EXECUTIVE EDUCATION

OPEN PROGRAMS FOR INDIVIDUALS

2020 – 2021
EXECUTIVE EDUCATION
OPEN PROGRAMS FOR INDIVIDUALS

2020 – 2021
CONTENTS

14
ADVANCED MANAGEMENT PROGRAMS

18
LEADERSHIP AND SOCIAL RESPONSIBILITY

28
MANAGING TECHNOLOGY AND STRATEGY

36
CORE COMPETENCIES
28 MANAGING TECHNOLOGY AND STRATEGY
- Bringing Technology to Market
- Decoding Digital
- Delivering on Digital
- Innovation Sprint NEW
- Design Thinking and Organizational Implementation
- Analytics for Decision Makers NEW
- Managing and Leading for Innovation NEW
- Winning with Business Strategies
- Customer Centric Sales Management
- Business Models for a Sustainable Energy Future

29 ADVANCED MANAGEMENT PROGRAMS
15 Executive Transition Program
- General Management Seminar
16 Der Aufsichtsrat
- Aufsichts- und Beiräte in Familienunternehmen NEW

18 LEADERSHIP AND SOCIAL RESPONSIBILITY
19 Leading People and Teams
- Führung von Mitarbeitern und Teams
20 Understanding and Leading Change
- Change Management Seminar
21 Leading with Psychological Intelligence
22 Leadership under Pressure
23 Leadership in Action
24 Women’s Leadership Excellence
- Leading Digital Transformation
25 Leader as a Coach
- Die Führungskraft als Coach
26 Emerging Leaders Program
27 Führung für jüngere Führungskräfte

36 CORE COMPETENCIES
37 Finance for the Non-finance Executive
- Finanzen für Manager NEW
38 The Art of Decision Making
- Professionelles Verhandeln
40 Negotiation Mastery
- The High-Impact Negotiator

42 Calendar

☐ English
☐ German
EXECUTIVE EDUCATION
OPEN PROGRAMS FOR INDIVIDUALS

CLUSTER OVERVIEW

2020 – 2021
## Executive Transition Program

| Module 1 | 14 – 21 May 2021 | 24 days (8 days per module) | €24,900 |
| Module 2* | t.b.a. | | |
| Module 3 | t.b.a. | | |

## Executive Transition Program

| Module 1 | 12 – 19 Nov 2021 | 24 days (8 days per module) | €24,900 |
| Module 2* | 11 – 18 Feb 2022 | | |
| Module 3 | 13 – 20 May 2022 | | |

## General Management Seminar

| Modul 1 | 29 Aug – 4 Sep 2021 | 18 days (6 days per module) | €18,500 |
| Modul 2 | 4 – 9 Oct 2021 | | |
| Modul 3 | 8 – 13 Nov 2021 | | |

## Der Aufsichtsrat

*Modules can be booked individually / Module sind einzeln buchbar*

| Modul 1: Anforderungen an das Aufsichtsratsmandat | 6 – 7 May 2021 | 6 days (2 days per module) | €3,000 |
| Modul 2: Finanz- und Prüfungskompetenz | 8 – 9 Jul 2021 | | €3,000 |
| Modul 3: Organisations- und Reportingkompetenz | 21 – 22 Oct 2021 | | €3,000 |

## NEW

**Aufsichts- und Beiräte in Familienunternehmen**

<p>| 17 – 18 Jun 2021 | 2 days | €3,000 |</p>
<table>
<thead>
<tr>
<th>Course Description</th>
<th>Start Date</th>
<th>Duration</th>
<th>Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leading People and Teams</td>
<td>1 – 4 Dec 2020</td>
<td>4 days</td>
<td>€5 300</td>
</tr>
<tr>
<td>Leading People and Teams</td>
<td>4 – 7 May 2021</td>
<td>4 days</td>
<td>€4 900</td>
</tr>
<tr>
<td>Leading People and Teams</td>
<td>30 Nov – 3 Dec 2021</td>
<td>4 days</td>
<td>€5 300</td>
</tr>
<tr>
<td>Führung von Mitarbeitern und Teams</td>
<td>26 – 29 Oct 2020</td>
<td>7 days (4 and 3 days per module)</td>
<td>€7 800</td>
</tr>
<tr>
<td>Führung von Mitarbeitern und Teams</td>
<td>24 – 26 Feb 2021</td>
<td>4 days</td>
<td>€4 900</td>
</tr>
<tr>
<td>Führung von Mitarbeitern und Teams</td>
<td>26 – 29 Apr 2021</td>
<td>4 days</td>
<td>€4 900</td>
</tr>
<tr>
<td>Führung von Mitarbeitern und Teams</td>
<td>25 – 28 Oct 2021</td>
<td>4 days</td>
<td>€4 900</td>
</tr>
<tr>
<td>The Change Clinic – leading change initiatives – Hybrid classroom</td>
<td>28 – 30 Apr 2021</td>
<td>3 days</td>
<td>€3 900</td>
</tr>
<tr>
<td>The Change Clinic – leading change initiatives</td>
<td>22 – 24 Sep 2021</td>
<td>3 days</td>
<td>€3 900</td>
</tr>
<tr>
<td>Change Management Seminar – Veränderungsinitiativen führen – Hybride Unterrichtsform</td>
<td>1 – 3 Dec 2020</td>
<td>3 days</td>
<td>€3 900</td>
</tr>
<tr>
<td>Change Management Seminar – Veränderungsinitiativen führen</td>
<td>1 – 3 Dec 2021</td>
<td>3 days</td>
<td>€3 900</td>
</tr>
<tr>
<td>Leading with Psychological Intelligence</td>
<td>17 – 20 Nov 2020</td>
<td>4 days</td>
<td>€5 500</td>
</tr>
<tr>
<td>Leading with Psychological Intelligence</td>
<td>7 – 10 Jun 2021</td>
<td>4 days</td>
<td>€5 300</td>
</tr>
<tr>
<td>Leading with Psychological Intelligence</td>
<td>16 – 19 Nov 2021</td>
<td>4 days</td>
<td>€5 500</td>
</tr>
<tr>
<td>Leadership under Pressure</td>
<td>10 – 12 Nov 2021</td>
<td>3 days</td>
<td>€5 850</td>
</tr>
<tr>
<td>Leadership in Action</td>
<td>15 – 17 Sep 2021</td>
<td>3 days</td>
<td>€4 500</td>
</tr>
<tr>
<td>Women’s Leadership Excellence – Hybrid classroom</td>
<td>9 – 11 Dec 2020</td>
<td>3 days</td>
<td>€3 800</td>
</tr>
<tr>
<td>Women’s Leadership Excellence</td>
<td>8 – 10 Dec 2021</td>
<td>3 days</td>
<td>€3 800</td>
</tr>
<tr>
<td>Leading Digital Transformation – Hybrid classroom</td>
<td>27 – 30 Oct 2020</td>
<td>3.5 days</td>
<td>€4 200</td>
</tr>
<tr>
<td>Leading Digital Transformation</td>
<td>16 – 19 Mar 2021</td>
<td>3.5 days</td>
<td>€4 200</td>
</tr>
<tr>
<td>Leading Digital Transformation</td>
<td>19 – 22 Oct 2021</td>
<td>3.5 days</td>
<td>€4 200</td>
</tr>
<tr>
<td>Leader as a Coach</td>
<td>t.b.a.</td>
<td>3 days</td>
<td>€3 800</td>
</tr>
<tr>
<td>Die Führungskraft als Coach</td>
<td>t.b.a.</td>
<td>3 days</td>
<td>€3 700</td>
</tr>
<tr>
<td>Emerging Leaders Program</td>
<td>14 – 17 Sep 2021</td>
<td>7 days (4 and 3 days per module)</td>
<td>€8 900</td>
</tr>
<tr>
<td>Emerging Leaders Program</td>
<td>15 – 17 Dec 2021</td>
<td>7 days (4 and 3 days per module)</td>
<td>€8 900</td>
</tr>
<tr>
<td>Führung für jüngere Führungskräfte</td>
<td>17 – 21 May 2021</td>
<td>5 days</td>
<td>€4 900</td>
</tr>
<tr>
<td>Führung für jüngere Führungskräfte</td>
<td>15 – 19 Nov 2021</td>
<td>5 days</td>
<td>€4 900</td>
</tr>
<tr>
<td><strong>Course Title</strong></td>
<td><strong>Dates</strong></td>
<td><strong>Duration</strong></td>
<td><strong>Price</strong></td>
</tr>
<tr>
<td>-----------------------------------------------------------</td>
<td>----------------------------</td>
<td>-------------------------------------</td>
<td>----------------</td>
</tr>
<tr>
<td><strong>Bringing Technology to Market</strong></td>
<td>Module 1: 1 – 4 Jun 2021</td>
<td>12 days (4 days per module)</td>
<td>€12 400³</td>
</tr>
<tr>
<td></td>
<td>Module 2: 7 – 10 Sep 2021</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Module 3: 9 – 12 Nov 2021</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Building a Digital Strategy</strong></td>
<td>28 – 29 Jun 2021</td>
<td>2 days</td>
<td>€2 600</td>
</tr>
<tr>
<td><strong>Successfully Implementing Digital Transformation Projects</strong></td>
<td>1 – 2 Jul 2021</td>
<td>2 days</td>
<td>€2 600</td>
</tr>
<tr>
<td><strong>NEW Innovation Sprint – Blended Program</strong></td>
<td>15 Mar – 11 Apr 2021</td>
<td>(2 days on-campus, 5 weeks online)</td>
<td>€3 900</td>
</tr>
<tr>
<td>Online Module</td>
<td>15 – 16 Apr 2021</td>
<td></td>
<td></td>
</tr>
<tr>
<td>On Campus Module</td>
<td>19 – 25 Apr 2021</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>NEW Innovation Sprint – Blended Program</strong></td>
<td>25 Oct – 19 Nov 2021</td>
<td>(2 days on-campus, 5 weeks online)</td>
<td>€3 900</td>
</tr>
<tr>
<td>Online Module</td>
<td>24 – 25 Nov 2021</td>
<td></td>
<td></td>
</tr>
<tr>
<td>On Campus Module</td>
<td>6 – 10 Dec 2021</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Design Thinking and Organizational Implementation</strong></td>
<td>17 – 19 Mar 2021</td>
<td>3 days</td>
<td>€3 500 + 16% VAT</td>
</tr>
<tr>
<td></td>
<td>20 – 22 Oct 2021</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>NEW Analytics for Decision Makers – Individual learning, selected online live-sessions</strong></td>
<td>1 – 12 Feb 2021</td>
<td>6 – 8 hours each module</td>
<td>€750</td>
</tr>
<tr>
<td>Modul 1</td>
<td>15 – 26 Feb 2021</td>
<td></td>
<td>€1 400</td>
</tr>
<tr>
<td>Modul 2</td>
<td>1 – 12 Mar 2021</td>
<td></td>
<td>€2 000</td>
</tr>
<tr>
<td>Modul 3</td>
<td>15 – 26 Mar 2021</td>
<td></td>
<td>€2 400</td>
</tr>
<tr>
<td><strong>NEW Managing and Leading for Innovation – Online Program</strong></td>
<td>1 Mar – 11 Apr 2021</td>
<td>(each cycle: 6 weeks, 18 hours)</td>
<td>€1 800</td>
</tr>
<tr>
<td></td>
<td>3 May – 13 Jun 2021</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>6 Sep – 17 Oct 2021</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1 Nov – 12 Dec 2021</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Winning with Business Strategies – Live online program</strong></td>
<td>21 – 23 Oct 2020</td>
<td>3 days</td>
<td>€2 600</td>
</tr>
<tr>
<td><strong>Competitive Strategies for Solid Growth</strong></td>
<td>20 – 22 Oct 2021</td>
<td>3 days</td>
<td>€3 900</td>
</tr>
<tr>
<td><strong>Customer Centric Sales Management</strong></td>
<td>14 – 16 Dec 2020</td>
<td>3 days</td>
<td>€3 800</td>
</tr>
<tr>
<td><strong>Managing Sales</strong></td>
<td>13 – 15 Dec 2021</td>
<td>3 days</td>
<td>€3 800</td>
</tr>
<tr>
<td><strong>Business Models for a Sustainable Energy Future</strong></td>
<td>t.b.a.</td>
<td>1 day</td>
<td>€1 200</td>
</tr>
<tr>
<td>Course Title</td>
<td>Start Date</td>
<td>Duration</td>
<td>Fee</td>
</tr>
<tr>
<td>-----------------------------------------------------------------------------</td>
<td>---------------------</td>
<td>----------</td>
<td>------</td>
</tr>
<tr>
<td>Finance for the Non-finance Executive – Hybrid classroom</td>
<td>3 – 5 Nov 2020</td>
<td>3 days</td>
<td>€3 900</td>
</tr>
<tr>
<td>Finance for Managers</td>
<td>3 – 5 Nov 2020</td>
<td>3 days</td>
<td>€3 900</td>
</tr>
<tr>
<td>Finanzen für Manager</td>
<td>25 – 27 Aug 2021</td>
<td>3 days</td>
<td>€3 800</td>
</tr>
<tr>
<td>The Art of Decision Making</td>
<td>23 – 24 Sep 2021</td>
<td>2 days</td>
<td>€2 600</td>
</tr>
<tr>
<td>Negotiation Mastery – Live online program</td>
<td>11 – 17 Nov 2020</td>
<td>3 days</td>
<td>€3 800</td>
</tr>
<tr>
<td>Mastering Negotiations</td>
<td>14 – 16 Jun 2021</td>
<td>3 days</td>
<td>€3 800</td>
</tr>
<tr>
<td>Mastering Negotiations</td>
<td>3 – 5 Nov 2021</td>
<td>3 days</td>
<td>€3 800</td>
</tr>
<tr>
<td>The High-Impact Negotiator</td>
<td>30 Nov – 1 Dec 2020</td>
<td>2 days</td>
<td>€2 900</td>
</tr>
<tr>
<td>The High-Impact Negotiator</td>
<td>13 – 14 Dec 2021</td>
<td>2 days</td>
<td>€2 900</td>
</tr>
<tr>
<td>Professionelles Verhandeln</td>
<td>27 – 29 Sep 2021</td>
<td>3 days</td>
<td>€3 800</td>
</tr>
</tbody>
</table>
General Terms and Conditions

