

EXECUTIVE TRANSITION PROGRAM ETP

Module 1:
November 13 – 20, 2020
November 12 – 19, 2021
Hirschburg / Königswinter, Germany

Module 2:
February 12 – 19, 2021
February 11 – 18, 2022
Milan, Italy

Module 3:
May 14 – 21, 2021
May 13 – 20, 2022
ESMT Berlin, Germany



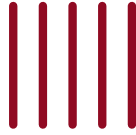
Executive Education
Ranking 2020

MODULE 1

November 13 – 20, 2020

November 12 – 19, 2021

HIRSCHBURG / KÖNIGSWINTER, GERMANY



CORE MANAGERIAL COMPETENCIES

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

MODULE 2

February 12 – 19, 2021

February 11 – 18, 2022

MILAN, ITALY



GENERAL MANAGEMENT PERSPECTIVES

- ✓ Corporate Strategy
- ✓ Competitive Strategy
- ✓ Strategic Innovation and Entrepreneurship
- ✓ Digitalization
- ✓ Design Thinking
- ✓ Intellectual Property Rights
- ✓ Decision Making and Evidence-based Management

MODULE 3

May 14 – 21, 2021

May 13 – 20, 2022

ESMT BERLIN, GERMANY



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

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

Urs Müller and Mandy Hübener would be delighted to discuss the structure and content of the program with you and assess its fit with your development objectives.



URS MÜLLER, Program Director
+49 177 8776835
urs.mueller.e@esmt.org



MANDY HÜBENER, Program Director
+49 151 65006201
mandy.huebener@esmt.org

URS MÜLLER (PROGRAM DIRECTOR)

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

MANDY HÜBENER (PROGRAM DIRECTOR)

Program Director at ESMT Berlin.

MATTHEW S. BOTHNER

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

CHRISTOPH BURGER

Senior Lecturer at ESMT Berlin.

LINUS DAHLANDER

Professor of Strategy, Lufthansa Group Chair in Innovation, and Director of Research at ESMT Berlin.

NORA GRASELLI

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

HARALD HUNGENBERG

Dean of Executive Education 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.

OLAF PLÖTNER

Professor at ESMT Berlin.

ERIK SCHLIE

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

BIANCA SCHMITZ

Head of Sales and Operations Executive Education and Program Director at ESMT Berlin.

HANNA SETTERBERG

Partner at Bild&Runsten, Stockholm and a visiting lecturer at ESMT Berlin.

Program faculty may change.



One of the things that attracted me to ETP was the excellent reputation of the program across leading, global blue chip companies, given the success of many who have taken up the ETP in the past. Beside ESMT's attractive location within Europe, I liked a lot the school size: Not too small to work all the time with the same people, yet not so big that you feel lost in the crowd. Reflecting on the impact of the 3 subsequent ETP modules including peer coaching and alumni events, I easily can leverage my personal learnings for a general manager role beyond the duration of this program.

Rosa Meckseper,
VP Strategy & Innovation,
Continental Teves AG & Co. oHG

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.

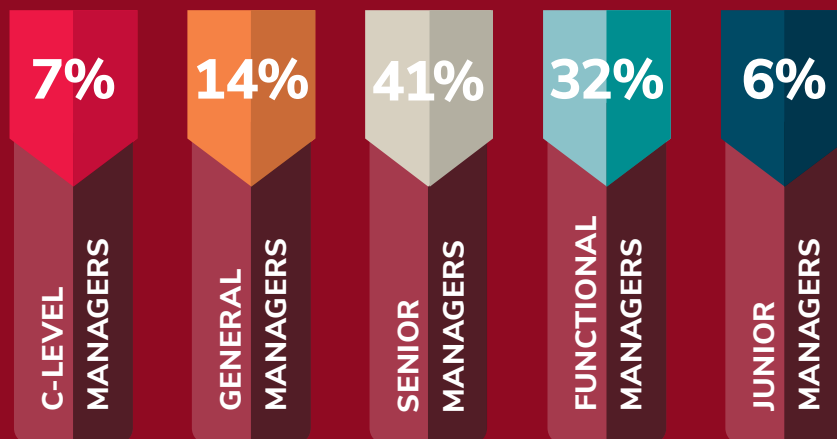
Reflecting this necessity, ETP will start in module 1 (Core managerial competencies) by looking at the fundamentals of all major business functions. As a result, the program offers participants a solid understanding of both the language and the thought processes prevalent in the major functions (such 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, leading yourself and others, change management, as well as business ethics and CSR. Through discussions with accomplished faculty, professional coaches, and a diverse, experienced and international group of peers, participants will leave the program with clear ideas and plans for the businesses they lead, 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 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.



