

LEADERSHIP UNDER PRESSURE

ESMT
BERLIN



Location

ESMT Berlin



Tuition fee*

€7.200



Language

English



Duration

3 days

December 2 – 4, 2024



Certificate

You receive a certificate upon completion of the program.

Postgraduate Diploma in Management

The program counts toward 3 of the 18 days necessary to receive the diploma.



<https://esmt.berlin/execed/pressure>

We all know examples of executives leading organizations or teams into disaster, despite the fact that all involved had strong credentials and considerable experience. Regardless of the hierarchical levels of the persons involved, such scenarios should be seen as indicators that some fundamental assumptions about a system, operation, or task were wrong. However, in most organizations, it is rare that the root causes of errors or crises are ever thoroughly examined. An exception is the aviation industry, whose members are prepared to confront mistakes in order to achieve operational excellence and manage life-threatening situations. Leadership under Pressure draws on this experience to illustrate ways of proactively managing potentially critical situations.

Who should attend the program?

Executives preparing for critical leadership scenarios, either due to the daily risks of company operations or a need to change organizational behavior with regard to mistakes. Thus, we will look for ways to turn insights from these events into a vital and effective learning culture.

Key topics

- Creating an organizational learning culture
- Understanding the prerequisites of psychological safety
- Overcoming potential obstacles
- Driving decision-making processes in complex situations
- Maintaining control in dynamic and fluid situations
- Managing crisis communication

Teaching methods

Interactive lectures

Business cases

Simulations

Discussions with faculty and peers

Group work

Coaching from professional airline pilots

Exercises in Lufthansa Aviation Training flight simulators

Leadership under Pressure

How to deal with complex leadership situations

Day 1 – Managing dynamics of pressure situations

- Principles of dealing with high-pressure situations
- Simulation and debrief

Day 2 – Practicing crisis management

- Decision making in high-stress situations
- Practicing crisis management in a flight simulator (Lufthansa)

Day 3 – Managing external pressure situations

- Managing external pressure situations
- Developing a crisis narrative
- Interacting with media

Key benefits

- ✔ Developing strategies for mastering critical incidents
- ✔ Exploring methods for dealing with errors in organizations
- ✔ Learning how to establish a system of psychological safety
- ✔ Gaining insights into the crisis planning of flight crews
- ✔ Applying your learnings alongside Lufthansa pilots in complex simulators

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



Jan U. Hagen

Faculty

Jan U. Hagen

is an associate professor at ESMT Berlin. Jan's research and teaching focus is leadership and organizational development. He is particularly interested in understanding how teams and organizations deal with errors.

Contact

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This was an outstanding program. I have never seen a program with such a diverse and appropriate mix of methods. It provided deep insights into key aspects of leadership in crisis situations.

Stefanie Lawson,
Human Resources Global Business Partner,
Deutsche Bank

esmt.berlin/execed/open-programs