

# EXECUTIVE TRANSITION PROGRAM ETP



Executive Education  
Ranking 2018

## FACULTY\*

### MATTHEW S. BOTHNER

Professor and Deutsche Telekom Chair in Leadership and HR Development at ESMT Berlin.

### CHRISTOPH BURGER

Senior Lecturer at ESMT Berlin.

### LINUS DAHLANDER

Associate Professor of Strategy and Lufthansa Group Chair in Innovation at ESMT Berlin.

### NORA GRASELLI

Program Director at ESMT Berlin and certified Executive Coach from the Columbia Coaching Certification Program.

### HARALD HUNGENBERG

Chaired professor of management at Friedrich-Alexander-University, Erlangen Nuremberg.

### KONSTANTIN KOROTOV

Professor of Organizational Behavior, Director of the Center for Leadership Development Research (CLDR), and Associate Dean of Executive Education, ESMT Berlin

### URS MÜLLER (PROGRAM DIRECTOR)

Lecturer and member of the faculty at ESMT Berlin.

### MATTHEW MULFORD

Senior research fellow at LSE and a visiting lecturer at ESMT Berlin.

### OLAF PLÖTNER

Professor at ESMT Berlin.

### ERIK SCHLIE

Professor of Marketing and General Management at IE Business School Madrid.

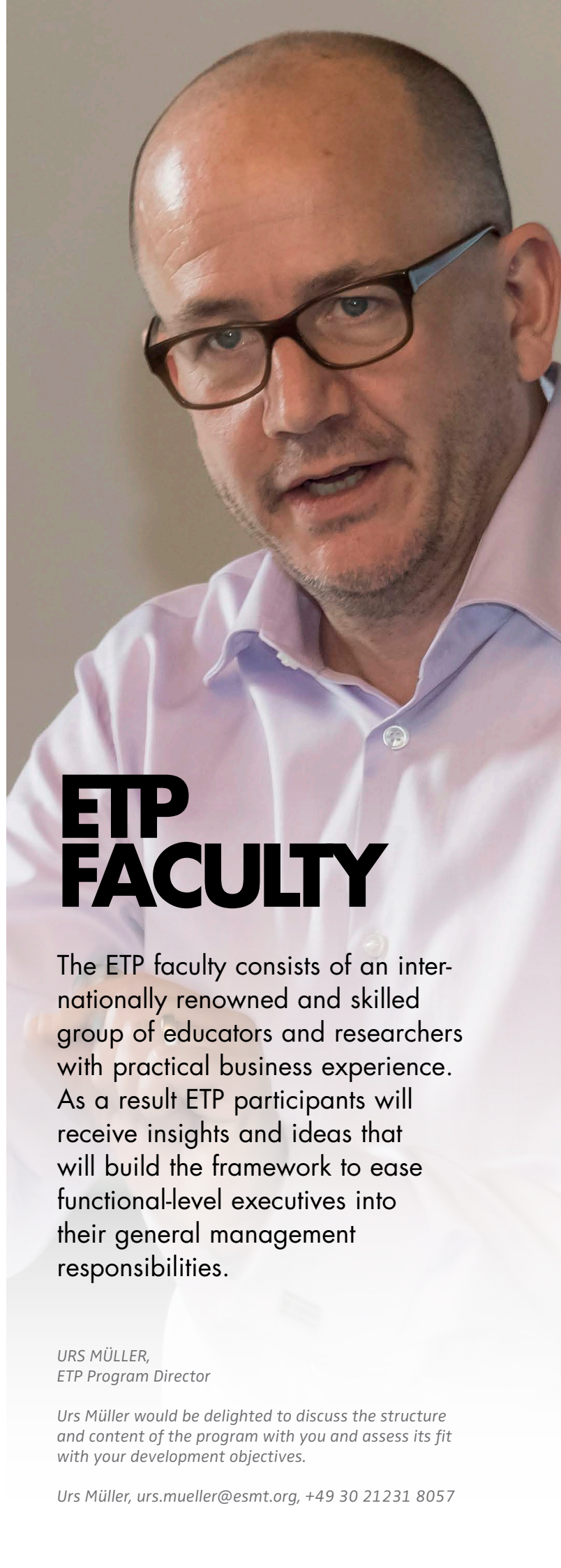
### BIANCA SCHMITZ

Co-director of the Hidden Champions Institute (HCI) and program director at ESMT Berlin.