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, Airbus, Air Canada, AkzoNobel, Allianz, Amnesty International, Audi, Bayer, BMW, CLAAS, Commerzbank, Continental, Covestro, Daimler, Deutsche Bank, Deutsche Post/DHL, E.ON, Ernst & Young, Eurex Clearing, First Bank of Nigeria, Gazprom, Güntner Group, Hauni Maschinenbau, Huettenes-Albertus Korea, Inficon, Klarna, Körber, KPMG, LANXESS, Liebherr, Lufthansa, 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, thyssenkrupp, UniCredit Bank, uniper, United Bank for Africa, United Family Healthcare, Volkswagen, WWF

COUNTRIES REPRESENTED INCLUDE

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

WHO SHOULD ATTEND

Professionals (average age around 40) 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 network of executives who have completed the program.

Many of the ETP alumni highlight the enormous benefit 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 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.

SCHOLARSHIP OPPORTUNITIES

To increase the number of female executives, ESMT awards 2 full-tuition scholarships and two ESMT/30% Club partial scholarships (value €12,450) for women in leadership positions. For more information click: exced.esmt.berlin/scholarships

Exceptionally qualified and talented candidates (e.g. from startups, social enterprises, public sector or companies headquartered in emerging economies) might be eligible for additional scholarships that will be awarded on a case by case basis.

Please get in contact with Program Directors Urs Müller (urs.mueller.e@esmt.org) and Mandy Hübener (mandy.huebener@esmt.org).

TUITION €24,900*

Tuition includes all program materials as well as an ESMT certificate.

*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. Applicable tax law for module 1 and 3: 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. Applicable tax law for module 2: This service is not subject to VAT in Germany.

APPLICATION PROCEDURE AND GENERAL TERMS AND CONDITIONS

For general terms and conditions go to:

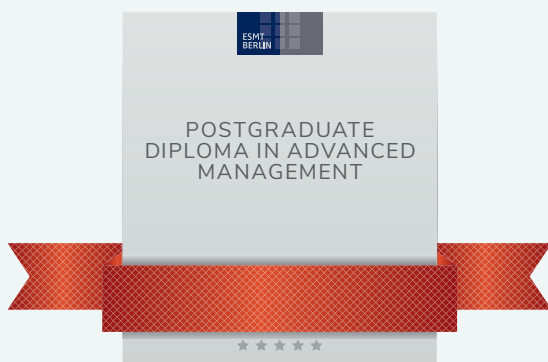
exced.esmt.berlin/gtc

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.

Our collaboration with Smart Certificate allows you to share the digital diploma on LinkedIn and leverage your career opportunities even further.



GNAM CERTIFICATE OF EXCELLENCE IN GLOBAL BUSINESS

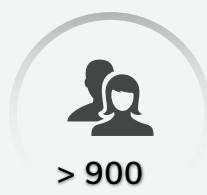
The Global Network for Advanced Management (GNAM) is a collaboration of leading graduate schools of business in 28 countries on five continents. GNAM was founded on the premise that enterprises need leaders who understand how markets and organizations work in increasingly diverse and complex contexts. Over two years, participants have to take a minimum of 15 days of non-degree executive programs at at least three schools in at least two countries. Additionally participants have to complete a capstone project. They have the opportunity to select from over 150 programs that match their professional development goals. 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.



For more information got to:
globalnetwork.io/certificate-excellence

KEY FACTS ABOUT ESMT OPEN PROGRAMS



PARTICIPANTS
PER YEAR



FACULTY
MEMBERS



OPEN PROGRAMS
OFFERED



AWARDED
POSTGRADUATE
DIPLOMAS

Join us:



ESMT Berlin is accredited by:



ESMT Berlin is a member of:





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*



ADMISSIONS MANAGER

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

+49 30 21231-1045
michaela.bodner@esmt.org



PROGRAM MANAGER

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

+49 30 21231-8027
sandra.vincke@esmt.org

ESMT
European School of Management and Technology GmbH

ESMT Berlin
Schlossplatz 1
10178 Berlin
Germany

execed.esmt.berlin/etp
execed.esmt.berlin