

Enterprise Leadership Program

**Driving Organizational
Success From the Top**

Module 1: July 12–22, 2021 (Live Virtual)

Module 2: August 16–26, 2021 (Live Virtual)

Module 3: September 19–24, 2021 (In-person)



As the rules for effective organizational leadership have changed, our flagship Advanced Management Program has been reimagined, re-engineered and renamed to address the new realities of global enterprise.

The Enterprise Leadership Program is the premier executive education offering from the Kellogg School of Management — a comprehensive and immersive learning experience uniquely designed to help you transition to leadership at the highest levels of your organization. This bold new take on leadership development offers an unparalleled opportunity to master and integrate the latest tools and frameworks for leading strong, transformational organizations in a dynamic, ever-evolving business environment.

Take advantage of this chance to step away from your usual professional routines and partner with us to explore enterprise-level leadership skills and insights. The three-module program is rigorous and collaborative, offering an intensive, multifaceted approach to leadership education that goes far beyond the typical case-based curriculum. As you enjoy direct access to our world-renowned faculty, you'll also benefit from working closely with your fellow participants from diverse industries, countries and cultures, forging an enduring network of global contacts.

We'd love to welcome you to this internationally recognized program and look forward to helping you achieve your professional and organizational goals.

A handwritten signature in black ink, which appears to read "Thomas O'Toole". The signature is fluid and cursive, written over a light-colored background.

Thomas O'Toole
Associate Dean of Executive Education
Clinical Professor of Marketing

Who Should Attend

Proven senior business leaders who have been identified as having the potential to move into the C-suite within five years and are considered central to the company's succession plan.

A modern building with a curved glass facade and a walkway leading to a lake under a blue sky with clouds.

Kellogg's Signature Leadership Development Experience

Leadership at the enterprise level means rising to the challenge. No longer is your growth linear — it's exponential. The focus moves past the single team or unit to the enterprise as a whole, beyond functional skills to strategic decisions based on a broader perspective.

Kellogg Executive Education's Enterprise Leadership Program prepares you to lead at height and scale and helps you develop an anticipatory mindset. What disruptive forces are headed your way? How will you address them? Are you ready to guide and influence the senior team and organization? The answers to those questions will help you navigate your ascent to the C-suite.

Now is the time to prepare. Kellogg's intensive Enterprise Leadership Program will teach you to thrive — not just survive — at the peak.

Essential Skills and Perspectives for Leading at the Peak

The Enterprise Leadership Program (ELP) is uniquely designed to help high-potential senior executives acquire key leadership essentials.

Enterprise Mindset

Adopt a mentality and frame of reference that extends beyond your specific function and puts the interests of the organization first.

Learn how to set strategic direction, vision, plans and initiatives; identify connections, challenges and opportunities for the organization; and think with depth, scope and an enterprise perspective.

Anticipatory Focus

Adjust plans, priorities and resources to achieve desired results, and be agile and willing to change course if needed.

Learn how to take calculated risks to position the organization for present and future success; make sound decisions without perfect information; and accurately anticipate customer needs and emerging competitive threats in a turbulent environment.



HARRY M. KRAEMER,
CLINICAL PROFESSOR
OF STRATEGY

Enterprise Leadership Essentials



The curriculum is delivered through an integrated, multidisciplinary approach offering direct access to world-class faculty. Deep, experiential learning is enhanced with opportunities for self-reflection and supported by both peer and executive coaching.

Communication and Influence

Manage and disseminate critical information, using organizational narratives and stories to inspire, connect and convey messages.

Learn how to present data-driven information in compelling ways, leverage media platforms to communicate organizational messages and build relationships and influence beyond your own organization.

Talent and Culture

Create a culture of learning while coaching talented individuals to achieve their full potential and organizational goals.

Learn how to provide formal and informal learning opportunities, deliver constructive feedback, enable collaboration across boundaries and harness the power of organizational talent.

Ongoing Self-Development

Continuously develop interpersonal skills by understanding how and why you are a leader.

Learn how to practice self-reflection and pursue self-development opportunities; lead with character, by example and with authenticity; build resilience by developing routines to sustain energy, focus and well-being.

