

**F**IRST  
OF ALL:  
STAY  
ON TOP

# EMERGING LEADERS PROGRAM

Cycle I:

Module 1: May 10–13, 2016 ESMT Campus, Berlin  
Module 2: June 22–24, 2016 Athens, Greece

Cycle II:

Module 1: September 13–16, 2016 ESMT Campus, Berlin  
Module 2: February 22–24, 2017 Athens, Greece

**EMERGE AS A LEADER WHO CAN  
MASTER THE CHALLENGES AND FULFILL  
THE HIGH EXPECTATIONS YOU FACE**



**Executive Education  
Ranking 2015**

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

*Financial Times* ranks ESMT 11th worldwide in  
executive education and number one in Germany

# ELP FACULTY

## MATTHEW S. BOTHNER

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

## BÜLENT GÖGDÜN

is head of the practice group Technology-based Industries, executive coach, and a program director at ESMT. Bülent studied mechanical engineering and worked as a consultant at the Boston Consulting Group. In addition, he acts as an educational consultant supporting clients with their strategy development challenges and change management efforts.

## URS MÜLLER

is a lecturer and member of the faculty at ESMT. His focus in research and teaching is in the areas of business ethics, strategy, and change management. He studied philosophy, German literature, and art history. Before joining ESMT, he worked as a management consultant for A.T. Kearney. Urs is a best-selling and award-winning case author and serves as a visiting tutor on writing and teaching for The Case Centre. His work has been featured and quoted in several leading media such as *Financial Times*, *The Times*, *Deutsche Welle*, *BILD*, *Süddeutsche Zeitung*, and *Handelsblatt*.

## ULF SCHÄFER

is a program director at ESMT. His areas of teaching and research focus on leadership, change, and responsible management. Ulf is a best-selling and award-winning case author and serves as a visiting tutor on writing and teaching for The Case Centre. He also teaches at International University of Monaco, HEC Paris, and IAE Business School (Buenos Aires). He studied philosophy, mathematics, and logic and theory of science in Bonn, Knoxville, and Berkeley, as well as business administration in Rotterdam and London (Canada). Ulf was a lecturer of philosophy at Bonn University, a strategy consultant with A.T. Kearney, a co-founder of the Launch Group, a manager at DaimlerChrysler, and the director and head of strategy consulting at Sapient.

## NORA GRASSELLI (PROGRAM DIRECTOR)

is a program director at ESMT. She pursues her academic interest in group dynamics, leadership, and organizational psychodynamics. Nora studied management, with a focus on organization, and completed her PhD on group dynamics at HEC Paris. During her doctoral studies, she was a visiting fellow at the Wharton School of the University of Pennsylvania and at the Royal Melbourne Institute of Technology in Melbourne. Prior to joining ESMT, Nora was a strategy consultant for the Boston Consulting Group, where she consulted for multinational corporations on organizational issues. She also worked as a lecturer for MBA and executive programs at various business schools including HEC Paris, Saïd Business School (Oxford), Reims Management School, and the Central European University.



NORA GRASSELLI, ELP Program Director

# TUITION\*

€5,900

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](http://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. The ELP is designed to embrace participants with diverse professional and personal backgrounds.

## INDIVIDUAL KEY BENEFITS

Participants will leave the program equipped with the concepts and tools needed to better understand the principles of human behavior within organizations. The knowledge gained from program activities will help executives increase acceptance of their ideas and work requests and establish productive working relationships with subordinates, peers, and superiors. Additionally, the insights gleaned into each individual's behavior will help them further develop their leadership skills and remain resilient in the face of work- and team-related challenges. Participants will be supported by a post-program follow-up as they put their new skills into practice.

## ORGANIZATIONAL BENEFITS

Preparing emerging leaders for their future roles is essential for the sustainability of an organization. Therefore, ESMT supports these leaders during their initial steps and helps them discover various ways to achieve these leadership positions. After the program, the Emerging Leaders alumni system offers participants and their organizations a network to rely on.

**T**op talents assigned to their first significant leadership roles are thrust into authoritative position and tasked with creating an environment that promotes team growth and business success while mitigating conflict. They need to demonstrate credible leadership to their superiors, peers, and subordinates. However, it takes a full set of skills and a leadership mindset to master the challenges and fulfill the high expectations faced by today's emerging leaders.