### HANNA SETTERBERG

Assistant Professor of Accounting at Stockholm School of Economics.

\*Program faculty may change



## ETP FACULTY

The ETP faculty consists of an internationally renowned and skilled group of educators and researchers with practical business experience. As a result ETP participants will receive insights and ideas that will build the framework to ease functional-level executives into their general management responsibilities.

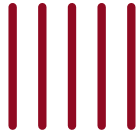
URS MÜLLER,  
ETP Program Director

*Urs Müller would be delighted to discuss the structure and content of the program with you and assess its fit with your development objectives.*

Urs Müller, [urs.mueller@esmt.org](mailto:urs.mueller@esmt.org), +49 30 21231 8057

## MODULE 1

November 22 – 29, 2019  
Berlin or Cologne area, tbc



### CORE MANAGERIAL COMPETENCIES

- Operations and Supply Chain
- Marketing
- Sales
- Finance and Accounting
- Human Resources
- IT Management
- Executive Transitions

## MODULE 2

February 14 – 21, 2020  
ESMT Berlin



### GENERAL MANAGEMENT PERSPECTIVES

- Corporate Strategy
- Competitive Strategy
- Strategic Innovation and Entrepreneurship
- Digitalization
- Design Thinking
- Intellectual Property Rights
- Decision Making and Evidence-based Management

## MODULE 3

May 8–15, 2020  
ESMT Berlin



### INTEGRATIVE LEADERSHIP IN ACTION

- Leaders, Leadership, and Followers
- Leading Change
- Business Ethics and CSR
- Status and Networks
- Executive Careers
- Leading and Reinventing Yourself
- Executive Communication



Many doors lead to general management, we just have to be able to open the right one. That's what I did with the help of the ETP, which turned out to be a career-changing program for me: A few weeks ago, I was promoted to general manager. I thank the fantastic faculty for this contribution to my life. The whole program was first-rate.

*Nontuthuko Signoria Mgabhi, General Manager Human Resources, Richards Bay Coal Terminal Proprietary Limited*

## METHODS

We have designed an experience-based program for managers transitioning from their role as a functional expert to that of a general manager. Pertaining to each step of this process and based on the broad range of industries represented in the ETP, the cultural diversity, and the seniority of our participants, we have selected methods appropriate for this group and their different learning styles. Among others these are: business simulations, case discussions, professional and peer coaching, lectures, role plays, best-practice examples, company visits, workshops, and team exercises.

The Executive Transition Program (ETP) consists of three non-consecutive weeks of study and has been designed for experienced functional managers transitioning to an increased level of general management responsibility. Advancing to the next level of leadership implies the acquisition of knowledge, skills, and competencies as much as fundamental changes in behaviors and attitudes.

We invite new and future general managers to participate in this intense learning and development intervention, which will help them to succeed at the next level and remain personally fulfilled.

