



ESMT
BERLIN



EXECUTIVE TRANSITION PROGRAM (ETP)

STEP INTO GENERAL MANAGEMENT



TOP 10
WORLDWIDE

FT
FINANCIAL
TIMES

EXECUTIVE EDUCATION
RANKING 2023



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The Executive Transition Program (ETP) from ESMT Berlin aims to accelerate your transition to general management mastery, equipping you with the vital tools to thrive in your senior leadership role.

The three-module program will:

- Prepare you to **take on a general management role** and its complex challenges **with confidence**
- Give you an **in-depth understanding of various business functions** and their interdependence
- Unpack the **fundamentals of strategic decision-making**, and help you assess market conditions, competition, **and other success factors**
- Help you refine **your leadership presence** and techniques
- Deepen your **self-leadership** and accelerate your **individual transition journey**

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If you are new to general management or plan to transition to a general management role, then this program has been designed for you.

Ideal participants are:

- Professionals with a proven track record in their field
- Currently leading a business unit, regional subsidiary or in charge of a new product, market or major project
- Employed by a global company or a major regional organization

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Alumni of the program will become members of the exclusive ETP Salon, an ever-growing network of individuals from a range of organizations, functions, industries and countries who have also completed the program.



Locations

Stockholm (Sweden) and Berlin/
Brandenburg (Germany)



Tuition fee*

€28,500



Language

English



Duration

18 days (plus intramodular online sessions)



Dates

Module 1

November 15 – 22, 2024
Stockholm/Ekerö

Module 2

February 10 – 14, 2025
Berlin Brandenburg area

Module 3

May 12 – 16, 2025
ESMT Berlin



Postgraduate Diploma in Advanced Management

Having completed the ETP, you will receive the ESMT Postgraduate Diploma in Advanced Management, a prestigious recognition of your professional development.



esmt.berlin/execed/transition

Key topics

- ✓ Advanced general management competencies
- ✓ Business functions and their interdependence in the larger ecosystem
- ✓ Leadership presence and self-leadership mastery
- ✓ Individual transformation and transition management

Teaching methods

Interactive lectures

Business cases

Business simulation

Group and peer coaching

Experiential learning

Team exercises

Best-practice examples

Benefits

- ✓ Enhance your confidence in managing cross-functional activities and decisions on a global scale
- ✓ Build mastery of being a general manager who ensures the success of their organization and team in today's dynamic market environment
- ✓ Stretch yourself and refine your (self-) leadership capacity to be even better prepared for your next step
- ✓ Accelerate your individual transition journey
- ✓ Enjoy the exclusive ETP Salon, and gain access to a growing network of top-level leaders and change-makers
- ✓ Upon completion, you will also receive the ESMT Postgraduate Diploma in Advanced Management.

Scholarship opportunities

To increase the number of female executives, ESMT awards two full-tuition scholarships and two partial ESMT/30% Club partial scholarships to women in leadership positions.

More information can be found at:
esmt.berlin/execed/scholarships

Module 1

Managerial competency

November 15 – 22, 2024

Stockholm area

You will...

- **get to know** your classmates, tackle several **team challenges** to form group bonds, get started with **peer coaching**, and receive practical inputs on how to **collaborate effectively** – offline and online
- dive deep into **core business functions** and learn their language and thought processes; develop an **informed point of view** to base decisions on
- practice taking **evidence-based decisions** and leveraging **analytics and AI**
- “bring it all together” by working on a **business simulation** that requires you to orchestrate **value creation** across all functions in an international, dynamic, and competitive context
- start exploring challenges of **executive transitions** and how to address them

Module 2

Strategic perspective

February 10 – 14, 2025

Berlin Brandenburg area

You will...

- broaden your view from a functional to a **company-wide perspective** and understand key levers for **future competitiveness and growth**, such as strategy, innovation, digital transformation, and sustainability
- practice **agile methods**, particularly design thinking, in order to strengthen a **customer-centric mindset** and tap into the power of **adaptability**
- learn to make effective, debiased **decisions in a leadership team** and leverage **strategic networks**
- understand how to build **authority as a leader** and explore **leadership skills** that will help you navigate the shifting business environment as well as demands of a senior role.

Module 3

Leadership practice

May 12 – 16, 2025

ESMT Berlin

You will...

- reflect on your **leadership vision** and value contribution and practice **storytelling and leadership presence** as a means of fostering loyalty and gaining followers
- understand what it takes to drive large-scale transformations of an organization and its culture
- dive deep into methods for **inspiring high performance and boosting engagements** in order to succeed in volatile, uncertain, complex and ambiguous environments
- practice effective collaboration and grounded leadership when **under pressure** and learn how to lead in an **ethical and responsible** way at all times
- benefit from **group and individual transition coaching** and opportunities to reflect on, and accelerate, your own leadership transition.

ETP class profile

The ETP class profile typically comprises a range of individuals, mostly senior-managers or functional-level executives, looking to gain a sound understanding of major organizational functions and how they interrelate in an organization.

41% Senior managers

32% Functional-level executives

14% General managers

7% C-level managers

6% Junior managers

An internationally renowned faculty with real business experience

The ETP faculty comprises an internationally renowned and skilled group of educators and researchers with practical business experience. For you, that means a world-class learning experience that offers actionable insights and ideas to ease your transition from a functional-level executive to general management responsibilities.



Sarah Horn
ETP Program Director



Sandra Vincke
ETP Program Manager

Gianluca Carnabuci

Professor of Organizational Behavior, Ingrid and Manfred Gentz Chair in Business and Society, and Director of Research at ESMT Berlin

Nora Grasselli

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

Harald Hungenberg

Dean of Programs and professor at ESMT Berlin

Konstantin Korotov

Professor of Organizational Behavior, Director of the Center for Leadership Development Research (CLDR), and Faculty Lead Executive MBA program, ESMT Berlin

Matthew Mulford

Senior Research Fellow at LSE and a Visiting Lecturer at ESMT Berlin

Urs Müller

Affiliate Program Director ESMT Berlin and Associate Professor of Practice at SDA Bocconi

Olaf Plötner

Professor at ESMT Berlin

Bianca Schmitz

Lecturer at ESMT Berlin

Hanna Setterberg

Partner at Bild&Runsten, Stockholm, and a Visiting Lecturer at ESMT Berlin

Francis de Véricourt

Professor, Joachim Faber Chair in Business and Technology, Academic Director of the Institute for Deep Tech Innovation (DEEP), and Director of the Center for Decisions, Models and Data (DMD-Center) at ESMT Berlin

Program faculty may change.



Contact

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**For general terms and conditions and details on the application process, please go to: esmt.berlin/execed/gtc*



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*

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