1 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) 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 go to: execed.esmt.berlin/gtc.

2 Applicable tax law for module 1: According to Art. 132 (1) 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.

3 Applicable tax law for module 1: According to Art. 132 (1) 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 and module 3: This service is not subject to VAT in Germany.

4 Applicable tax law for module 1 and 3: According to Art. 132 (1) 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.

Allgemeine Geschäftsbedingungen

1 Die Seminarpreise sind Nettopreise und verstehen sich zuzüglich jeweils gültiger gesetzlicher Umsatzsteuer. Die Seminare, die in Deutschland durchgeführt werden, sind zum Zeitpunkt der Drucklegung gemäß §4 Nr. 22a UStG von der Umsatzsteuer befreit. Die AGB finden Sie unter: execed.esmt.berlin/de/agb.

2 Das im Ausland stattfindende Modul 2 des Emerging Leaders Programs unterliegt nicht der Umsatzsteuer in Deutschland.

3 Die im Ausland stattfindenden Module 2 und 3 des Bringing Technology to Market Programs unterliegen nicht der Umsatzsteuer in Deutschland.

* Das im Ausland stattfindende Modul 2 des Executive Transition Programs unterliegt nicht der Umsatzsteuer in Deutschland.
**POSTGRADUATE DIPLOMA IN ADVANCED MANAGEMENT**

The Postgraduate Diploma in Advanced Management is a university-level certificate awarded by ESMT Berlin to serve as a formal recognition of a participant’s professional development. To qualify for the diploma, candidates must participate in an ESMT flagship program, i.e., either the Executive Transition Program (in English) or the General Management Seminar (in German). Both programs are offered annually.

The course of study has been divided into three tracks: Leadership and Social Responsibility, Managing Technology, and General Management. After having chosen a track to follow, participants create their personal curriculum. The modular structure of their chosen course allows them to customize their studies to suit their personal needs.

[execed.esmt.berlin/advanced-programs](execed.esmt.berlin/advanced-programs)

---

**POSTGRADUATE DIPLOMA IN MANAGEMENT**

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 days spread over a period of 30 months.

The course of study has been divided into three tracks: Leadership and Social Responsibility, Managing Technology, and General Management. After having chosen a track to follow, participants create their personal curriculum. The modular structure of their chosen course allows them to customize their studies to suit their personal needs.

Das Postgraduate Diploma in Management ist ein Abschluss, den die ESMT Berlin als wissenschaftliche Hochschule verleiht. Um das Diploma zu erhalten, ist es erforderlich, dass die Teilnehmer in dreißig Monaten ein Seminarminimum von achtzehn Tagen belegen.

Das Gesamtprogramm besteht aus drei Themenbereichen: Führung und soziale Verantwortung; Technologiemanagement und Strategie und Schlüsselkompetenzen. Für das Diploma wählen die Teilnehmer einen der Bereiche und gestalten ihren eigenen Weiterbildungsplan. Dank der modularen Struktur des Angebots können sie sich bei der Zusammenstellung der Inhalte nach ihren eigenen Bedarfen richten.

[execed.esmt.berlin/diploma](execed.esmt.berlin/diploma)
GNAM CERTIFICATE OF EXCELLENCE IN GLOBAL BUSINESS

The Global Network for Advanced Management (GNAM) is a collaboration of leading graduate schools of business in 31 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 choose 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.


execed.esmt.berlin/gnam-certificate
ADVANCED MANAGEMENT PROGRAMS
The Executive Transition Program has been designed for managers transitioning from a role as functional expert to an increasing level of general management responsibilities. These are executives who want to gain a sound understanding of the major business functions and the way they interrelate in an organization. We will look at the strategic aspects of running a business, analyze the critical role of innovation, deal with the all-encompassing development of digitalization and look at new methods, such as design thinking. We will evaluate the relation between a business and its non-market environment, and discuss the techniques and rules general managers should follow when making decisions. We will further broaden perspectives by exploring the role of communication, the various effects of leading yourself and others, at components of successful change management, as well as business ethics, and CSR.

**First cycle**
- Module 1: Core Managerial Competencies
  - **May 14 – 21, 2021**
- Module 2: General Management Perspectives
  - t.b.a.
- Module 3: Integrative Leadership in Action
  - t.b.a.

**Second cycle**
- Module 1: Core Managerial Competencies
  - **November 12 – 19, 2021**
- Module 2: General Management Perspectives
  - **February 11 – 18, 2022**
- Module 3: Integrative Leadership in Action
  - **May 13 – 20, 2022**

**Who should attend:** Professionals from any educational background with a proven track record in their business. Participants are typically: leaders of 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.

**Benefits:** Participants will return from this program feeling confident and ready to assume the complex role of a general manager. As part of the ETP Alumni Network, they will become members of the exclusive ETP Salon, which will give them access to the ever-growing international group of executives who have completed this prestigious program.

---

The German alternative to this program is the General Management Seminar.

**GENERAL MANAGEMENT SEMINAR**

**VERANSTALTUNGSORT** Königswinter, Hohenkammer und Berlin

**PREIS** €18,500

**SPRACHE** Deutsch

**DAUER** 18 Seminartage, aufgeteilt in 3 Module von je 6 Tagen

**ABSCHLUSS** Postgraduate Diploma in Advanced Management


**Modul 1:** 29. August – 4. September 2021
**Modul 2:** 4. – 9. Oktober 2021
**Modul 3:** 8. – 13. November 2021

**Zielgruppe:** Das General Management Seminar wurde für Führungskräfte mit Ergebnisverantwortung entwickelt, die vor der Übernahme ihrer Position als General Manager stehen oder diese vor kurzem übernommen haben. Bisherige Teilnehmer waren Geschäftsführer, Vorstände, Leiter in den Bereichen Entwicklung, Kommunikation, IT, Produktion und Technik, Vertrieb, Marketing, Controlling, Finanzen, HR und Recht.

