

LEADERSHIP UNDER PRESSURE

November 13 – 15, 2019
ESMT Berlin

LEADING EFFECTIVELY IN UNEXPECTED
AND DYNAMIC SITUATIONS

in cooperation with



Executive Education
Ranking 2018



JAN HAGEN, LUP Program Director

LUP FACULTY

JAN HAGEN (PROGRAM DIRECTOR)

is an associate professor and a member of the faculty at ESMT Berlin. Jan's research and teaching focus is on leadership and organizational development. He is particularly interested in understanding how teams and organizations deal with errors. He is currently studying the interactions of flight crews in the cockpits of civil and military aviation. His research has received media coverage in outlets such as the *BBC*, *The Economist*, *Financial Times*, *Frankfurter Allgemeine Zeitung*, *Guardian*, *Forbes*, *Harvard Business Manager*, *Irish Times*, *Manager Magazin*, *Spiegel Online*, *Sunday Times*, and ZDF. In addition to his academic work, he has more than 15 years of management experience in the European financial services industry. He studied business administration at the Freie Universität Berlin.

GREGOR HALFF

is a visiting lecturer at ESMT Berlin and a professor of the Lee Kong Chian School of Business at Singapore Management University. His research and teaching focus is on globalization and corporate communication. Gregor received his PhD in communication studies from the Westfälische Wilhelms-Universität in 1997. He is currently chair elect of the Global Alliance for Public Relations and Communication Management.

Furthermore, experienced pilots from Lufthansa will instruct, monitor, and debrief the participants during flight simulator sessions at Lufthansa Flight Training.

TUITION*

€5,400

Program 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

WHO SHOULD ATTEND

All professionals who have to deal with complex leadership situations, either because of the daily risks to a company's production lines or the need to change organizational behavior when dealing with pressure, crises, and mistakes.

INDIVIDUAL KEY BENEFITS

The program will help managers to stay on top of volatile situations and introduce support strategies for mastering the dynamics of these situations. It will provide conceptual frameworks for leading high-pressure situations that can disrupt organizational flows, processes, and employee interactions. The various mindsets and behaviors involved in making mistakes will be identified, whether they are made by individuals, a division, or an organization.

ORGANIZATIONAL BENEFITS

All ESMT programs are practice-oriented. This means that participants profit from the current state of research being applied in business today, research that can be implemented once participants return to their organizations. Furthermore, the programs provide both the participants and their organizations with fresh perspectives and a solid network of global contacts. In addition, each program is an opportunity to promote and retain valuable personnel.

In management we tend to focus on success stories. But based on what we read and hear each day, it may be more interesting to learn how strong organizations become involved in disasters or bankruptcies, despite having managers with solid professional backgrounds. As we all know, mistakes are unavoidable, especially under high pressure. Yet, in most organizations, it is rare for them to be thoroughly examined. An exception is the high-risk aviation industry, which focuses on preparing its members to solve life-threatening situations.

Leadership under Pressure (LUP) draws on this experience to illustrate ways of proactively managing unavoidable errors and therefore strengthening organizations for crisis situations. It shows how a diagnostic concept is the first step toward a modern working environment in which critical situations serve as learning opportunities.

The program presents the best of ESMT thought leadership on error management and provides unique access to lessons from the aviation sector for organizations.

TOPICS INCLUDE

- ✓ Avoiding the blame game
- ✓ Maintaining control in dynamic and fluid situations
- ✓ Assessing different crisis stages
- ✓ Managing communication
- ✓ Driving decision-making processes in dynamic and high-workload situations
- ✓ Leading teams during crises
- ✓ Understanding the prerequisites for error management
- ✓ Overcoming potential obstacles
- ✓ Exercises in real flight simulators of Lufthansa Aviation Training

METHODS

We have designed an experience-based program for executives. As a result, LUP relies on methods specifically chosen for this group, including business cases and simulations, interactive lectures, discussions with peers and faculty, group work, practical exercises in real flight simulators, and coaching from professional airline pilots from Lufthansa.