In the first module, the Emerging Leaders Program (ELP) is an introduction to the reality, the contexts, and the personal aspects of leading. Participants will reflect on the contextual aspects of their roles, relating them to corporate and departmental strategies, teams they lead, as well as cooperations and coalitions within and outside organizational boundaries.

In the second module of the program, the emerging leaders reflect on the responsibilities they have taken on by accepting a leadership role. Participants will become familiar and experiment with various leadership styles, explore their personal leadership ambitions, and work on their personal approaches to leadership.

The conceptual backdrop of ELP allows for the co-existence of a variety of leadership theories so that participants may choose the one that best suits them, their organization, and their career objectives.

## TOPICS INCLUDE

### **Module 1: The context of leadership** ESMT Campus, Berlin

- ✓ Leadership aligned with the organizational context
- ✓ Understanding status
- ✓ Understanding group dynamics and leading teams
- ✓ Exploring behavioral styles for successful cooperation
- ✓ Motivating self and others
- ✓ Managing change

### **Module 2: Personal leadership skills** Athens, Greece

- ✓ Responsible leadership
- ✓ Discovering different leadership styles
- ✓ Communicating as a leader
- ✓ Acting and communicating as a leader

## 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, discussions with peers and faculty, group work, outdoor training, psychometric assessments, experimental learning, peer coaching, and plenary discussions.

## 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, Underwriter, Sales Manager, Senior Associate, Senior Consultant, Senior Expert, Senior Relationship Manager, Strategy & Business Development, Supply Chain Manager, System Engineer

### COMPANIES REPRESENTED INCLUDE

Air Berlin, Allianz, Bayer, 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, MAN, Pfizer Pharma, RKW, BU Michelstadt, SAP, Solaris Bus & Coach, Solaris Deutschland, Steltemeier & Rawe, ThyssenKrupp, Turner Broadcasting System, Vattenfall, Vse Svoe, Zoetis Deutschland

### COUNTRIES REPRESENTED INCLUDE

Australia, Belgium, Bosnia and Herzegovina, Brazil, Bulgaria, China, Czech Republic, 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

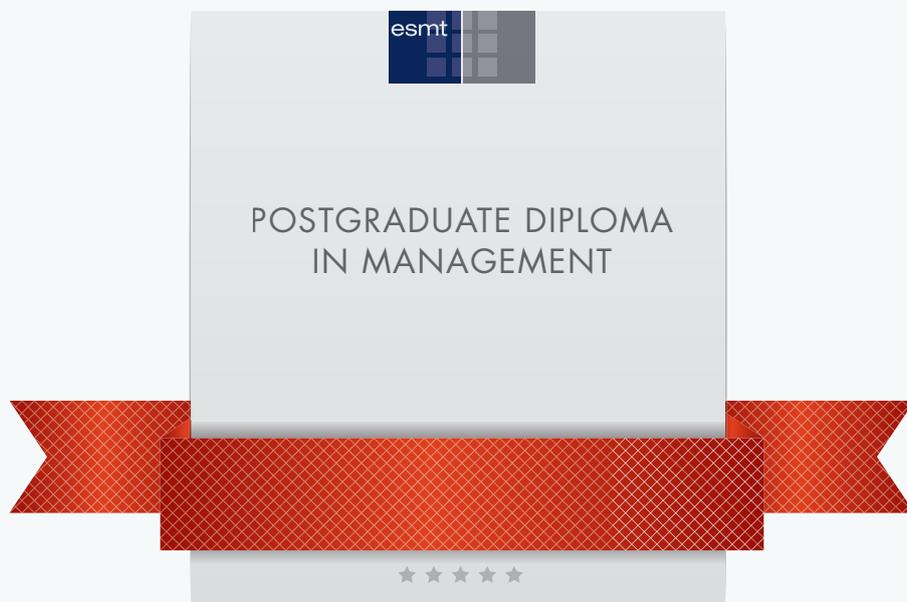
The Postgraduate Diploma in Management is a new university-level certificate offered by ESMT. To acquire this diploma, candidates have to enroll for a minimum of three program weeks (18 days) spread over a period of 30 months. The postgraduate syllabus covers all major topics on leadership and general management.

We have further divided the course of study into three tracks: Leadership and Social Responsibility, Management of 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.

ELP 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](http://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  
michaela.bodner@esmt.org



### PROGRAM MANAGER

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

+49 30 212 31 8055  
netsai.ndaza@esmt.org

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[www.esmt.org/youngleaders](http://www.esmt.org/youngleaders)  
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