

# LEADING DIGITAL TRANSFORMATION

March 6–8, 2018  
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ESMT Berlin



**Executive Education  
Ranking 2017**

**The most recent international rankings  
confirm the program excellence at ESMT**

*Financial Times* ranks ESMT 8th worldwide in  
executive education and number one in Germany

# LDT FACULTY



ANNIE FAULKNER, LDT Program Director

## ANNIE FAULKNER (PROGRAM DIRECTOR)

Annie's focus at ESMT Berlin is on business transformation and change. Having worked and been educated internationally, she understands first-hand the complexities of cross-border communication and change leadership. Prior to joining ESMT Berlin, she led a range of transformation programs for Old Mutual, AXA, AECOM, Bombardier Transportation, and Woolworth Holding South Africa. Her research interest lies in compassion as an organizational norm – leaders using new mental models, cognition, mentoring, and coaching to address disruption. She teaches executives in global partnering, digital disruption, change management, and communication worldwide and is an experienced executive coach. Annie graduated in management sciences from Warwick Business School, holds an MBA from CASS Business School, and received her MSc from Edinburgh Business School in strategic focus.

## DR. SANDRO GAYCKEN

is director of the Digital Society Institute Berlin at ESMT and a technology and security researcher exploring the nexus of digital technology, economies, politics, and society. Sandro's research focus is on cyberstrategy, cyberdefense, and cybersecurity. He works as a consultant and reviewer for the German Bundestag, several German ministries, international institutions such as EU, UNO, EAEA, and NATO, as well as for several DAX companies and unions. He has published four monographies and more than 60 articles, regularly writes op-eds in leading newspapers, and has authored official government publications. He is a fellow of the Oxford Martin School, an EastWest Senior Fellow, an associate fellow of the German Council on Foreign Relations (DGAP), a member of the benchmarking group INBENZHAP for Industrie 4.0, a director for strategic cyberdefense projects in the NATO SPS Program, and editor-in-chief of the Springer Science Briefs in Cybersecurity.

## RAJSHRI (RAJI) JAYARAMAN

is a tenured associate professor of economics. She received her PhD in economics from Cornell University and worked at the Center for Economic Studies in Munich before joining ESMT in 2007. Raji's fields of interest are development economics and labor economics. Her research examines how people respond to incentives, using micro data on individuals, schools, and firms in India, Germany, and Canada. She is currently serving as faculty lead for the ESMT Full-time MBA Program.

## PROF. DR. MARTIN KUPP

is an associate professor for entrepreneurship at ESCP Europe, Paris, and a visiting professor at ESMT Berlin and EGP Business School in Portugal. Before that, Martin worked as a program director at ESMT Berlin and a lecturer and research assistant at the University of Cologne, where he also received his doctoral degree. Martin's areas of expertise lie in strategic innovation, competitive strategy, and organizational creativity. Martin's current research interests focus on the relationship between the arts and business, business strategy in technology markets, and strategic and technology-enabled innovation. Martin's recent publications have focused on these areas and appeared in *California Management Review*, *MIT Sloan Management Review*, *Business Strategy Review*, *Info Journal*, *Financial Times*, *The Economist*, *The Economic Times of India*, and the *Wall Street Journal*. He acts as a tutor for the European Case Clearing House, where he teaches case writing and case teaching at academic institutions around the world.

# TUITION\*

€3,500

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.

\* Tuition includes all program material, on-campus meals, and selected evening events.

For general terms and conditions go to:  
[www.esmt.org/gtc](http://www.esmt.org/gtc)

## WHO SHOULD ATTEND

Executives at middle- and senior-management levels who are currently in a digital transformation phase or who foresee digitalization as having a significant impact on their business models, organizations, and leader–follower relationships.

## INDIVIDUAL KEY BENEFITS

Participants will be confronted with challenging perspectives about what digitalization actually is and how it will affect their current business and leadership behaviors. After discovering that their former experiences and accumulated knowledge are not sufficient for maintaining leadership excellence, participants will be open to acquiring new methods and skills that will assist them in guiding their businesses in new directions.

## ORGANIZATIONAL BENEFITS

All ESMT programs are practice-oriented. This means that participants profit from the current research being applied in business today, research that can be implemented once participants return to their organizations. Furthermore, the programs provide both the participants and their organizations with fresh perspectives and a solid network of global business contacts.

Leading Digital Transformation (LDT) provides executives with methods and measures that help them respond to the urgent necessity of being able to lead their businesses within increasingly digitalized markets. LDT thereby places a special focus on leadership skills that are crucial for leading people in a digital environment. The program also encourages participants to become drivers of change in their companies by developing new mindsets and behaviors within teams and departments. Through experiential learning and by tapping into new didactical approaches (e.g., gamification and prototyping), LDT helps participants understand not only the “what” of digitalization but also the “how” of becoming an excellent leader for a truly digitalized future. LDT covers the understanding, adaption, and immediate application of newly gained knowledge in a state-of-the-art approach. Participants will be guided through a learning journey that is rich in new business perspectives and impactful leadership approaches.

## TOPICS INCLUDE

- ✓ Misleading experiences and biased leadership
- ✓ Disruptive technologies
- ✓ Digital strategies and business models
- ✓ Agile decision making
- ✓ Leading Millennials
- ✓ Leading virtual teams

## METHODS

We have designed an experience-based program for executives. As a result, LDT relies on methods specifically chosen for this group, including interactive sessions, creative workshops, and serious learning games.

# LDT PARTICIPANT GROUPS

### REPRESENTATIVE JOB TITLES OF FORMER PARTICIPANTS INCLUDE

CEO/General Manager, Director Loan & Deposit Products,  
Factory Manager, Head of Business Unit,  
Head of Controlling, Head of Finance Optimization,  
Head of Team HR Strategy & Mission Statement Partner,  
Program Manager Digital Transformation,  
Regional Compliance Officer, CFE, Senior Director,  
Senior Manager, Vice President

### COMPANIES REPRESENTED INCLUDE

Allianz, B.Braun Melsungen, Deutsche Bank,  
EIT ICT Labs Germany, MAN, Lufthansa, pom+Consulting,  
Robert Bosch, thyssenkrupp, TRUMPF Maschinen,  
UniCredit Bank, W.O.M. World of Medicine

### COUNTRIES REPRESENTED INCLUDE

Austria, Brazil, China, France, Germany,  
Russia, Switzerland

# POSTGRADUATE DIPLOMA IN MANAGEMENT – YOUR RETURN ON INVESTMENT

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 three program weeks (18 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 also advise participants throughout their studies. Programs are offered in both German and English.

Tuition fees vary, depending on the number of programs participants choose.

Leading Digital Transformation is part of the cluster Leadership and Social Responsibility and counts toward 3 of the 18 days necessary to gain the diploma.



For more information go to:  
[www.esmt.org/postgraduatediploma](http://www.esmt.org/postgraduatediploma)



## ADMISSIONS MANAGER

Our admissions manager, Annabell Jahr, will be glad to answer any questions you might have regarding this program.

+49 30 212 31 8049  
annabell.jahr@esmt.org



## PROGRAM MANAGER

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

+49 30 212 31 8082  
sandra.issa@esmt.org

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