefit they were able to reap from the diversity of their classmates. Intensively interacting with peers from different organizations, functions, industries and countries helped them to broaden their horizon and to lead their areas of responsibility more successfully.

ORGANIZATIONAL BENEFITS

ETP offers companies the opportunity to promote and retain valuable personnel. In addition, the program offers a tangible return on investment: As with all ESMT programs, the ETP is practice-oriented and offers knowledge that can be implemented immediately upon the participants' return to their organizations. Due to the diverse backgrounds of ETP participants, the program provides participants and their organizations with fresh perspectives and a lasting network of international peers.

TUITION*

€22,900

Seminar prices are net prices. Value-added tax will be added where it is legally required. Deductions for items such as banking fees, withholding taxes, or cash discounts for prompt payment are not possible.

According to Art. 132 (1) i of the Council Directive 2006/112/EC of 28 November 2006 on the common system of value added tax, this service is exempt from VAT.

* Tuition includes all program material, on campus meals, and selected evening events.

For general terms and conditions go to:
www.esmt.org/gtc

POSTGRADUATE DIPLOMA IN ADVANCED MANAGEMENT

The Postgraduate Diploma in Advanced Management is a university-level certificate awarded by ESMT Berlin to serve as formal recognition of a participant's professional development.

All participants will be granted the diploma upon successful completion of the Executive Transition Program.

Urs Müller, the ETP Program Director, would be delighted to discuss the structure and content of the program with you and assess its fit with your development objectives.

Urs Müller, +49 30 21231 8057, urs.mueller@esmt.org



GNAM CERTIFICATE OF EXCELLENCE IN GLOBAL BUSINESS

The Global Network for Advanced Management (GNAM) is a collaboration of leading graduate schools of business in 25 countries on five continents. Over two years, participants have to take a minimum of 15 days of non-degree executive programs at the participating business schools and complete a capstone project. They have the opportunity to select from over 200 programs that match their professional development goals. To maximize their global exposure, the GNAM network requires that participants take courses at three different schools (or more) in two countries (or more). At the end of their studies they will receive the Certificate of Excellence in Global Business.

ETP participants will have covered one of three courses necessary to achieve the Certificate of Excellence in Global Business.



Many doors lead to general management, we just have to be able to open the right one. That's what I did with the help of the ETP, which turned out to be a career-changing program for me: A few weeks ago, I was promoted to general manager. I thank the fantastic faculty for this contribution to my life. The whole program was first-rate.

*Nontuthuko Signoria Mgabhi, General Manager Human Resources,
Richards Bay Coal Terminal Proprietary Limited*



ADMISSIONS MANAGER

Our admissions manager, Michaela Bodner, will be glad to answer any questions you might have regarding the ETP:

+49 30 212 31 1045
michaela.bodner@esmt.org



PROGRAM MANAGER

With respect to the program's organization and your accommodation during the program, please contact the program manager, Paulin Conrad:

+49 30 212 31 8063
paulin.conrad@esmt.org

ESMT
European School of Management and Technology GmbH

ESMT Berlin
Schlossplatz 1
10178 Berlin
Germany

www.esmt.org/etp
www.esmt.org