**Nutzen:** Die Teilnehmer gewinnen die interfunctionale Sicherheit, die sie für die vielfältigen Aufgaben des General Manager brauchen. An diesem Seminar teilzunehmen, beinhaltet zudem einen Meilenstein in der Karriere, denn über die neuen Fähigkeiten hinaus erhalten die Teilnehmer ein Netzwerk, das aus gleichrangigen Führungskräften wie auch Experten aus Wissenschaft und Praxis besteht.

Das englischsprachige Seminar zum gleichen Thema ist das Executive Transition Program.
**DER AUFSICHTSRAT**

**VERANSTALTUNGSORT** Königswinter  
**PREIS** für das Gesamtseminar €9.000; die Module sind zu je €3.000 einzeln buchbar  
**SPRACHE** Deutsch  
**DAUER** 3 Module von je 2 Tagen

Mitunter wird erst in Krisensituationen deutlich, dass Aufsichtsräte den Erfolg und somit den bestand eines Unternehmens mitverantworten. Um dieser Verantwortung gerecht zu werden, müssen sie entsprechend qualifiziert sein. Das gilt nicht nur für Mandatsträger in Finanzinstitutionen und börsennotierten Gesellschaften, sondern zunehmend auch in Familienunternehmen und dem Mittelstand.

Das Seminar **Der Aufsichtsrat** unterstützt aktive und künftige Aufsichtsrats-, Verwaltungsrats- und Beiratsmitglieder, indem Vorstandsmitglieder und Aufsichtsräte die Teilnehmer qualifizieren. Auf diese Weise kommt es zu einem Erfahrungsaustausch von Fachexperten und Mandatsträgern, bei dem die Teilnehmer ihre Aufgabenfelder anhand konkreter Fälle diskutieren, Bekanntes vertiefen und neue Kenntnisse erwerben.

**Modul 1:** Der Aufsichtsrat:  
Anforderungen an das Aufsichtsratsmandat  
6. – 7. Mai 2021

**Modul 2:** Der Aufsichtsrat:  
Finanz- und Prüfungskompetenz  
8. – 9. Juli 2021

**Modul 3:** Der Aufsichtsrat:  
Organisations- und Reportingkompetenz  
21. – 22. Oktober 2021

**Nutzen:** Das Seminar behandelt alle zentralen Aufgaben des Aufsichtsrats wie Auswahl und Vergütung von Vorstandsmitgliedern und Geschäftsführern, Effizienz der Aufsichtsratsarbeit, Überwachung der Unternehmensstrategie, Fragestellungen zum Jahresabschluss, zur Kommunikation nach innen und außen sowie zur Haftung. Das Konzept dient sowohl den Aufsichtsräten und Beiräten, die ihre Tätigkeit professionalisieren möchten, als auch den Unternehmen, die von ihnen überwacht werden.

---

**NEU**

**AUFSICHTS- UND BEIRÄTE IN FAMILIENUNTERNEHMEN**

**VERANSTALTUNGSORT** Königswinter  
**PREIS** €3.000  
**SPRACHE** Deutsch  
**DAUER** 2 Seminartage

Die Suche nach einer guten Governance, bei großen, börsennotierten Unternehmen durch öffentliche Diskussionen, Gesetzgeber und einen Corporate Governance Kodex befeuert, hat längst auch die Familienunternehmen in Deutschland erreicht. Bereits mehr als die Hälfte der Familienunternehmen hat einen Aufsichts- oder Beirat und täglich kommen weitere Unternehmen hinzu, die vom Nutzen eines solchen Gremiums überzeugt sind. So vielfältig wie die Gründe für die freiwillige Einrichtung eines Beirats sind, so vielfältig ist auch dessen Ausgestaltung.

Das neu entwickelte Seminar hilft Mitgliedern und Gesellschaftern von Familienunternehmen, den Nutzen ihrer Beiratsarbeit zu erhöhen. Gesellschafter aus Familienunternehmen, die über die Einrichtung eines Beirats nachdenken, erhalten wertvolle praktische Tipps für die mögliche Ausgestaltung eines solchen Gremiums. Das Seminar gibt zudem Antworten bei der Suche nach dem richtigen Rollenverständnis für die „Next Generation“, um der Verantwortung für deren Familienunternehmen nachhaltig nachkommen zu können.

17. – 18. Juni 2021

**Nutzen:**  
- Kennenlernen und Verstehen von unterschiedlichen Ansätzen für Beiratstätigkeiten  
- Steigerung des Nutzens der Beiratsarbeit  
- Höhere Treffsicherheit bei der Besetzung der Aufsichts- oder Beiratsmandate  
- Verbesserung der Zusammenarbeit von Gesellschaftern und Beiräten  
- Benchmarking von Beiratsvergütungen  
- Tipps und Ratschläge für die praktische Gremienarbeit

---

Weitere Informationen: exec.esmt.berlin/aufsichtsrat

New in Zusammenarbeit mit dem HCI – Hidden Champions Institute an der ESMT.

**HCI**  
**HIDDEN CHAMPIONS INSTITUTE**  
**AN INSTITUTE OF ESMT BERLIN**
DER AUFSICHTSRAT

„Die drei Module geben einen umfassenden Überblick über die Rechte und Pflichten eines Aufsichtsrats. Darüber hinaus wird das theoretische Wissen durch sehr gute Praxisbeispiele vervollständigt.“

Maria Löwenbrück,
Geschäftsführende Verwaltungsrätin,
Union Investment, Luxemburg
LEADERSHIP AND SOCIAL RESPONSIBILITY
LEADING PEOPLE AND TEAMS

Troubleshooting the Leadership Landscape

Leading People and Teams is a leadership laboratory aimed at enhancing participants’ abilities to address the complex set of challenges managers face in their leadership roles. The experiment-based structure of the program will help participants gain awareness of their blind spots as leaders and develop strategies to correct them. Participants will learn how to influence decision makers in support of their initiatives, how to diagnose and remedy potentially toxic organizational dynamics, and how to bolster their leadership through a well-functioning, productive professional network. The laboratory’s challenging but safe environment will provide participants with the opportunity to reflect on their experiences as leaders, experiment with different leadership approaches, and receive valuable feedback and support from both faculty and peers. The individual learning experiences will be complemented by a full day of group executive coaching as well as post-program follow-ups.

December 1 – 4, 2020
May 4 – 7, 2021
November 30 – December 3, 2021

Target group: Executives with experience in leading employees and teams, who intend to increase their effectiveness in reaching organizational goals through people.

Key topics:
- Empowering individuals and teams
- Creating a compelling leadership vision
- Coalition-building and influence tactics
- Developing effective informal networks
- Leadership coaching

The German alternative to this program is Führung von Mitarbeitern und Teams.

“This program forces you to challenge the way you interact with your followers and your leaders. You learn a lot about others, and even more about yourself.”

Elena Shirokova, Commercial Director, INVAR

FÜHRUNG VON MITARBEITERN UND TEAMS

Mannager agieren in einem Spannungsfeld: Sie sollen neue und anspruchsvolle Ziele erreichen und zugleich ihre Mitarbeiter motivieren, die ein Gefühl von Fortbestand und Sicherheit brauchen. Wie jedoch mobilisiert man Mitarbeiter und Teams, wie lassen sich ihre Stärken erkennen und ihre Potenziale fördern? Wie unterstützt und steuert man ihre Eigeninitiative und Innovationsfähigkeit?

In diesem deutschsprachigen Seminar werden Teilnehmer ihre Führungskompetenzen analysieren und die eigenen Potenziale erkennen einschließlich Feedback erfahrener Coaches. Das Seminar konzentriert sich auf die Rolle der Führungskraft als Vorgesetzter, Kollege, Mitarbeiter und Privatperson; auf die Führung in Veränderungsprozessen und in künftigen Formen der Organisation.

Seminarangebot 2020 (2 Module):
Modul 2: 24. – 26. Februar 2021

Seminarangebot 2021 (1 Modul):
Termin 1: 26. – 29. April 2021
Termin 2: 25. – 28. Oktober 2021

Zielgruppe: Manager mit mindestens drei Jahren Führungserfahrung, die ihr Führungsverhalten reflektieren und neue Forschungsergebnisse kennenlernen möchten.

Seminarinhalte:
- Zielorientierte Führung
- Motivation von Mitarbeitern und Teams
- Feedback als Führungsinstrument
- Gesprächsführung
- Einflussnahme in Zeiten der Neuroplastizität
- Teamentwicklung und Teamführung
- Veränderungsmanagement
- Konfliktmanagement
- Stressmanagement

Das englischsprachige Seminar zum gleichen Thema ist Leading People and Teams.
Understanding and Leading Change 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.

April 28 – 30, 2021
September 22 – 24, 2021

Target group: Executives and senior experts concerned with initiating, accompanying, managing, or leading change initiatives.

Key topics:
· 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

Benefits: Participants will return to their organizations with a greater awareness of change processes, typical behavioral patterns, and the problems related to each of them. After the program, participants will have a deeper understanding of change as a major aspect of organizational life. They will also have frameworks to initiate and successfully implement necessary change.

The German equivalent of this program is Change Management Seminar.

"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

“Ein Seminar zum Anfassen – toller Austausch über Theorie und Praxis.”

Martin Fahnufer, Projektmanager, Consileon Frankfurt
LEADING WITH PSYCHOLOGICAL INTELLIGENCE

LOCATION  Berlin
TUITION  €5,500 (Nov 2020, 2021), €5,300 (Jun 2021)
LANGUAGE  English
DURATION  4 days

Leading with Psychological Intelligence responds to the increasing demands on executives to enhance their leadership efficacy through better connections with subordinates, peers, and superiors. Psychological research offers many insights into human behavior. This program applies these research findings directly to the everyday behavior of modern executives, helping them to build foundations for productive relationships with people in organizations, to recognize what motivates both themselves and others, and to learn the most effective ways of working with a range of individuals. Supported by research, participants will discover how they perform as leaders through case resolution, self-reflection, experiential exercises, mini-lectures, small group discussions, peer consultations, and coaching sessions.