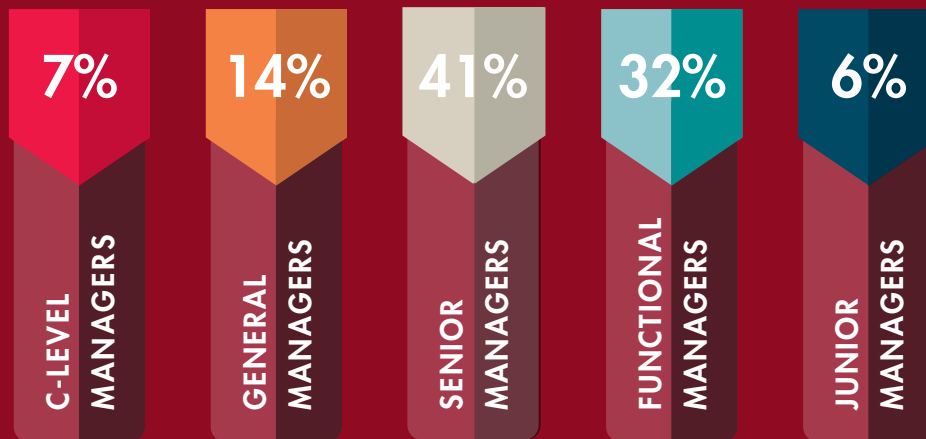
General managers have to evaluate the potentially conflicting interests of the various functions. In order to decide each time which of these have priority, they have to go beyond functional jargon and be able to ask critical questions. Reflecting this necessity, ETP will start in module 1 (Core managerial competencies) by looking at the fundamentals of all major business functions. As a result, the program offers participants a solid understanding of both the language and the thought processes prevalent in the major functions (such as Operations, Marketing, Sales, HR, IT, Finance and Accounting).

In module 2 (General management perspectives), the focus of the program will turn to cross-functional aspects, that is, to the ways in which the functions discussed in module 1 interconnect. We will look at strategic aspects of running a business incl. digitalization, discuss the critical role of innovation incl. design thinking, evaluate relations between business and the non-market environment, and discuss the methods and rules general managers should follow when making decisions.

Every new set of responsibilities increases the number of stakeholders who need to be taken into account. Therefore, module 3 (Integrative leadership in action) will further broaden perspectives by looking at the role of communication, leading yourself and others, change management, as well as business ethics and CSR. Through discussions with accomplished faculty, professional coaches, and a diverse, experienced and international group of peers, participants will leave the program with clear ideas and plans for the businesses they lead, as well as their future personal development. At the same time, this group of individuals will serve as a lasting peer network that can be leveraged beyond the duration of this program.

# ETP PARTICIPANT GROUPS

The ETP has been designed for accomplished functional-level executives on their way to assuming general management responsibilities. These executives want to gain a sound understanding of the major organizational functions and how they are interrelated in an organization.



## REPRESENTATIVE JOB TITLES OF FORMER PARTICIPANTS INCLUDE

Business Unit Head, Chief Audit Executive, Chief Compliance Officer, Chief Internal Officer, Country Division Lead, Deputy Managing Director, Director Group Treasury, Director Marketing, Director Product Analytics, Director Technical Sales, Global Anti-Money Laundering Coordinator, Head of Business Management, Head of Credit and Risk Management, Head of International Logistics, Head of Manufacturing, Head of Payments and Financial Messaging, Head of Product Management, HR Manager, International Financial Coordinator, Regional CIO

## COMPANIES REPRESENTED INCLUDE

ABB, Accenture, Airbus, Air Canada, AkzoNobel, Allianz, Amnesty International, Audi, Bajaj Auto, Bayer, BMW, CLAAS, Commerzbank, Continental, Daimler, Deutsche Bank, Deutsche Post/DHL, E.ON, Ernst & Young, Eurex Clearing, Gazprom, Güntner Group, Hauni Maschinenbau, Huettenes-Albertus Korea, Inficon, Klarna, Körber, KPMG, Liebherr, Lufthansa, Maersk, MAN, Médecins Sans Frontières, National Savings and Credit Bank, Nederlandse Gasunie, Nord/LB, Oerlikon, Oman Air, Pöryry, Robert Bosch, SAP, Sasol, ScanEnergy, SCHOTT, Sea Wind Management, Siemens, Swedbank, Tateyama Machine, thyssenkrupp, UniCredit Bank, uniper, United Bank for Africa, United Family Healthcare, Volkswagen, WWF

