



# EMERGING LEADERS PROGRAM

Module 1:

October 22 – 25, 2024  
ESMT Berlin

Module 2:

November 27 – 29, 2024  
SDA Bocconi, Milan, Italy



Executive Education  
Ranking 2023

In cooperation with

**SDA Bocconi**  
SCHOOL OF MANAGEMENT

# 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 Svoe, 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

## WHO SHOULD ATTEND

Managers who have recently been appointed to their first significant leadership position or high potentials in preparation of their first significant leadership role. The program is designed to embrace participants with diverse professional and personal backgrounds across regions, sectors, and industries.

High potentials assigned to their first leadership role need to prove themselves to their superiors, teams, and peers. Succeeding requires a profound change in both skills and mindset: from a talent who delivers value individually to a leader who creates value with and through others. The Emerging Leaders Program is designed to enable participants to manage this critical transition and realize their full leadership potential. In the first module, you will develop insights and acquire tools to help you deal with the multifaceted context in which leadership plays out when effective leadership requires actively managing up, down, and laterally. In the second module, you will reflect on the responsibilities you have accepted as future leader. Through intense interactions with faculty, and peers you will explore the ethical and psychological foundations of leadership and work on preparing a foundation for your 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 yourself and others
- ✓ Lead teams with social identity

### Module 2: Personal leadership skills, SDA Bocconi

- ✓ Understand organizational culture and shape team culture
- ✓ Ethical and psychological foundations of leadership
- ✓ 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, our program relies on methods specifically chosen for this group, including business cases, interactive lectures, group work, psychometric assessments, experiential learning, peer coaching, and role plays.

## KEY BENEFITS

Participants will leave the program equipped with the knowledge, mindset, and tools needed to successfully transition into a leadership role. They 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. Preparing emerging leaders for their future roles is essential for the sustainability of an organization. Our program supports young leaders during the initial steps of this critical transition so they can begin their professional growth and realize their full leadership potential. Our post-program support provides participants and their organizations with a source of state-of-the-art business knowledge and a thriving global community of emerging leaders.

ULF SCHÄFER,  
Program Director

# FACULTY

## ULF SCHÄFER (PROGRAM DIRECTOR)

is an associate professor of practice for Leadership, Organization & Human Resources at SDA Bocconi School of Management in Milan (Italy), and an affiliated program director at ESMT Berlin. In 2005, Ulf joined ESMT where he helped build the school's executive education. Since April 2019, Ulf joined SDA Bocconi but keeps being closely affiliated with ESMT. He teaches leadership, change, decision making, and responsible management.

## GIANLUCA CARNABUCI

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. His research examines how informal networks impact economically important phenomena such as innovation, competition, and leadership. He has taught courses in organization theory, organizational behavior, organizational design and change, networks and organizations, negotiation, and leadership.

## NORA GRASELLI

studied management, with focus on organization. She completed her PhD on group dynamics at HEC School of Management and during her doctoral studies she was visiting fellow at the Wharton School of the University of Pennsylvania and at RMIT (Melbourne). Prior to joining ESMT, as a strategy consultant for BCG, Nora was consulting to multinational corporations on organizational issues. As a program director Nora pursues her academic interest in group dynamics, leadership, and organizational psychodynamics.

## LEONARDO CAPORARELLO

is professor of practice of organizational behavior in the leadership, organization & human resources knowledge group at SDA Bocconi, and adjunct professor of organization department of management and technology at Bocconi University. Currently, he is focusing on four main topics: designing effective online and blended learning experiences, managing organizational change initiatives, leading teams in a co-located and virtual setting and analyzing and redesigning organizational structures and processes.

## GABRIELLA BAGNATO

is lecturer of the Department of Management and Technology at Bocconi University. Since January 2017, she is leadership, organization and human resources faculty deputy. Gabriella is responsible for open market initiatives for developing managerial and leadership skills, she designs development paths for high potential, middle managers and executives of Italian and international companies operating in various sectors.



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

## KEY FACTS ABOUT ESMT OPEN PROGRAMS



### TUITION: €9,500\*

Tuition includes all program materials as well as an ESMT certificate.

\*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.

### APPLICATION PROCEDURE AND GENERAL TERMS AND CONDITIONS

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

### CONTACT US

Our admissions team office will be glad to answer any questions you might have regarding this program.

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

## 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 18 program days spread over a period of 30 months. The postgraduate syllabus covers all major topics on leadership and general management.

Choose between three different specializations according to your personal preferences and needs: Strategy and Leadership, Innovation and Leadership, and General Management.

The programs have been designed – and will be led – by ESMT faculty members and ESMT visiting faculty, who will 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” counts toward 7 of the 18 days necessary to gain the diploma.



For more information go to:  
[esmt.berlin/execed/pgd](http://esmt.berlin/execed/pgd)

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