November 17 – 20, 2020
June 7 – 10, 2021
November 16 – 19, 2021

Target group: Executives leading diverse individuals or teams whose ability to mobilize the talents and efforts of others directly affects the successful achievement of company goals.

"Illuminating when it comes to understanding yourself, your relationship with others, and the influences involved. Thoroughly enjoyable as well."

Suzanne Hayward, Managing Director, Corporate and Investment Banking, UniCredit Bank

Key topics:
- Overview of critical psychology findings relevant for leaders
- Emotional and social competencies of leaders
- Handling psychologically challenging work-related situations
- Dealing with necessary evils
- Overcoming internal barriers to change
- Facing adversity with resilience and perseverance
- Leadership styles
- Individual leadership coaching session

"Illuminating when it comes to understanding yourself, your relationship with others, and the influences involved. Thoroughly enjoyable as well."

Suzanne Hayward, Managing Director, Corporate and Investment Banking, UniCredit Bank
We all know examples of executives leading organizations or 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 a critical 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 – or the sequence of events leading to – errors or crises are ever thoroughly examined. An exception is the high-risk 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.

**November 10 – 12, 2021**

**Target group:** 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.

**Key topics:**
- Leading teams in high-pressure situations
- Creating an organizational learning culture
- Understanding the prerequisites of psychological safety and overcoming potential obstacles
- Driving decision-making processes in complex situations
- Maintaining control in dynamic and fluid situations
- Managing crisis communication

More information: exec.ed.t.mt.berlin/pressure

In cooperation with:
Be prepared to experience a few completely different days and don’t be afraid of trying out new things. By being given the chance to interact with various ecosystems outside of our business, I learned that ‘leadership’ is truly everywhere. After the course, leadership became even more fascinating to me. Why? Because behind every face we are working with there is a unique personality; because of the psychodynamics behind each and every interaction; because of the impact that leaders and their style can have on people and their working environment.

Magdalena Iordanova, Regional Manager Central and Eastern Europe, Allianz

For an entrepreneur building a company or an entrepreneurial thinker strengthening an existing organization, moving beyond the leadership comfort zone is vital. The same holds for managers having to drive real change. They all need bold leadership skills and fresh paradigms to make effective decisions. Leadership in Action shows managers how to achieve both. A rigorous, three-day, total immersion experience helps to stretch and push leadership concepts in unexpected ways. Using the transitional approach to change, an action-and-review framework extends thinking beyond classic presentations and methods so that participants will move, perform, communicate, and create during an innovative set of experiential sessions. The combined elements work toward accelerating personal and professional growth, breaking out of routines, and discovering new opportunities.

September 15 – 17, 2021

Target group: Managers and independent collaborators interested in learning about leadership and followership, facilitated through an action-based learning approach.

Key topics:
- Developing innovative leadership strategies for teams and industries affected by rapid change
- Cultivating greater followership and developing one’s own strengths by focusing on the substance and character that people naturally want to follow
- Collaborating within a learning, cooperative laboratory environment that generates true innovation
- Fostering group competition that enables achievement at both the personal and organizational levels
- Supporting communication strategies that reach across organizational, cultural, and gender barriers to motivate people and move companies forward
- Building teamwork concepts that transcend traditional hierarchies to address the diverse talent clouds that make up today’s workforce

LOCATION  Berlin
TUITION  €4,500
LANGUAGE  English
DURATION  3 days

More information: exec.esmt.berlin/action

LEADERSHIP IN ACTION

LEADERSHIP IN ACTION
LEADING DIGITAL TRANSFORMATION

LOCATION
Berlin + hybrid classroom (2020),
Berlin (2021)

TUITION
€4,200

LANGUAGE
English

DURATION
3.5 days

This program equips leaders to take charge of digital transformation in their organization and drive change effectively. Participants will dive into strategic, operational and leadership aspects of digital transformation to help them assess how their company can evolve to extract the most value from digital technologies and business models.

They acquire a solid tool kit to master key aspects of the journey, from talking to their data scientist to changing behaviors. Participants leave with an individual action plan, ready to make the transformation happen in their company.

October 27 – 30, 2020
March 16 – 19, 2021
October 19 – 22, 2021

Target group: Leaders at middle and senior management levels from all parts of the business who need a well-rounded overview of what it takes, practical “how to” guidance and inspiration from other companies.

Key topics:
- Approaching digital transformation and crafting your transformation path
- Transforming business models and building a digital innovation ecosystem
- Leveraging data and managing technology
- Leading transformational change
- Agile leadership and building an agile and learning organization

Benefits:
- Robust tool kit for leading digital transformation in your business
- Individual action plan and practical guidance
- Learning from diverse, high-caliber faculty and practitioners
- Peer exchange and networking
- Best practice cases

WOMEN’S LEADERSHIP EXCELLENCE

LOCATION
Berlin + hybrid classroom (2020),
Berlin (2021)

TUITION
€3,800

LANGUAGE
English

DURATION
3 days

Despite the evidence that businesses improve their performance with more women in leadership positions, many companies are not taking advantage of the positive effects of having more women in decision-making roles. Women’s Leadership Excellence provides a practical agenda for realizing the advantages of diverse leadership teams and supporting business women to maximize their impact.

The program will equip female leaders with the competence and skills to create, explore, and feel comfortable using the value that their gender brings to leadership. In a supportive and collaborative atmosphere, participants will learn how to overcome bias, strengthen their leadership talents, evaluate their career options, and acquaint themselves with networks supporting women in business. They will challenge pre-held notions of fairness and learn how to emphasize both their self-development and that of others.

December 9 – 11, 2020
December 8 – 10, 2021

Target group: Female managers and leaders in middle to senior leadership roles who have managerial responsibilities within their organizations or are leading large projects. The program is of special interest to companies in industries challenged by talent shortages and where women are underrepresented.

Key topics:
- Why anyone should follow you: debunking the myth of women leadership and gender bias
- Promoting yourself and others: the critical skills required for women to lead
- The relative importance of mentors, coaches, and networks for leading women
- Remaining authentic to your inner leadership style
- Maximizing the impact of female leadership
- Creating presence and charisma
- Communicating with greater coverage, clarity, and flair

Target group: Leaders at middle and senior management levels from all parts of the business who would like to effectively drive digital transformation in their organization and who need a well-rounded overview of what it takes, practical “how to” guidance and inspiration from other companies.

More information: execed.esmt.berlin/women-excellence

More information: execed.esmt.berlin/digital-transformation
Acting as a coach, executives address the central requirement of an agile leadership: they see themselves as a service provider for their employees. Important is leadership at eye level with the goal of allowing employees to act and decide in a self-organized and responsible manner.

In the role of a coach, managers concentrate on the resources of their team. They help them to help themselves and offer guidance without taking their responsibility away or pursuing personal interests.

Coaching rarely succeeds intuitively for managers: in addition to personal competencies, communication skills and methodical know-how, the ability to master and reconcile the different roles of supervisor and coach is required.

New dates to be announced

Target group: Business leaders with several years of management experience who are prepared to assume this role and view coaching to be a part of their management responsibility.

Key topics:
- The business leader as an internal coach: role clarification and opportunities
- The coaching process: structure and process
- The actual coaching: conceptual basis and different forms of communication
- Diagnostic concepts of the coaching process
- Typical forms of intervention and behavior of the business leader as a coach
- Team coaching as a management task
- Individual preparation for the role as a coach

The German alternative to this program is Die Führungskraft als Coach.
Talents assigned to their first leadership roles need to prove themselves to their superiors, peers, and collaborators. Succeeding requires a profound change in both skills and mindset: from a talent who delivers value individually to a leader who creates value through others. Our program is designed to enable participants to manage this critical transition and realize their full leadership potential. In the first module, participants develop insights and tools to help them deal with the multifaceted context in which leadership plays out while learning how effective leadership requires actively managing upwards, downwards, and laterally. In the second module, participants reflect on the responsibilities they have accepted as future leaders. Through intense interactions with faculty, peers, and professional actors, they explore the ethical and psychological foundations of leadership and work on preparing a foundation for their own individual path to leadership.

Module 1: The Context of Leadership  
September 14 – 17, 2021

Module 2: Personal Leadership Skills  
December 15 – 17, 2021

Target group: Managers who have recently been appointed to leadership positions or high potentials in preparation for their first significant leadership roles. The program is designed to embrace participants with diverse professional and personal backgrounds.

The German alternative to this program is Führung für jüngere Führungskräfte.

In cooperation with SDA Bocconi

More information: execed.esmt.berlin/emerging-leaders

LOCATIONS Berlin and Milan
TUITION €8,900
LANGUAGE English
DURATION 7 days split into 2 modules of 4 and 3 days
Führung für jüngere Führungskräfte

„Die perfekte Vorbereitung auf die erste Führungsrolle.“
Carmen Sump, KreisSportBund Paderborn e.V., Geschäftsführerin


17. – 21. Mai 2021
15. – 19. November 2021

Zielgruppe: Junge Manager, die vor maximal zwei Jahren Führungsverantwortung übernommen haben oder kurz vor diesem Schritt stehen.

Seminarinhalte:
- Aktuelle Führungsmodelle
- Die eigenen Führungskompetenzen
- Persönlichkeitsmodell und Führungsverhalten
- Umgang mit Emotionen
- Erkennen eigener Werte
- Erfolgreiche Kommunikation
- Personalführung und Arbeitsrecht

Das englischsprachige Seminar zum gleichen Thema ist das Emerging Leaders Program.

„Sehr effektives Seminar, um die Wechselwirkung von Persönlichkeit und erfolgreichem Führen zu erkennen. Sehr gute Handlungsempfehlungen zur Umsetzung der Erkenntnisse in den Berufsalltag.“
Julia Ehses, European Logistics Manager, ITW Strategic Sourcing, Illinois Tool Works
MANAGING TECHNOLOGY AND STRATEGY
Global markets are turbulent and their competitive landscapes are continually changing. New customer segments, low-cost competitors, new technologies, and innovative business models demand that suppliers adjust their market approaches to changing conditions. Similarly, managers responsible for a product and/or region have to know how to tailor services and product offerings to profit from developments. Our program Bringing Technology to Market (BTM) has been designed to provide managers in technology-driven B2B markets with the knowledge and concepts they need to develop growth plans and mitigate risk. Responding to the demands of the global business world, the three program modules will comprise an international group of participants and be run in the three major business regions: the United States, China, and Europe.

