

UNDERSTANDING AND LEADING CHANGE

September 11 – 13, 2019
ESMT Berlin

CHANGE AS THE MAJOR ASPECT OF
ORGANIZATIONAL LIFE



Executive Education
Ranking 2018

ULC FACULTY

PROF. KONSTANTIN KOROTOV, PHD

Is a professor of Organizational Behavior at ESMT Berlin. His areas of teaching and research focus on leadership, change, executive development and coaching. Konstantin is an award-winning researcher, author of multiple books, case-studies, and academic articles, and a global leadership consultant. Konstantin directs ESMT's open enrollment program "Leading with Psychological Intelligence", runs Executive MBA and MBA courses, and teaches in customized offerings for companies like Allianz, Daimler, Siemens, Roskosmos, UniCredit, Hereaus, Verallia, MunichRe, etc.



KONSTANTIN KOROTOV, ULC Program Director

TUITION*

€3,900

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

Executives concerned with initiating, accompanying, managing, or leading change initiatives.

INDIVIDUAL KEY BENEFITS

- greater awareness of change as a major aspect of organizational life
- analytical concepts to differentiate between types and stages of change
- psychological capital to face resistance and reluctance to change
- frameworks and tools to initiate and successfully implement necessary change
- solid network of global contacts

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.

Understanding and Leading Change (ULC) supports participants in meeting the challenges that come with initiating and implementing change. During the program, participants will examine change processes and the psychological, political, and organizational issues they generate. They will learn to diagnose change-related issues and identify options for working with them. They will understand why change initiatives can fail and learn how to deal with change resistance and reluctance. As a German language alternative, we recommend the program "Change Management Seminar".

TOPICS INCLUDE

- ✓ Understanding the need for change and the challenges accompanying it
- ✓ Dynamics of change processes
- ✓ Major reasons for change failure
- ✓ Factors of successful change
- ✓ Dealing with reluctance and resistance to change
- ✓ Influencing others to change
- ✓ Individual preferences in change interactions
- ✓ Understanding and leading technical and adaptive change
- ✓ Frameworks and tools for understanding and leading change

METHODS

We have designed an experience-based program for managers who want to become better leaders. As a result, ULC relies on methods specifically chosen for this group, including mini-lectures, case studies, class discussions, peer consultations, role plays, group work, online simulations, (thought) experiments, and self-assessments.

ULC PARTICIPANT GROUPS

REPRESENTATIVE JOB TITLES OF FORMER PARTICIPANTS INCLUDE

CEO, Department Head, Director R&D and Technology,
Finance Director, Global Director Marketing,
Head of Business Development,
Head of Business Information & Presentations,
Head of Financial Management, Head of Operations,
Head of Operations & IT Academy,
Head of Research & Innovation Center,
Head of Testing Services, Product Manager,
Project Manager, Sales Management & CRM,
Senior HR Business Partner, Senior Lead Auditor,
Senior Project Manager, Transformation Manager,
Vice President

COMPANIES REPRESENTED INCLUDE

Adam Hall, Allianz, ARAG, CMA Capital Market Authority,
Continental Reifen Deutschland, Deutsche Bank, E.ON,
FIEGE Logistik, Friede Bauzentrum, Grammer, I.K. Hofmann,
IHS Integral Hotel Supplies, Indonesian Ministry of Finance,
Leadership Institute of Sarawak Civil Service, MAN,
Marafiq, Oerlikon Barmag, Preussen Elektra, Rabobank,
SAP, SK Shipping, Swiss Reinsurance Company,
thyssenkrupp, TRW Automotive, UniCredit Bank, uniper,
Vishay Siliconix Itzehoe

COUNTRIES REPRESENTED INCLUDE

Austria, Australia, Belgium, Bulgaria, Czech Republic,
France, Germany, Hungary, Indonesia, Italy, Korea,
Malaysia, Netherlands, Portugal, Russia, Saudi Arabia,
Spain, Sweden, Switzerland, United Kingdom,
United States

POSTGRADUATE DIPLOMA IN MANAGEMENT – YOUR RETURN ON INVESTMENT

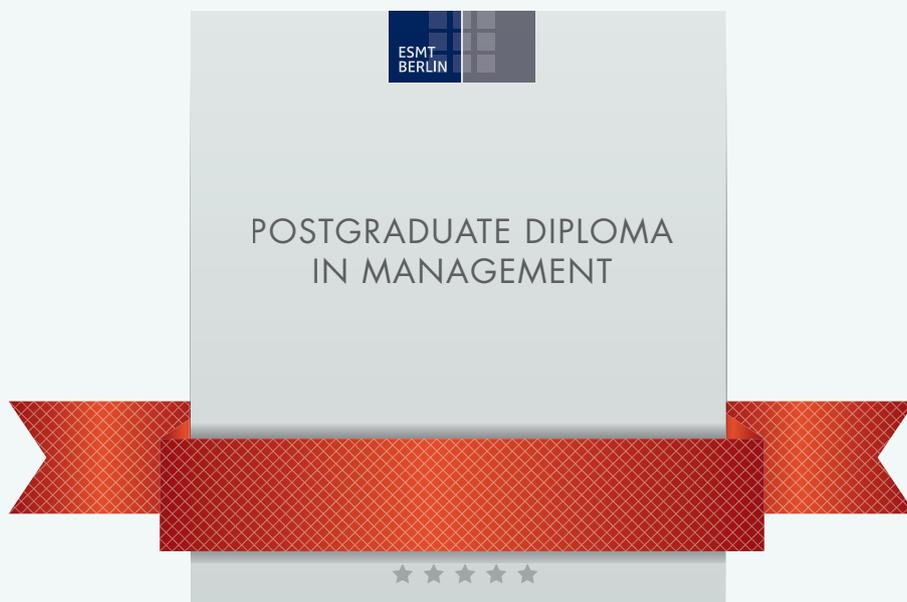
The Postgraduate Diploma in Management is a university-level certificate offered by ESMT Berlin. To acquire this diploma, candidates have to enroll for a minimum of three program weeks (18 days) spread over a period of 30 months. The postgraduate syllabus covers all major topics on leadership and general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

Understanding and Leading Change 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



Change stimulates resistance because it challenges people's habits, beliefs, and values. It asks them to take a loss, experience uncertainty, and even express disloyalty to people and cultures. It also challenges their sense of competence. No wonder people resist.

Ronald Heifetz and Marty Linsky



ADMISSIONS MANAGER

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

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annabell.jahr@esmt.org



PROGRAM MANAGER

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

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