

EMERGING LEADERS PROGRAM

Module 1: September 18–21, 2018 ESMT Berlin
Module 2: January 23–25, 2019 Athens, Greece

EXPAND YOUR LEADERSHIP POTENTIAL



**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



ELP FACULTY

GIANLUCA CARNABUCI, ELP Program Director

GIANLUCA CARNABUCI (PROGRAM DIRECTOR)

is an associate professor of organizational behavior at ESMT Berlin. Previously, he was an associate professor of organization and management at the University of Lugano and an assistant professor at Bocconi University. He holds a PhD in Social and Behavioral Sciences from the University of Amsterdam. His research examines how informal networks impact economically important phenomena such as innovation, competition, and leadership. He has published his research in leading management journals, including the *Academy of Management Journal*, *Organization Science*, and *Strategic Management Journal*. He has taught courses in organization theory, organizational behavior, organizational design and change, networks and organizations, negotiation, and leadership.

ANDREAS BERNHARDT

is an executive development advisor and the lead coach at ESMT Berlin. He has more than 20 years of practical leadership development experience with executives from more than 30 countries and has designed and delivered executive programs for several international companies. He teaches and coaches in the areas of leadership, organizational behavior, negotiations, and change.

MATTHEW S. BOTHNER

is a professor and Deutsche Telekom Chair in Leadership and HR Development at ESMT Berlin. His current research addresses the measurement and consequences of social status in several empirical settings, including venture capital, pro-

fessional sports, and higher education. In addition, he has developed computational models, both to better understand factors affecting the evolution of cumulative advantage and to clarify the optimal strategies for leading tournaments for peer recognition. His research has been published in *Administrative Science Quarterly*, *American Journal of Sociology*, *Management Science*, and *Organization Science*.

FRANCIS DE VÉRICOURT

is a professor of management science at ESMT Berlin. Francis' general research interest is in the area of data-driven and managerial decision-making, with a current focus on healthcare, business sustainability, and service systems. His research has been published in leading management journals, including *Management Science*, *Operations Research*, and *Manufacturing & Service Operations Management*. His work has won several awards. He is the current chair of the MSOM sustainability special interest group of the Institute for Operations Research and the Management Sciences. Francis is also on the editorial boards of several leading academic journals.

LAURA GUILLÉN

is an assistant professor and a professional coach. Her research interests include identity, authenticity, the bright and dark sides of leadership, gender, diversity, and social perceptions. Her work has been presented at numerous international research conferences and has been published in internationally renowned journals.

TUITION*

€6,500

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.

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.

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

For general terms and conditions go to:
www.esmt.org/gtc

WHO SHOULD ATTEND

Managers who have recently been appointed to leadership positions or high potentials in preparation of their first significant leadership roles. ELP is designed to embrace participants with diverse professional and personal backgrounds.

INDIVIDUAL KEY BENEFITS

Participants will leave the program equipped with the knowledge, mindset, and tools needed to successfully transition into a leadership role. Participants will gain awareness of the challenges and responsibilities that come with leadership and learn how to create value for themselves and their organizations by fostering productive working relationships with their collaborators, peers, and superiors.

ORGANIZATIONAL BENEFITS

Preparing emerging leaders for their future roles is essential for the sustainability of an organization. ELP supports young leaders during the initial steps of this critical transition so they can begin their professional growth and realize their full leadership potential. After the program, the ELP Alumni Network provides participants and their organizations with a source of state-of-the-art business knowledge and a thriving global community of emerging leaders.

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. The Emerging Leaders Program (ELP) is designed to enable participants to manage this critical transition and realize their full leadership potential. In the first module, participants will develop insights and tools to help them deal with the multifaceted contexts in which leadership plays out while learning how effective leadership requires actively managing upwards, downwards, and laterally. In the second module, participants will reflect on the responsibilities they have accepted as future leaders. Through intense interactions with faculty, peers, and professional actors, they will explore the ethical and psychological foundations of leadership and work on preparing a foundation for their own individual path to leadership.

TOPICS INCLUDE

Module 1: The context of leadership ESMT Berlin

- ✓ Understand the company behind the organization chart
- ✓ Build an effective network
- ✓ Create value through downward, upward, and lateral management
- ✓ Motivate self and others
- ✓ Build a high-performance team culture

Module 2: Personal leadership skills Athens, Greece

- ✓ Ethical and psychological foundations of leadership
- ✓ Leadership in action
- ✓ Communicate as a leader
- ✓ Leadership transitions and self-development

METHODS

We have designed an experience-based program for talents assigned to their first significant leadership roles. As a result, ELP relies on methods specifically chosen for this group, including business cases, interactive lectures, group work, psychometric assessments, experiential learning, peer coaching, and role plays.

ELP PARTICIPANT GROUPS

REPRESENTATIVE JOB TITLES OF FORMER PARTICIPANTS INCLUDE

Account Manager, Actuary, Analyst,
Area Business Manager, Consultant, Controller,
Credit Manager, Department Head, Director,
Division Head, Functional Manager, General Manager,
Investment Manager, Key Account Manager,
M&A Manager, Portfolio Manager, Principal Consultant,
Project Engineer, Project Leader, Sales Manager,
Senior Associate, Senior Consultant, Senior Expert,
Senior Relationship Manager,
Strategy & Business Development,
Supply Chain Manager,
System Engineer, Underwriter

COMPANIES REPRESENTED INCLUDE

Allianz, Bayer, ARAG, AstraZeneca, BioFoodLAB,
Chongqing Jiaxuan-SAARGUMMI Rubber & Plastic
Sealing, Commerzbank, Cylad Consulting, Daimler,
Deutsche Bank, Deutsche Telekom,
DYWIDAG Systems International, erlkönig, E.ON,
European Central Bank, Gazprom, GNS Systems, innogy,
Linde, MAN, Merck, NGDATA, Pfizer Pharma, RKW,
BU Michelstadt, Samsonite, SAP, Solaris Bus & Coach,
Solaris Deutschland, Steltemeier & Rawe, thyssenkrupp,
Turner Broadcasting System, Varian Medicals,
Vattenfall, Vse Svoo, Zoetis Deutschland

COUNTRIES REPRESENTED INCLUDE

Australia, Belgium, Bosnia and Herzegovina, Brazil,
Bulgaria, China, Czech Republic, Denmark, France,
Germany, Hungary, India, Ireland, Italy, Luxembourg,
Malaysia, the Netherlands, Poland, Romania, Russia,
Serbia, Slovakia, Spain, Sweden, Switzerland, Turkey,
United Kingdom, United States

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.

The Emerging Leaders Program is part of the cluster Leadership and Social Responsibility and counts toward 7 of the 18 days necessary to gain the diploma.



For more information go to:
www.esmt.org/postgraduatediploma



ESMT has created an excellent environment to learn. We had a perfect mix of business cases, lectures, and outstanding activities. In addition, you feel welcome from the first moment.

*Adolfo Galán, Operations Director,
ThyssenKrupp Encasa*



ADMISSIONS MANAGER

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

+49 30 212 31 1045
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PROGRAM MANAGER

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

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