Module 1: Market Developments and Competitive Advantages
June 1 – 4, 2021
Location: ESMT Berlin, Germany

Module 2: Organizational Structures and Leadership
September 7 – 10, 2021
Location: Darden School of Business, Charlottesville, USA

Module 3: Cultural and Political Frameworks
November 9 – 12, 2021
Location: CKGSB Cheung Kong Graduate School Of Business Beijing, P.R. China

Benefits: This program has been designed as a consortium program that brings together participants with similar backgrounds from technology-driven companies. This guarantees results that are tailored to their industries. Participants will profit by applying current research to their business practices and have the right understanding, concepts, and tools for improving revenue generation in the global market. Furthermore, the BTM program provides both participants and their organizations with fresh perspectives and a solid network of global contacts.

“Several years ago, BTM provided me with insights and concepts that have been highly valuable for improving my business and very beneficial for the development of my career. Today, Siemens India delegates top sales executives and general managers to this program each year so that they, too, may benefit from this exceptional experience.”

Sunil Matur, CEO of Siemens India
Without a doubt, information technology is one of the biggest disruptive forces confronting organizations and their leadership teams today. And it is not just large organizations but organizations of all sizes, including the public sector, that are being impacted by the inexorable advances in technology. Most businesses today are – or, at least, are becoming – digital businesses. It seems that no industry is immune to the realities in which business models, business processes, value propositions, customer experiences, products and services, have been, or are being, transformed by cloud computing, mobile, analytics, big data, the Internet of Things (IoT), artificial intelligence, blockchain, and other digital technologies. It is therefore paramount that all organizations have a strategy that clearly maps out how the organization plans to leverage digital technologies, not just for competitive purposes but also to manage and run operations. How can you assess the disruptive impact of digital technologies? How do you choose the best digital business model for your business? What should such a strategy contain? And who should be responsible for developing this strategy?

June 28 – 29, 2021

Target group: Executives focused on helping their organizations embrace the opportunities that digital technologies offer, both operationally and strategically.

Key topics:
- The enabling and shaping effects of technology and implications for strategy
- Components of a digital strategy
- Tools, techniques, and approaches for building a digital strategy
- Organizing for digital innovation
- Prioritizing spending on digital and actively managing the technology investment portfolio
- Leveraging data and analytics

“I’m pleasantly surprised with the entire professional organization of the program and the content level of the topic. The program was highly interactive and has never given any tediousness. Digitization penetrates all areas of the organization and has been explained very clearly.”

Stefan Truthän, CEO, hhpberlin

While an organization tries to leverage the opportunities of digital technologies to become a digital enterprise, victory is determined not so much by successfully deploying technology as it is about making fundamental changes to an organization. This will include reimagining processes, introducing new ways of working, becoming data driven in decision making, focusing on employee experience, re-aligning accountabilities, altering funding models and introducing more relevant metrics. It may also demand dealing with the technical debt that has accumulated due to legacy systems. Perhaps the most difficult of all changes to make will be changing mindsets and corporate culture.

The aim of this program is to help participants plan, set-up and run their digital transformation initiative in ways that increase the likelihood of expected business outcomes being achieved. Focusing on the ‘transformation’ component of digital transformation, it will provide a comprehensive analysis of the elements that make for a successful transformation journey.

July 1 – 2, 2021

Target group: The program is designed for those executives leading digital transformation initiatives. It will also appeal to anyone either sponsoring or responsible for implementing technology projects.

Key topics:
- Defining the building blocks of the digital enterprise
- Selecting the right operating model
- Understanding how digital investments create real business value and design initiatives accordingly
- Identifying the best pathway to achieve your digital ambitions, incl. stakeholder analysis
- Dealing with legacy systems and technical debt
- Defining metrics and re-assigning responsibilities
NEW

INNOVATION SPRINT

BLENDED OPEN PROGRAM

TUITION  €3,900
LANGUAGE  English
DURATION  2 days on campus and 5 weeks online

Creativity is an important element of innovation. However, driving innovation takes more than just generating novel ideas. It requires managers to expand their mind- and skill sets: They need to learn to start thinking from their customers’ perspectives, instead of focusing on their products; they need to develop new solutions and business models, rather than gradual product improvements. They have to run simple, structured experiments to test mission-critical assumptions, instead of perfecting an idea for years in an isolated lab; and they must make decisions based on data, rather than biased opinions. This is an experiential blended program, with five weeks of guided online learning, during which participants develop their own business ideas in exchange with their peers and faculty, and a two-day on-campus session. The latter will feature guest lectures by successful entrepreneurs and esteemed faculty, and will give participants the opportunity to test and pitch their innovative ideas.

Online: Connect and learn
March 15 – April 11, 2021
October 25 – November 19, 2021
4 weeks, 3 – 4 hours per week

On Campus: Improve and practice
April 15 – 16, 2021
November 24 – 25, 2021
2 days on campus

Online: Reflect on and give/receive feedback
April 19 – 25, 2021
December 6 – 10, 2021
1 week, 3 – 4 hours

Target group: Executives with a background in engineering, business development, strategy, marketing, or sales who are eager to learn how to become an entrepreneur and to be able to quickly advance an idea inside a company.

Key topics:
- Innovation in new and existing organizations
- Generating ideas & adapting them to customer needs
- Articulating and testing assumptions
- Agile and lean principles for iterative and fast development
- Developing scalable business models
- Pitching and selling ideas
The business world of the 21st century is experiencing a dramatic shift. Reinforced by digitalization and a globalized competitive environment, companies have become aware of the necessity to better understand their customers and build lasting ties with them.

Markets are moving from the “technology push” to the “market pull.” Even the most traditional companies in the manufacturing industry have established innovation hubs to explore new business models and create customer journeys. With fewer barriers to entry, a new generation of entrepreneurs successfully disrupts the ecosystems of many industries by reacting more flexibly to their clients’ expectations.

Design thinking is one of the world’s most popular methods of establishing a dynamic, customer-focused and goal-oriented innovation culture within the organization – for start-ups, SMEs and large corporations alike. With the methods of the Design Thinking approach, ideas can be improved within the entire corporate value chain, from internal process optimization and digitalization to customer contact in both the B2B and B2C areas.

March 17 – 19, 2021
October 20 – 22, 2021

Target group: Managers and executives eager to learn and implement new processes and tools of customer-centricity, both within their organizations as well as when they are in contact with their external customers and users of their products and services.

In cooperation with:

ANALYTICS FOR DECISION MAKERS

Have you sometimes looked at your data and wondered how you can use it to add value to your business? Have you perhaps read over a report from your data science team and wished for the confidence to turn its insights into optimal decisions? If so, this program is for you. In the age of digitalization and with progressively larger amounts of available data, managerial decision making is increasingly data-driven. The aim of this program is to help you leverage analytics for optimal decisions. While this is not a technical quantitative course, its focus is on building the thinking skills necessary for an informed and empowered user of analytics, so that you can convert data insights into business value. The program is delivered online and consists of up to 4 modules à 6–8 hours, with one introductory module and three further in-depth modules.

Modul 1: February 1 – 12, 2021
Modul 2: February 15 – 26, 2021
Modul 3: March 1 – 12, 2021
Modul 4: March 15 – 26, 2021

Target group: Senior managers and executives who wish to understand the principles of analytics or to acquire the knowledge needed to manage and steer teams of analysts. The program does not require any prior knowledge of coding or quantitative methods.

Key topics:
Module 1: Analytics Fundamentals
Module 2: Advanced Analytics
Module 3: Machine Learning and Artificial Intelligence
Module 4: Decision-Making and Optimization

1 module: €750
2 modules: €1,400
3 modules: €2,000
Combined package of all 4 modules: €2,400

Each module can be booked individually.
MANAGING AND LEADING FOR INNOVATION

ONLINE PROGRAM

TUITION €1,800
LANGUAGE English
DURATION Online program: 6 weeks, 18 hours (3 hours each week)

It is no longer a secret, but rather common knowledge shared by executives, that innovation is the key driver of organizational success. Yet even starting to build an organization in which innovation plays a key role is often perceived by many executives as a frustrating experience. Sustaining innovation to create real value at scale, for the customers and for the company itself, is even harder.

Our practical online learning journey will guide you through all the steps along the innovation journey and offer relevant strategic concepts, techniques, and tools, as well as organizational and leadership aspects of innovation.

Cycle 1: March 1 – April 11, 2021
Cycle 2: May 3 – June 13, 2021
Cycle 3: September 6 – October 17, 2021
Cycle 4: November 1 – December 12, 2021

Target group: Executives who want to foster innovation in their organization – yet struggle with setting a strong vision, optimizing internal processes and/or leading their teams in a motivational way.

Key topics:
- Mapping the innovation landscape into an organization’s strategic goal, understanding its contexts, types, and barriers
- Turning innovation theater into innovation engine – from talking about innovation to converting innovation into practice
- Designing the innovation process and structuring the innovation funnel
- Organizing for innovation: evaluation, resource prioritization & allocation, decision making
- Leading up, down, and laterally to motivate people and foster innovation

ONLINE PROGRAMS AT ESMT BERLIN

At ESMT, we believe in the power of effective online learning and embrace the exciting pedagogical opportunities made possible by digital.

ESMT’s high-quality online offerings are based on the deep expertise of our faculty and are designed specifically for an online format. Furthermore, they are built on a network of strong partnerships, and incorporate a laser focus on user experience and the bold application of emerging technologies and learning science.
Developing and executing a strategy is one of the most important skills for an executive. As competitive pressures grow and the environment is changing faster and more unpredictable than ever, continuously evolving strategic planning and implementation becomes more vital than ever. What are the best ways for an organization to create a strategic advantage? Where can we find strategic opportunities in an increasingly globalized marketplace? Which strategies are likely to succeed, and which ones face the greatest implementation hurdles?

Our program provides insights into how to design and execute a competitive strategy in both mature business lines and new enterprises to steer an organization’s business activities in the right direction.