## COUNTRIES REPRESENTED INCLUDE

Argentina, Austria, Belarus, Belgium, Brazil, Bulgaria, Canada, China, Colombia, Croatia, Czech Republic, Denmark, Estonia, Egypt, Finland, France, Germany, India, Israel, Italy, Japan, Kazakhstan, Latvia, Lebanon, Lithuania, Malaysia, Mexico, Netherlands, Nigeria, Norway, Oman, Pakistan, Peru, Poland, Qatar, Republic of Korea, Republic of Moldova, Romania, Russian Federation, Serbia, Singapore, Slovakia, Slovenia, South Africa, Spain, Sweden, Switzerland, Syria, Turkey, United Arab Emirates, United Kingdom, United States, Zambia

## WHO SHOULD ATTEND

Professionals in their thirties or forties from any educational background with a proven track record in their business. Participants are typically: leading 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; confident in their English-speaking capabilities.

## INDIVIDUAL BENEFITS

Participants will return to their organizations from this program feeling confident and ready to assume complex roles as general managers. They will be equipped with new capabilities, tools, and concepts, feel competent when leading others, and will be prepared to manage across national borders. In addition, ETP alumni will become members of the exclusive ETP Salon, which will give them access to the ever-growing network of executives who have completed the program.

Many of the ETP alumni highlight the enormous benefit they have been able to reap from the diversity of their classmates. Intensively interacting with peers from different organizations, functions, industries and countries has helped them to broaden their horizon and to lead their areas of responsibility more successfully.

## ORGANIZATIONAL BENEFITS

ETP offers companies the opportunity to promote and retain valuable personnel. In addition, the program offers a tangible return on investment: As with all ESMT programs, the ETP is practice-oriented and offers knowledge that can be implemented immediately upon the participants' return to their organizations. Due to the diverse backgrounds of ETP participants, the program provides participants and their organizations with fresh perspectives and a lasting network of international peers.

## SCHOLARSHIP OPPORTUNITIES

To increase the number of female executives, ESMT awards 2 full-tuition scholarships and two ESMT/30% Club partial scholarships (value €12,450) for women in leadership positions.

Exceptionally qualified and talented candidates might be eligible for the scholarships. Please get in contact with the ETP Program Director Urs Müller.

# TUITION\*

## €24,900

Seminar 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)

## POSTGRADUATE DIPLOMA IN ADVANCED MANAGEMENT

The Postgraduate Diploma in Advanced Management is a university-level certificate awarded by ESMT Berlin to serve as formal recognition of a participant's professional development.

All participants will be granted the diploma upon successful completion of the Executive Transition Program.

Our collaboration with Smart Certificate allows you to share the digital diploma on LinkedIn and leverage your career opportunities even further.



## GNAM CERTIFICATE OF EXCELLENCE IN GLOBAL BUSINESS

The Global Network for Advanced Management (GNAM) is a collaboration of leading graduate schools of business in 25 countries on five continents. Over two years, participants have to take a minimum of 15 days of non-degree executive programs at the participating business schools and complete a capstone project. They have the opportunity to select from over 200 programs that match their professional development goals. To maximize their global exposure, the GNAM network requires that participants take courses at three different schools (or more) in two countries (or more). At the end of their studies, they will receive the Certificate of Excellence in Global Business.

ETP participants will have covered one of three courses necessary to achieve the Certificate of Excellence in Global Business.



If you want to have a modern organization, investing into responsible leadership is mandatory. If you fail to do it, you will pay the price and not save money. Since the ETP, I also know that even the best program is more than the topics it covers. I enjoyed discussions with peers from various backgrounds – nationalities, functions, industries – showing me that I am leading my teams in the right direction. And when the program was over I had learned lessons to share with my teams and ideas to give to others in our organization.

*Hiltrud Werner, Member of the Management Board,  
Functional Responsibility 'Integrity and Legal Affairs', Volkswagen AG*



### ADMISSIONS MANAGER

Our admissions manager, Michaela Bodner, will be glad to answer any questions you might have regarding the ETP:

**+49 30 21231-1045**  
**michaela.bodner@esmt.org**



### PROGRAM MANAGER

With respect to the program's organization and your accommodation during the program, please contact the program manager, Paulin Conrad:

**+49 30 21231-8063**  
**paulin.conrad@esmt.org**

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