ADDITIONAL ENRICHMENT OPPORTUNITIES

- Exploration of functional topics in marketing, data analytics, business growth and innovation, artificial intelligence, M&A and strategy execution
- Engagement with leading practitioners and guest speakers
- Executive Spotlight sessions offering conversation with current and former CEOs from globally recognized companies

SPECIAL FEATURE: IN-RESIDENCE COACHING

Coaching is an integral component of the Kellogg ELP experience. During the course of your time with us, you will engage in two types of coaching.

- **Individual Executive Coaching:** Four hours of executive coaching, facilitated by a highly experienced, world-class executive coach
- **Peer-to-Peer Coaching:** Participants share learning and experience to help support and guide one another during the course of the program and beyond.

A Three-Module Journey of Professional and Personal Transformation

1

Module One: **You**

Module One focuses on you as a leader. Guided by faculty, you will examine and reflect upon what drives you as a leader, where you are strongest and how you can grow to reach desired goals.

What are your standout traits? How strong is your executive judgment? Does your resilience run deep? How much do you excel as a leader, not only in your own right but as a coach for others?

True leaders are reflective, and the first module targets reflection as a critical tool to realize your full leadership capabilities.

2

Module Two: **Your Organization**

Module Two examines you and your leadership in context. No matter how strong your own qualities, your endeavors and the efforts of those you oversee will be limited if you don't understand your relationship with the structure of your company and those who report to you.

How do your decisions impact your organization? What is the flow from you to your reports, and to those who plan and execute on the ground? How do they affect change at both the local and enterprise levels? Are you communicating clearly through the entire structure, and are you being heard and understood?

You'll examine and strengthen the ties between you and your enterprise in Module Two.

3

Module Three: **Your Call to Action**

Module Three connects your work and learning from the previous two modules, emphasizing effective action.

How do you implement your plans and accomplish your goals at the enterprise level? Are you ready to make the transition from reflection to results?

During Module Three, Enterprise Leadership Program faculty members work with you to prepare for your reentry into your own professional environment, providing you with the resources needed to communicate your newfound knowledge and goals with your management team.



“This program goes well beyond the tools and techniques that regular programs provide to immerse you into a journey of self-discovery that triggers all the qualities a true leader needs in today’s business world. An amazing and rich experience that will shape my family and professional life!”

EXECUTIVE MANAGER, ECONOMIC ANALYSIS AND
MARKET RESEARCH DIVISION, PANAMA CANAL AUTHORITY



MICHELLE L. BUCK,
CLINICAL PROFESSOR
OF MANAGEMENT &
ORGANIZATIONS

Engage With Renowned Kellogg Thought Leaders

The Enterprise Leadership Program features Kellogg’s top faculty — world-class researchers and teachers in their respective disciplines who are also deeply grounded in the real world with hands-on experience working with senior executives. In addition to close interaction with these thought leaders, participants will have the opportunity to interact with CEOs, board members and other senior executives of major multinational companies.

Academic Leadership Team



Diana Cordova,
Co-Academic Director
Leadership development,
diversity and inclusion
Clinical Professor and
Managing Director of Executive
Education; Academic Director,
Kellogg Executive Leadership
Institute



Fred Harburg,
Co-Academic Director
Leadership development
and executive coaching
Clinical Professor of
Executive Education

The Enterprise Leadership Program faculty includes:

Stephen Alltop

Leadership communication and team dynamics

Senior Lecturer, Conducting and Ensembles, Bienen School of Music, Northwestern University

Robert Apatoff

Executive management, strategy, e-commerce and consumer marketing

Clinical Professor of Executive Education and Executive Director, Kellogg Executive Leadership Institute

Thalia Assuras

Media fundamentals and crisis communications

President, Assuras Communications LLC

Sally Blount

Negotiations, behavioral decision-making, management and organizations

Michael L. Nemmers Professor of Strategy

Michelle L. Buck

Leadership, conflict management and organizational learning

Clinical Professor of Management & Organizations

Rives Collins

Storytelling and leadership communication

Associate Professor, School of Communications, Northwestern University

Timothy Feddersen

Leadership and strategic crisis management

Wendell Hobbs Professor of Managerial Politics; Professor of Managerial Economics and Decision Sciences