October 21 – 23, 2020
October 20 – 22, 2021

Target group: Managers involved in strategic decision making and implementation of business units in established companies as well as executives in new corporations seeking to generate a strategic advantage.

Key topics:
- Developing your strategy and strategic planning
  - Defining the playing field: what strategy is all about
  - Generating strategic insights: status and future of your business
  - Strategic planning: competitive positioning and business strategy

- Operationalizing your strategy
  - Developing innovative business strategies
  - Strategy in a digital world

- Executing your strategy
  - Implementing strategy: the art of action
  - Communicating strategy

“What a wealth of experience. This program helped me to identify critical gaps, and allowed me to redesign my strategy accordingly.”

Thomas Knauel, Director Product Marketing, Bosch Security Systems
The age of the “product pusher” is long gone – sales managers nowadays are trusted and collaborative consultants for their clients. To live up to this ideal, sales leaders need to develop a customer-centric strategy and organization.

Customer centricity is a concept that is touted by many companies yet is difficult to implement. To support sales leaders in this endeavor, participants of Customer Centric Sales Management will acquire the latest customer-centric toolset and learn from the successes and failures of other companies: from understanding customer’s wants to decoding customer’s true needs, from gaining customer’s buy-in to aligning internal processes. In the aim of creating customer-centric sales personnel with clearly defined roles, tasks, and selling behavior, participants will develop new ideas to improve their own sales business, receive feedback from faculty and peers, and leave the program with a concrete action plan.

December 14 – 16, 2020
December 13 – 15, 2021

Target group: Managers with several years of professional experience in sales, marketing, or customer management.

Key topics:
- Customer-centric selling and its key elements
- Understanding customer strategies
- Influencing and enabling impact in sales
- Building and managing sales force
- Aligning strategy and sales

Benefits:
- Experience disruptive approaches to customer-centric selling and its key elements
- Get to know new frameworks and concepts, research insights, and best-practice examples
- Understand how to create high-performing sales personnel with clearly defined roles, tasks, and selling behavior
- Capitalize on the exchange between executives from different industries

Business Models for a Sustainable Energy Future

The energy sector is undergoing a radical transformation – in Germany, in Europe, but also on a global scale. The rise of decentralized energy generation leads to a range of new players and disruptive technologies, while the shale gas boom lets us reassess the size of our fossil reserves.

In this program, we want to shed light on the emerging new energy system from a business perspective. We are less concerned with details of regulation and technologies (although, of course, they matter and can trigger important changes), but with strategies that established players and new entrants pursue in their quest to benefit from the transition – or merely survive in the years to come.

New dates to be announced

Target group: Executives wanting to acquire new strategic skills and familiarize themselves with new business models to react to the changing emerging market.

Please note:
Although the course is about the energy sector, it does not require an industry background. If you are generally interested in the developments that take place in this industry, you are most welcome to participate and share your own expertise in strategy, innovation, and business transformation with the group and enrich the discussions.

This program will be conducted together with ESMT EMBA students.
CORE COMPETENCIES
Managers in multifaceted organizations are seldom encouraged to consider their value-chain position or the value created by all the players involved. This is because many of them lack a solid understanding of the underlying principles and practical applications of basic investment-appraisal techniques. The action-oriented, hands-on program Finance for the Non-finance Executive is designed for managers who wish to learn how accounting and financial processes work, and how to interpret the messages that can emerge from the numbers. The program focuses on identifying and removing roadblocks and helps to establish a sustainable system of financial discipline and awareness.

November 3 – 5, 2020
November 3 – 5, 2021

Target group: Senior or mid-level managers from a non-financial background interested in gaining a better understanding of financial principles.

Key topics:
- Developing awareness of external financial markets and their effects on management decisions
- Explaining relationships between revenue and costs and asset management
- Forensic analysis of cash-flow statements to predict financial stress
- Understanding the basic valuation framework surrounding investment decisions; measuring consequences of time adjustment, amounts of relevant cash flow, and risks
- Introducing and discussing new techniques in cost measurement
- Effective cooperation with internal and external financial specialists.

The German alternatives to this program are Betriebswirtschaft für Führungskräfte and Finanzen für Manager.

"It was a very interesting and informative week. I would especially highlight the sessions with Professor Lothian, because he manages to convey financial topics in a lively, humorous, and practical way. ESMT and Berlin are both well worth a visit."

Bernhard Kuhnt, Director of European Operations, Jaguar Land Rover

VERANSTALTUNGSORT Wermelskirchen
PREIS €3,800
SPRACHE Deutsch
DAUER 3 Seminartage


Dieses praxisnahe und handlungsorientierte Seminar hilft speziell erfahrenen Managern ohne Finanzhintergrund, diese Hürden abzubauen und so noch besser daran mitzuwirken, auch die finanziellen Unternehmensziele zu erreichen. Auch Aufsichts- und Beiräte benötigen dieses finanzwirtschaftliche Know-how für ihre anspruchsvolle Aufgabe.

Zielgruppe: Das Seminar richtet sich an erfahrene Manager sowie an Aufsichts- und Beiratsmitglieder ohne Finanzhintergrund.

25. – 27. August 2021

Seminarinhalte:
- Finanzielle Ziel- und Steuerungsgrößen; Werttreiber
- Businessplan und Investitionsbeurteilung
- Entscheidungsorientierte Kostenrechnung
- Net Working Capital- und Cashmanagement
- Bewertung von Unternehmen

Nutzen:
- Kennenlernen und Verstehen von wesentlichen finanziellen Steuerungsgrößen (KPI)
- Erkennen, wie sich unternehmerische Entscheidungen auf die finanzielle Performance auswirken
- Verbesserung der Kommunikation mit Finanzfachleuten und Controllern
# THE ART OF DECISION MAKING

Better decision making in a volatile and uncertain environment

<table>
<thead>
<tr>
<th>LOCATION</th>
<th>Berlin</th>
</tr>
</thead>
<tbody>
<tr>
<td>TUITION</td>
<td>€2,600</td>
</tr>
<tr>
<td>LANGUAGE</td>
<td>English</td>
</tr>
<tr>
<td>DURATION</td>
<td>2 days</td>
</tr>
</tbody>
</table>

Today’s business leaders are confronted with increasing uncertainty: internationalization, digitalization, cost pressure, new business models and the war for talent are daily business. They are increasingly forced to make quick decisions. Good managers instinctively set out to make reasoned, well thought-through judgment calls, yet a rational approach to tackling decisions is only one side of the story. Too often, too much emphasis is placed on intuition, and personal biases begin to influence – and fatally flaws – the decision making process. Without a doubt, this process should be complemented with sound analysis.

The program is designed to help you achieve greater insight and learn to exercise sound judgment by honing decision making skills and designing processes that combine rationality and intuition. You will learn to avoid common decision making mistakes by breaking problems into manageable parts, effectively analyzing information, considering alternatives, and identifying the objectives you need to achieve. You will gain a greater understanding of your own personal biases, how these affect your decisions, and how to prevent them from influencing future decisions. Finally, you will discuss how to implement big data and evidence based decision making while reflecting on your decision making style based on the exercises conducted.

**Target group:** Managers in all functions who are actively involved in decision making in times of increasing volatility and uncertainty.

**September 23 – 24, 2021**

**Key topics:**

- **Making good decisions:** Managing uncertainty; evaluating alternatives; valuing additional information; dealing with uncertainty when deciding
- **Understanding decision-making psychology:** Analyzing your risk attitude and its influence on your decisions; recognizing personal biases; avoiding common pitfalls
- **Optimizing group processes:** Combining different opinions; steering group dynamics; implementing in the organizational context

---

# PROFESSIONELLES VERHANDELN

Wer die Verhandlungskunst beherrscht, erzeugt einen Mehrwert für sein Unternehmen, baut beständige Kontakte auf und ebnet den Weg für langfristigen geschäftlichen wie persönlichen Erfolg. Unser Seminar Professionelles Verhandeln unterstützt Manager bei der Steigerung ihres konzeptionellen Verständnisses von Verhandlungsprozessen, indem es das intellektuelle Rüstzeug vermittelt, um diese Form der Interaktion zu organisieren. Die Teilnehmer lernen, wie man in Verhandlungen Werte aufbaut und für sich beansprucht und wie man Verhandlungen effektiv vorbereitet und strukturiert. Sie entwickeln ihre Fähigkeiten, mit anspruchsvollen Herausforderungen umzugehen, wie z.B. Verhandlungen im Team oder in interkulturellen Unternehmenskontexten.

**27. – 29. September 2021**

**Zielgruppe:** Das Seminar ist auf Führungskräfte mit Verhandlungserfahrung zugeschnitten, die ihre Fähigkeiten zur Wertschöpfung am Verhandlungstisch ausbauen wollen. Besonders nützlich ist es für Personen, die an Abkommen zwischen mehreren Parteien, internationalen Verhandlungen oder komplexen Deals beteiligt sind.

**Seminarinhalte:**

- Grundprinzipien und Rahmenbedingungen der Vorbereitung und Durchführung von Verhandlungen
- Stärken und Schwächen verschiedener Verhandlungstaktiken und -stile
- Techniken der Zielbestimmung und Angebotsbewertung
- Evaluierung von Alternativen und Walk-Away-Situationen
- Mehrparteienverhandlungen, Koalitionsdynamik, dauerhafte Bündnisse und nachhaltige Vereinbarungen
- Kulturübergreifende Verhandlungen und kulturelle Einflüsse auf eine effektive Kommunikation und Beurteilung
- Besondere Herausforderungen: Machtspiele, schmutzige Tricks, Zeitdruck und schwierige Verhandlungspartner

Eine englischsprachige Alternative zu diesem Seminar ist Negotiation Mastery.

Ein ergänzendes Intensivseminar, das auf dem hier vermittelten Wissen und Stil aufbaut, ist The High-Impact Negotiator in Englisch.
“The faculty members were enthusiastic and incredibly knowledgeable, and the wide variety, backgrounds, and experiences of my fellow students added great value, too. All this set in beautiful surroundings with historical significance.”

