

# LEADING PEOPLE AND TEAMS

ESMT  
BERLIN



#### Location

ESMT Berlin



#### Tuition fee\*

€4,900 (May/June)

€5,300 (November/December)



#### Language

English



#### Duration

4 days



#### Dates

May 30 – June 2, 2022

November 29 – December 2, 2022



#### Certificate

You receive a certificate upon completion of the program.

#### Postgraduate Diploma in Management

The program counts toward 4 of the 18 days necessary to receive the diploma.



[execed.esmt.berlin/leading-people-and-teams](https://execed.esmt.berlin/leading-people-and-teams)

This program is a leadership laboratory, aiming to enhance your ability to address complex challenges you face in your role. The program's experiment-based format helps reveal your blind spots as a leader and develop strategies to combat them. You will also learn how to influence decision makers to support your initiatives, how to diagnose and remedy potentially toxic organizational dynamics, and how to bolster your leadership through a productive professional network. The laboratory's challenging but safe environment asks you to reflect on your own experiences, experiment with different leadership approaches, and receive valuable feedback and support from both faculty and peers. The individual learning elements are complemented by a full day of group executive coaching, as well as post-program follow-ups.

## Who should attend the program?

Executives with at least five years of experience in leading teams who wish to be more effective 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

## Teaching methods

Interactive mini-lectures

Business cases

Self-assessments

Business simulations

Executive coaching

In-depth interactions with peers and faculty

# Leading People and Teams

## Day 1 – Leaders as decision makers

- Deciding in teams
- Decision processes and leadership

## Day 2 – Leaders as organizational architects

- Building a high-performance team
- Developing a compelling leadership vision
- Bolstering your leadership network

## Day 3 – Leaders as reflective learners

- Group coaching day

## Day 4 – Leaders as political strategists

- Responding to annealing
- Defending your leadership foundation
- Coalition-building

## Key benefits

- ✔ Identifying the mindset, skills, and behaviors required of effective leaders
- ✔ Learning how to leverage your strengths and weaknesses, as well as those of your network
- ✔ Acquiring the tools to strengthen your professional network
- ✔ Broadening your active network of global business contacts

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



Gianluca Carnabuci

## Faculty

### Gianluca Carnabuci

is a professor of organizational behavior at ESMT Berlin. His research examines how the informal trust networks that senior executives build “behind the company chart” affect their ability to innovate and lead others successfully. Gianluca is an experienced executive education speaker who has developed a wide range of leadership programs for senior executives across a variety of industries. He teaches and advises executives on how to build leadership networks that foster innovation and agility in large-scale companies, how to permeate organizational silos and enable company-wide value creation, and how to develop a compelling leadership vision that energizes and aligns stakeholders across the organization.

## Contact

### ESMT Berlin

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*I found all of the presenters to be uniquely capable of capturing my attention and helping me reflect on my leadership style, and to focus on for further growth. I would strongly recommend this course to anyone wanting to enhance their leadership skills.*

Jörg Clement,  
Regional Director EMEA,  
FLIR Integrated Imaging Solutions Germany

[execed.esmt.berlin/open-programs-individuals](https://execed.esmt.berlin/open-programs-individuals)