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# EXECUTIVE TRANSITION PROGRAM ETP





The ETP is a three-module program, designed to prepare managers for the tasks of general management.

In the first module, we provide you with an in-depth understanding of business functions, enabling you to coordinate them effectively and profitably.

In the second module, we focus on the success factors of your strategic decision making: market conditions, competition, digital business models, and socio-political expectations.

Since general managers need leadership confidence, in the third module we look at leadership vision, situational leadership, effective change management, and leading in times of uncertainty.

The modules of this seminar will take place on a staggered basis.

## Who should attend?

Professionals 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 abilities.

## ETP alumni

will become members of the exclusive ETP Salon, which will give them access to the ever-growing network of executives who have completed the program.

Many of the ETP alumni highlight the enormous benefits they have been able to reap from the diversity of their classmates. Intensively interacting with peers from different organizations, functions, industries, and countries has helped them to broaden their horizons and to lead their areas of responsibility more successfully.

## 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 ease the transition of functional-level executives into general management responsibilities.



**Jan U. Hagen**

Associate Professor at ESMT Berlin  
Program Director ETP



**Mandy Hübener**

Program Director ETP



**Sandra Vincke**

Program Manager ETP

**Gianluca Carnabuci**

Professor of Organizational Behavior and Ingrid and Manfred Gentz Chair in Business and Society at ESMT Berlin

**Nora Grasselli**

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

**Harald Hungenberg**

Dean of Programs at ESMT Berlin

**Konstantin Korotov**

Professor of Organizational Behavior, Director of the Center for Leadership Development Research (CLDR), and Faculty Lead Executive MBA program, ESMT Berlin

**Matthew Mulford**

Senior Research Fellow at LSE and a Visiting Lecturer at ESMT Berlin

**Urs Müller**

Affiliate Program Director ESMT Berlin and Associate Professor of Practice at SDA Bocconi

**Olaf Plötner**

Professor at ESMT Berlin

**Bianca Schmitz**

Director Leadership Development Programs at ESMT Berlin

**Hanna Setterberg**

Partner at Bild&Runsten, Stockholm, and a Visiting Lecturer at ESMT Berlin

**Francis de Véricourt**

Professor of Management Science, President's Chair, and Director of the Center for Decisions, Models and Data (DMD Center) at ESMT Berlin

*Program faculty may change*



### Locations

Stockholm (Sweden) and Berlin (Germany)



### Tuition fee\*

€24,900



### Language

English



### Duration

18 days (plus intramodular online sessions)



### Dates

Module 1

November 11 – 18, 2022

Stockholm

Module 2

February 13 – 17, 2023

ESMT Berlin

Module 3

May 8 – 12, 2023

ESMT Berlin



### Postgraduate Diploma in Advanced Management

Having completed the ETP, you will receive the ESMT Postgraduate Diploma in Advanced Management, a prestigious recognition of your professional development.



[execed.esmt.berlin/transition](https://execed.esmt.berlin/transition)

## Key topics

- ✓ Corporate functions and their interaction
- ✓ Corporate and business strategy
- ✓ The conditions for creating an innovative enterprise
- ✓ Methods for developing new ideas
- ✓ Business optimization through digitalization
- ✓ The compelling leadership vision
- ✓ Situational leadership styles
- ✓ Leadership and collaboration under pressure
- ✓ Change management
- ✓ Constructive interaction with stakeholders
- ✓ The fair, inclusive corporate culture

## Teaching methods

Interactive lectures

Business cases

Business simulations

Professional and peer coaching

Company visits

Workshops

Team exercises

Best-practice examples

Role-plays

## Key benefits

- ✓ Developing a comprehensive understanding of the corporate functions and the way they should interact
- ✓ Learning the success factors of modern business and corporate strategy
- ✓ Becoming aware of the importance of a leadership vision
- ✓ Gaining insight into situational leadership styles
- ✓ Familiarizing yourself with the criteria of successful change management
- ✓ Knowing how to achieve a fair, inclusive corporate culture

## Scholarship opportunities

To increase the number of female executives, ESMT awards two full-tuition scholarships and two partial ESMT/30% Club partial scholarships to women in leadership positions.

More information can be found at:  
[execed.esmt.berlin/scholarships](https://execed.esmt.berlin/scholarships)

## Module 1

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### Managerial competency

November 11 – 18, 2022  
Stockholm

Participants will...

- **get to know** each other, tackle several **team challenges** to form group bonds, get started with **peer coaching**, and receive practical inputs on how to **collaborate effectively** – offline and online
- dive deep into **core business functions** in order to learn their language and thought processes; develop an **informed point of view** to base decisions on
- practice taking **evidence-based decisions**, also leveraging **analytics and AI**
- “bring it all together” by working on a **business simulation** that requires them to orchestrate **value creation** across all functions in an international, dynamic, and competitive context
- start exploring challenges of **executive transitions** and how to address them

## Module 2

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### Strategic perspective

February 13 – 17, 2023  
ESMT Berlin

Participants will...

- broaden their view from a functional to a **company-wide perspective** and understand key levers for **future competitiveness and growth**, such as strategy, innovation, digital transformation, and sustainability
- practice **agile methods**, particularly design thinking, in order to strengthen a **customer-centric mindset** and experience the power of **adaptability**
- learn to make effective, debiased **decisions in a leadership team** and leverage **strategic networks** as well as the power of **influence** to secure buy-in
- understand how to **authorize themselves as a leader** and explore **emerging leadership skills** that will be part of the new normal after the Covid pandemic

## Module 3

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### Leadership practice

May 8 – 12, 2023  
ESMT Berlin

Participants will...

- reflect on their **leadership vision** and value contribution, combined with a practice of **storytelling and leadership presence** to help them gain followership for their vision
- understand what it takes to drive large-scale transformation of the organization and its culture
- dive deep into **agile leadership** and learn to empower their people for high performance, boost engagement, and succeed in VUCA environments
- practice effective collaboration and leadership when **under pressure** and lead in an **ethical, responsible** way at all times
- benefit from **group and individual transition coaching** to reflect on their leadership transition and challenges

### ETP participant group

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.

41% Senior managers

32% Functional-level executives

14% General managers

7% C-level managers

6% Junior managers



## Contact

ESMT Berlin

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*\*For general terms and conditions and details on the application process, please go to: [exced.esmt.berlin/gtc](https://exced.esmt.berlin/gtc)*



*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*

*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 in the right direction. And when the program was over*

*I had learned lessons 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*