Ruth Beadle, Senior Business & Development Analyst, Gazprom Marketing & Trading
**The High-Impact Negotiator**

Boost your negotiation power

**LOCATION** Berlin  
**TUITION** €2,900  
**LANGUAGE** English  
**DURATION** 2 days

The High-Impact Negotiator is geared toward professionals who are confident in their conceptual understanding of negotiation strategies, and particular skills necessary to prepare for and carry out successful negotiations, yet see room for improvement. They seek to improve their negotiation styles to achieve more favorable outcomes in collective bargaining scenarios and wish to gain insight into how others perceive them during such situations. During two days of rigorous and intensive work sessions, participants contribute their own, real-life negotiation cases and discuss personal challenges they have faced on the negotiation table. Working in small groups on challenging role-based negotiation simulations, participants will receive feedback from faculty and professional coaches who observe the entire process. In this program, participants learn the consequences and effects of their behavior on negotiation partners. They gain a deeper understanding of their own style in dealing with conflicts and learn how to leverage it in strategically beneficial ways. Armed with these insights, participants will become better equipped to self-monitor and adjust their behavior for future negotiation success.

November 30 – December 1, 2020  
December 13 – 14, 2021

**Target group:** Senior or mid-level executives who wish to prepare for and conduct negotiations. This program gives the participants a conceptual framework for analyzing negotiations and enables them to organize and leverage their own negotiation experience. They will learn how to not only claim but also create value in negotiations. Furthermore, participants will develop skills to handle challenging and complex negotiation situations such as negotiating in teams, cross-cultural negotiations or multi-party and multi-issue negotiating where coalition dynamics become an important determinant of success.

November 11 – 17, 2020  
June 14 – 16, 2021  
November 3 – 5, 2021

**Key topics:**
- Key principles and frameworks to employ when preparing for and conducting negotiations
- Strengths and weaknesses of various negotiation tactics and styles
- Techniques for goal-setting and the assessment of offers; evaluation of alternatives and walk-away situations
- Multi-party negotiations, coalition dynamics, the creation of lasting alliances, and sustainable agreements
- Negotiation across cultures and cultural influences on effective communication and perceptions
- Game-theory approaches to strategic interactions and identification of power asymmetries

**Negotiation Mastery**

Learn the essentials of conducting successful negotiations

**LOCATION** Live online program (2020), Berlin (2021)  
**TUITION** €3,800  
**LANGUAGE** English  
**DURATION** 3 days

Negotiation Mastery transforms managers from being ‘experienced’ negotiators to ‘expert’ negotiators. This program gives the participants a conceptual framework for analyzing negotiations and enables them to organize and leverage their own negotiation experience. They will learn how to not only claim but also create value in negotiations. Furthermore, participants will develop skills to handle challenging and complex negotiation situations such as negotiating in teams, cross-cultural negotiations or multi-party and multi-issue negotiating where coalition dynamics become an important determinant of success.

November 11 – 17, 2020  
June 14 – 16, 2021  
November 3 – 5, 2021

**Target group:** Senior or mid-level executives who wish to gain an additional boost in their negotiation skills. Past participants include division/department heads and vice presidents of large multinational companies who deal with complex negotiation challenges, as well as partners of professional service firms and heads of regional or country units.

**Key topics:**
- Key principles and frameworks to employ when preparing for and conducting negotiations
- Strengths and weaknesses of various negotiation tactics and styles
- Techniques for goal-setting and the assessment of offers; evaluation of alternatives and walk-away situations
- Multi-party negotiations, coalition dynamics, the creation of lasting alliances, and sustainable agreements
- Negotiation across cultures and cultural influences on effective communication and perceptions
- Game-theory approaches to strategic interactions and identification of power asymmetries

**Negotiation Mastery**

Learn the essentials of conducting successful negotiations

**LOCATION** Live online program (2020), Berlin (2021)  
**TUITION** €3,800  
**LANGUAGE** English  
**DURATION** 3 days

Negotiation Mastery transforms managers from being ‘experienced’ negotiators to ‘expert’ negotiators. This program gives the participants a conceptual framework for analyzing negotiations and enables them to organize and leverage their own negotiation experience. They will learn how to not only claim but also create value in negotiations. Furthermore, participants will develop skills to handle challenging and complex negotiation situations such as negotiating in teams, cross-cultural negotiations or multi-party and multi-issue negotiating where coalition dynamics become an important determinant of success.

November 11 – 17, 2020  
June 14 – 16, 2021  
November 3 – 5, 2021

**Target group:** Senior or mid-level executives who wish to gain an additional boost in their negotiation skills. Past participants include division/department heads and vice presidents of large multinational companies who deal with complex negotiation challenges, as well as partners of professional service firms and heads of regional or country units.

**Key topics:**
- Key principles and frameworks to employ when preparing for and conducting negotiations
- Strengths and weaknesses of various negotiation tactics and styles
- Techniques for goal-setting and the assessment of offers; evaluation of alternatives and walk-away situations
- Multi-party negotiations, coalition dynamics, the creation of lasting alliances, and sustainable agreements
- Negotiation across cultures and cultural influences on effective communication and perceptions
- Game-theory approaches to strategic interactions and identification of power asymmetries

**A German alternative to this program is**

Professionelles Verhandeln.

An intensive program that builds on the knowledge and style of this program is The High-Impact Negotiator.
THE HIGH-IMPACT NEGOTIATOR

“Best training experience in my professional life!
I am extremely grateful.”

Juan Tito, Sales Director, Siemens AG
EXECUTIVE EDUCATION
OPEN PROGRAMS FOR INDIVIDUALS

CALENDAR
2020 – 2021
### OCT
- **Winning with Business Strategies – Live online program**
  - Dates: 21 – 23 Oct 2020
  - Duration: 3 days
  - Cost: €2,600

- **Führung von Mitarbeitern und Teams – Hybride Unterrichtsform**
  - Modul 1: 26 – 29 Oct 2020
  - Modul 2: 24 – 26 Feb 2021
  - Duration: 7 days (4 and 3 days per module)
  - Cost: €7,800

- **Leading Digital Transformation – Hybrid classroom**
  - Dates: 27 – 30 Oct 2020
  - Duration: 3.5 days
  - Cost: €4,200

### NOV
- **Finance for the Non-finance Executive – Hybrid classroom**
  - Dates: 3 – 5 Nov 2020
  - Duration: 3 days
  - Cost: €3,900

- **Negotiation Mastery – Live online program**
  - Dates: 11 – 17 Nov 2020
  - Duration: 3 days
  - Cost: €3,800

- **Leading with Psychological Intelligence**
  - Dates: 17 – 20 Nov 2020
  - Duration: 4 days
  - Cost: €5,500

- **The High-Impact Negotiator**
  - Dates: 30 Nov – 1 Dec 2020
  - Duration: 2 days
  - Cost: €2,900

### DEC
- **Change Management Seminar – Hybride Unterrichtsform**
  - Dates: 1 – 3 Dec 2020
  - Duration: 3 days
  - Cost: €3,900

- **Leading People and Teams**
  - Dates: 1 – 4 Dec 2020
  - Duration: 4 days
  - Cost: €5,300

- **Women’s Leadership Excellence – Hybrid classroom**
  - Dates: 9 – 11 Dec 2020
  - Duration: 3 days
  - Cost: €3,800

- **Customer Centric Sales Management**
  - Dates: 14 – 16 Dec 2020
  - Duration: 3 days
  - Cost: €3,800

### FEB
- **Analytics for Decision Makers – Individual learning, selected online live-sessions**
  - Modul 1: 1 – 12 Feb 2021
  - Modul 2: 15 – 26 Feb 2021
  - Modul 3: 1 – 12 Mar 2021
  - Modul 4: 15 – 26 Mar 2021
  - Duration: 6 – 8 hours each module
  - Cost:
    - 1 module: €750
    - 2 modules: €1,400
    - 3 modules: €2,000
    - All 4 modules: €2,400

### MAR 2021
- **Managing and Leading for Innovation – Online Program**
  - Dates: 1 Mar – 11 Apr 2021
  - Duration: 6 weeks, 18 hours
  - Cost: €1,800

- **Innovation Sprint – Blended Program**
  - Online Module: 15 Mar – 11 Apr 2021
  - On Campus Module: 15 – 16 Apr 2021
  - Online Module: 19 – 25 Apr 2021
  - Duration: (2 days on-campus, 5 weeks online)
  - Cost: €3,900

- **Leading Digital Transformation**
  - Dates: 16 – 19 Mar 2021
  - Duration: 3.5 Days
  - Cost: €4,200

- **Design Thinking and Organizational Implementation**
  - Dates: 17 – 19 Mar 2021
  - Duration: 3 days
  - Cost: €3,500 + 16% VAT

