LEADERSHIP UNDER PRESSURE

November 11 – 13, 2020
November 10 – 12, 2021
ESMT Berlin

PREPARE FOR CRITICAL SITUATIONS AND FOSTER ORGANIZATIONAL LEARNING
We all know examples of executives leading organizations or supervising teams in which grave errors occurred or where disasters were mismanaged, despite the fact that all involved had strong professional backgrounds and considerable experience. However, regardless of the hierarchical levels of the people responsible for an event, the reasons should be investigated and used as an indicator that some fundamental assumptions concerning an organizational system, operation, or task were wrong. Yet, in most organizations, it is rare that the root causes of errors or crises are ever thoroughly examined. An exception is the aviation industry, whose members are prepared to deal with mistakes in order to achieve operational excellence and manage life-threatening situations. Our program draws on this experience to illustrate ways of proactively managing errors and crises and seizes upon the learning opportunities that emerge.

**TOPICS INCLUDE**
- Leading teams in high-pressure situations
- Creating an organizational learning culture
- Understanding the prerequisites of psychological safety
- Overcoming potential obstacles
- Driving decision-making processes in complex situations
- Maintaining control in dynamic and fluid situations
- Managing crisis communication
- Applying the program’s lessons during exercises in a flight
- Simulator of Lufthansa Aviation Training

**METHODS**
We have designed an experience-based program. As a result, Leadership under Pressure relies on methods specifically chosen for the program's participants, including cases and simulations, lectures, discussions with faculty and peers, group work, exercises in Lufthansa Aviation Training full-flight simulators, plus coaching from professional airline pilots.

**KEY BENEFITS**
In this program we will both help managers to stay on top of critical incidents and introduce strategies for mastering the dynamics of these situations before they can disrupt organizational processes, unsettle employees, and damage a company’s reputation. We will focus on methods for dealing with errors in organizations before they turn into crises, analyze the cultures that foster a functioning error/crisis management environment, and show how to establish a system of psychological safety that enables leaders and their teams to learn from errors and crises. In addition, participants will obtain insights into the crisis management preparations of Lufthansa’s flight crews and practice the knowledge acquired in this program under the supervision of Lufthansa pilots in complex simulators, plus coaching from professional airline pilots.

**WHO SHOULD ATTEND**
All professionals who want to prepare for critical leadership situations, either because of the daily risks to a company’s operations or the need to change organizational behavior when dealing with crises and mistakes. Professionals looking for ways to turn insights from these events into a vital and effective learning culture will also benefit.
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 situations.

Stefanie Lawson,
Human Resources Global Business Partner,
Deutsche Bank

Experienced pilots from Lufthansa will instruct, monitor, and debrief the participants during flight simulator-sessions at Lufthansa Flight Training.
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 18 program 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 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.

TUITION: €5,850*

Tuition fee includes program attendance, all materials (usually in electronic form), any online access and the certificate of attendance. Travel costs and a daily delegate fee are not included.

*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.

For general terms and conditions, and details on the application process please go to: execed.esmt.berlin/gtc

CONTACT US
Our admissions team office will be glad to answer any questions you might have regarding this program.

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