LUP PARTICIPANT GROUPS

REPRESENTATIVE JOB TITLES OF FORMER PARTICIPANTS INCLUDE

Chief Underwriter Engineering, Contract Manager,
Delivery Manager, Department Head,
Deputy Country Director,
Deputy Country Director Operations, Government Officer,
Head of Asset Engineering,
Head of Business Information & Presentations,
Head of Contract Management, Head of Credit,
Head of Group Reinsurance Solutions,
Head Infrastructure as a Service (IaaS),
Head of Innovation and Projects, Head of Procurement,
Head of Real-Time Optimization,
Head of Sales & Marketing,
International Solutions Specialist, Managing Director,
Pilot Special Missions Wing MoD,
Professional Development Manager, Senior Auditor,
Senior Project Manager, Senior Vice President,
Team Manager R&D

COMPANIES REPRESENTED INCLUDE

Allianz, Daimler, Deutsche Bank,
Deutsche Telekom, Directorate General of Tax,
Enrichment Technology Company, E.ON, FIEGE Logisitik,
Grammer, MAN, German Air Force, IDS, Marriott Hotel,
Net4Gas, Robert Half, Siemens, Swiss Re, thyssenkrupp,
UNDP – United Nations Development Programme,
UniCredit Bank, W.O.M. World of Medicine

COUNTRIES REPRESENTED INCLUDE

Austria, Czech Republic, France, Germany, India,
Indonesia, Israel, Italy, the Netherlands, Poland,
Romania, South Sudan, Spain, Switzerland,
United Kingdom, United States

POSTGRADUATE DIPLOMA IN MANAGEMENT – YOUR RETURN ON INVESTMENT

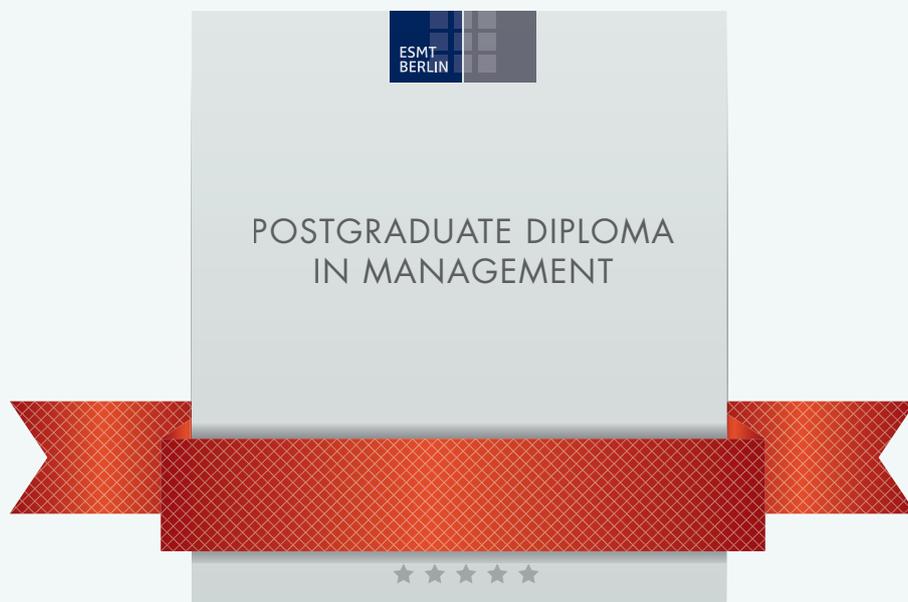
The Postgraduate Diploma in Management is a university-level certificate offered by ESMT Berlin. To acquire this diploma, candidates have to enroll for a minimum of three program weeks (18 days) spread over a period of 30 months. The postgraduate syllabus covers all major topics on leadership and general management.

We have further divided the course of study into three tracks: Leadership and Social Responsibility, Managing Technology, and General Management. The tracks allow participants to customize their course of study to suit their personal needs.

The programs have been designed – and will be led – by ESMT faculty members and ESMT visiting faculty, who will also advise participants throughout their studies. Programs are offered in both German and English.

Tuition fees vary, depending on the number of programs participants choose.

Leadership under Pressure is part of the cluster Leadership and Social Responsibility and counts toward 3 of the 18 days necessary to gain the diploma.



For more information go to:
www.esmt.org/postgraduatediploma



This was an outstanding program. I have never seen a program with such a diverse and appropriate mix of methods. It provided deep insights into key aspects of leadership in crisis situation.

*Stefanie Lawson, Human Resources Global Business Partner,
Deutsche Bank*



ADMISSIONS MANAGER

Our admissions manager, Annabell Jahr, will be glad to answer any questions you might have regarding this program.

+49 30 212 31 8049
annabell.jahr@esmt.org



PROGRAM MANAGER

With respect to the program's organization and your accommodation during the program, please contact the program manager, Melanie Seyffert.

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