### 2020 Oct – 2021 Mar
- **ADVANCED MANAGEMENT PROGRAMS**
- **LEADERSHIP AND SOCIAL RESPONSIBILITY**
- **MANAGING TECHNOLOGY AND STRATEGY**
- **CORE COMPETENCIES**
<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
<th>Dates</th>
<th>Duration</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>APR 2021</td>
<td>Führung von Mitarbeitern und Teams</td>
<td>26 – 29 Apr 2021</td>
<td>4 days</td>
<td>€4 900</td>
</tr>
<tr>
<td></td>
<td>The Change Clinic – Leading change initiatives</td>
<td>28 – 30 Apr 2021</td>
<td>3 Days</td>
<td>€3 900</td>
</tr>
<tr>
<td>MAY 2021</td>
<td>Managing and Leading for Innovation – Online Program</td>
<td>3 May – 13 Jun 2021</td>
<td>6 weeks, 18 hours</td>
<td>€1 800</td>
</tr>
<tr>
<td></td>
<td>Leading People and Teams</td>
<td>4 – 7 May 2021</td>
<td>4 Days</td>
<td>€4 900</td>
</tr>
<tr>
<td></td>
<td>Der Aufsichtsrat</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Modules can be booked individually / Module sind einzeln buchbar</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Modul 1: Anforderungen an das Aufsichtsratsmandat</td>
<td>6 – 7 May 2021</td>
<td>6 days (2 days per module)</td>
<td>€3 000</td>
</tr>
<tr>
<td></td>
<td>Modul 2: Finanz- und Prüfungskompetenz</td>
<td>8 – 9 Jul 2021</td>
<td></td>
<td>€3 000</td>
</tr>
<tr>
<td></td>
<td>Modul 3: Organisations- und Reportingkompetenz</td>
<td>21 – 22 Oct 2021</td>
<td></td>
<td>€3 000</td>
</tr>
<tr>
<td></td>
<td>Executive Transition Program</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Module 1 – Hybrid classroom</td>
<td>14 – 21 May 2021</td>
<td>24 days (8 days per module)</td>
<td>€24 900</td>
</tr>
<tr>
<td></td>
<td>Module 2 *</td>
<td>t.b.a.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Module 3</td>
<td>t.b.a.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Führung für jüngere Führungskräfte</td>
<td>17 – 21 May 2021</td>
<td>5 days</td>
<td>€4 900</td>
</tr>
<tr>
<td>JUN 2021</td>
<td>Bringing Technology to Market</td>
<td>1 – 4 Jun 2021</td>
<td>12 days (4 days per module)</td>
<td>€12 400</td>
</tr>
<tr>
<td></td>
<td>Module 2</td>
<td>7 – 10 Sep 2021</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Module 3</td>
<td>9 – 12 Nov 2021</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Leading with Psychological Intelligence</td>
<td>7 – 10 Jun 2021</td>
<td>4 days</td>
<td>€5 300</td>
</tr>
<tr>
<td></td>
<td>Mastering Negotiations</td>
<td>14 – 16 Jun 2021</td>
<td>3 days</td>
<td>€3 800</td>
</tr>
<tr>
<td></td>
<td>Aufsichts- und Beiräte in Familienunternehmen</td>
<td>17 – 18 Jun 2021</td>
<td>2 days</td>
<td>€3 000</td>
</tr>
<tr>
<td></td>
<td>Building a Digital Strategy</td>
<td>28 – 29 Jun 2021</td>
<td>2 days</td>
<td>€2 600</td>
</tr>
<tr>
<td>JUL 2021</td>
<td>Implementing Digital Transformation Initiatives</td>
<td>1 – 2 Jul 2021</td>
<td>2 days</td>
<td>€2 600</td>
</tr>
<tr>
<td></td>
<td>Der Aufsichtsrat</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Modul 2: Finanz- und Prüfungskompetenz</td>
<td>8 – 9 Jul 2021</td>
<td>2 days</td>
<td>€3 000</td>
</tr>
<tr>
<td>AUG 2021</td>
<td>Finanzen für Manager</td>
<td>25 – 27 Aug 2021</td>
<td>3 days</td>
<td>€3 800</td>
</tr>
<tr>
<td></td>
<td>General Management Seminar</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Modul 1</td>
<td>29 Aug – 4 Sep 2021</td>
<td>18 days (6 days per module)</td>
<td>€18 500</td>
</tr>
<tr>
<td></td>
<td>Modul 2</td>
<td>4 – 9 Oct 2021</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Modul 3</td>
<td>8 – 13 Nov 2021</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SEP 2021</td>
<td>Managing and Leading for Innovation – Online Program</td>
<td>6 Sep – 17 Oct, 2021</td>
<td>6 weeks, 18 hours</td>
<td>€1 800</td>
</tr>
<tr>
<td></td>
<td>Emerging Leaders Program</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Module 1</td>
<td>14 – 17 Sep 2021</td>
<td>7 days (4 and 3 days per module)</td>
<td>€8 900</td>
</tr>
<tr>
<td></td>
<td>Module 2</td>
<td>15 – 17 Dec 2021</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Date</td>
<td>Event Description</td>
<td>Date Range</td>
<td>Duration</td>
<td>Fee</td>
</tr>
<tr>
<td>------</td>
<td>-------------------</td>
<td>------------</td>
<td>----------</td>
<td>-----</td>
</tr>
<tr>
<td>SEP 2021</td>
<td>Leadership in Action</td>
<td>15 – 17 Sep 2021</td>
<td>3 days</td>
<td>€4,500</td>
</tr>
<tr>
<td>SEP 2021</td>
<td>The Change Clinic – Leading change initiatives</td>
<td>22 – 24 Sep 2021</td>
<td>3 days</td>
<td>€3,900</td>
</tr>
<tr>
<td>SEP 2021</td>
<td>The Art of Decision Making</td>
<td>23 – 24 Sep 2021</td>
<td>2 days</td>
<td>€2,600</td>
</tr>
<tr>
<td>SEP 2021</td>
<td>Professionelles Verhandeln</td>
<td>27 – 29 Sep 2021</td>
<td>3 days</td>
<td>€3,800</td>
</tr>
<tr>
<td>OCT 2021</td>
<td>Leading Digital Transformation</td>
<td>19 – 22 Oct 2021</td>
<td>3.5 days</td>
<td>€4,200</td>
</tr>
<tr>
<td>OCT 2021</td>
<td>Competitive Strategies for Solid Growth</td>
<td>20 – 22 Oct 2021</td>
<td>3 days</td>
<td>€3,900</td>
</tr>
<tr>
<td>OCT 2021</td>
<td>Design Thinking and Organizational Implementation</td>
<td>20 – 22 Oct 2021</td>
<td>3 days</td>
<td>€3,500 (plus 16% VAT)</td>
</tr>
<tr>
<td>OCT 2021</td>
<td>Der Aufsichtsrat</td>
<td>21 – 22 Oct 2021</td>
<td>2 days</td>
<td>€3,000</td>
</tr>
<tr>
<td>OCT 2021</td>
<td>Führung von Mitarbeitern und Teams</td>
<td>25 – 28 Oct 2021</td>
<td>4 days</td>
<td>€4,900</td>
</tr>
<tr>
<td>OCT 2021</td>
<td>Innovation Sprint – Blended Program</td>
<td>25 Oct – 19 Nov 2021</td>
<td>2 days on-campus, 5 weeks online</td>
<td>€3,900</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
<th>Date Range</th>
<th>Duration</th>
<th>Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>NOV 2021</td>
<td>Managing and Leading for Innovation – Online Program</td>
<td>1 Nov – 12 Dec 2021</td>
<td>6 weeks, 18 hours</td>
<td>€1,800</td>
</tr>
<tr>
<td>NOV 2021</td>
<td>Mastering Negotiations</td>
<td>3 – 5 Nov 2021</td>
<td>3 days</td>
<td>€3,800</td>
</tr>
<tr>
<td>NOV 2021</td>
<td>Finance for Managers</td>
<td>3 – 5 Nov 2020</td>
<td>3 days</td>
<td>€3,900</td>
</tr>
<tr>
<td>NOV 2021</td>
<td>Leadership under Pressure</td>
<td>10 – 12 Nov 2021</td>
<td>3 days</td>
<td>€5,850</td>
</tr>
<tr>
<td>NOV 2021</td>
<td>Executive Transition Program</td>
<td>12 – 19 Nov 2021</td>
<td>24 days (8 days per module)</td>
<td>€24,900</td>
</tr>
<tr>
<td>NOV 2021</td>
<td>Führung für jüngere Führungskräfte</td>
<td>15 – 19 Nov 2021</td>
<td>5 days</td>
<td>€4,900</td>
</tr>
<tr>
<td>NOV 2021</td>
<td>Leading with Psychological Intelligence</td>
<td>16 – 19 Nov 2021</td>
<td>4 days</td>
<td>€5,500</td>
</tr>
<tr>
<td>NOV 2021</td>
<td>Leading People and Teams</td>
<td>30 Nov – 3 Dec 2021</td>
<td>4 days</td>
<td>€5,300</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
<th>Date Range</th>
<th>Duration</th>
<th>Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>DEC 2021</td>
<td>Die Change-Klinik – Veränderungsinitiativen führen</td>
<td>1 – 3 Dec 2021</td>
<td>3 days</td>
<td>€3,900</td>
</tr>
<tr>
<td>DEC 2021</td>
<td>Women's Leadership Excellence</td>
<td>8 – 10 Dec 2021</td>
<td>3 days</td>
<td>€3,800</td>
</tr>
<tr>
<td>DEC 2021</td>
<td>The High-Impact Negotiator</td>
<td>13 – 14 Dec 2021</td>
<td>2 days</td>
<td>€2,900</td>
</tr>
<tr>
<td>DEC 2021</td>
<td>Managing Sales</td>
<td>13 – 15 Dec 2021</td>
<td>3 days</td>
<td>€3,800</td>
</tr>
</tbody>
</table>

- ADVANCED MANAGEMENT PROGRAMS
- LEADERSHIP AND SOCIAL RESPONSIBILITY
- MANAGING TECHNOLOGY AND STRATEGY
- CORE COMPETENCIES
General Terms and Conditions

1 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 go to: execed.esmt.berlin/gtc.

2 Applicable tax law for module 1: 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.

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

* 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.
At ESMT Berlin, we develop fully customized programs that target the unique development needs and challenges of our customers. Each program is designed through a process of co-creation that generates a specific learning solution, tailored to the outcomes our customers’ desires.

Our world-class faculty, together with our team of program directors, combine academic knowledge with practical teaching skills and the ability to consult companies and participants. We partner with our customers to gain a clear understanding of the objectives they want to achieve and to build and deliver a program that brings forward the required results. Impact is our measure of success!

In our programs, participants are the center of attention. We care for each and every participant – our whole team goes the extra-mile to support them in developing the capabilities needed for future success and making their individual learning experience valuable. Our learning solutions offer latest thinking, individual insights and inspiration. We blend online and onsite elements to create journeys that go beyond single interventions.

“Great leaders show a desire to continuously grow and develop themselves, their people and ultimately their organizations. We at ESMT Berlin support them in doing so: We prepare leaders for greater responsibilities, help them to lead their teams more effectively, and provide them with the latest tools to deliver lasting business impact. Together we embrace the future of leadership.”

Prof. Dr. Harald Hungenberg, Dean of Programs, ESMT Berlin
ESMT Berlin has been accredited by:

ESMT Berlin is a member of:

Join us:

Published by:

ESMT European School of Management and Technology GmbH