Steven Franconeri

Visual thinking, visual communication and the psychology of data visualization

Professor of Psychology, Weinberg College of Arts & Sciences, Northwestern University

William Garrett

Strategy, growth and change management

Chief Operating Officer, Kellogg School of Management; Clinical Professor of Management

Peter Himmelman

Creativity and human potential; Founder, Big Muse

Emmy- and Grammy-nominated singer/songwriter and film/TV composer

Robert Hughes
Leadership, change management and organizational development

Clinical Assistant Professor and Managing Director of Executive Education

Sanjay Khosla

Markets, customers and management

Adjunct Professor of Executive Education

Harry M. Kraemer

Managerial and organizational leadership and global citizenship

Clinical Professor of Strategy

Aaron Olson

Talent management

Chief Operating Officer, Aon Operating Committee

Andrew Razeghi

Growth strategy and innovation; new ventures and entrepreneurship

Lecturer, Kellogg School of Management; Founder and Managing Director, StrategyLab Inc.

Sergio Rebelo

Emerging markets, globalization, international finance and macroeconomics

Tokai Bank Chair in International Finance; Professor of Finance

Mohanbir Sawhney

Business innovation, technology marketing and new media

McCormick Foundation Chair of Technology; Clinical Professor of Marketing

David Schonthal

New venture creation, design thinking, innovation and creativity

Clinical Associate Professor of Innovation and Entrepreneurship

Joel Shapiro

Data analytics and policy analysis

Clinical Associate Professor

Leigh Thompson

Team leadership, negotiations and organizational behavior

J. Jay Gerber Professor of Dispute Resolution and Organizations

Brian Uzzi

Innovation, networks and behavioral finance

Richard L. Thomas Professor of Leadership and Organizational Change

Brooke Vuckovic

Expert in leadership coaching

Adjunct Lecturer of MBA Leadership Coaching

Robert Wolcott

Corporate innovation, globalization and corporate entrepreneurship

Clinical Professor of Innovation and Entrepreneurship

Jim Woodrum

Leadership and corporate governance

Clinical Professor of Executive Education

Michael Zink

Global financial services and mergers & acquisitions

Managing Partner, Kipsaraman Investments LLC; Former Managing Director, Head of Southeast Asia, Citi

Investing in Executive Leaders

Join the many organizations from around the world who have invested in the development and advancement of their most promising senior executives.

ACCO Brands
ALSEA
Alzheimer's Association
Aon Corporation
Armand Agra, Inc.
Arotech Corporation
Avanir Pharmaceuticals, Inc.
Banco Itau International
Bank of Botswana
Berkshire Health Systems
Blue Cross Blue Shield
BorgWarner, Inc.
Bush Brothers & Company
The Charles Schwab Corp.
China Steel Corp.
Cintazul
Cisco Systems, Inc.
Cochrane
Copersucar S.A.

Cremer S.A.
Driscoll's
Exelon Corporation
EXL Service
Experian
FIRMA Foreign Exchange
Fonterra
Frederic Schad Inc.
GE Energy Management
Gloria Jean's
GM Financial
Haag-Streit USA
Hall Capital Partners LLC
H-E-B
Homburger AG
IBM
Illinois Tool Works Inc.
Jerónimo Martins
Komatsu Ltd.
Marathon Petroleum Corp.
Marubeni Corporation

McCarthy Building Companies
Merz Pharma GmbH & Co.
Metal One Corporation
Microsoft
Mitsubishi
Norfolk Southern Corp.
Oria Capital
Orora Ltd
Panama Canal Authority
Pantheon Healthcare Group
Patterson Companies
Pellas Development Group
PepsiCo, Inc.
Pfizer
Pharmavite
POSCO
PT AKR Corporindo Tbk
Raytheon Co.
Ronald McDonald House Charities

Samsung Electronics
Sandia National Laboratories
SAP
Siam Commercial Bank
SoEnergy International
Stevanato Group S.p.a.
Sub-Zero Group, Inc.
Suntory Holdings Ltd.
Sysmex America Inc.
Taiho Pharmaceutical Co., Ltd.
Titan America
T-Mobile
UBS Swiss Financial Advisers AG
ULTA Beauty
Unilever
U.S. Army
U.S. Department of Energy
W.W. Grainger Inc.
Zeon Corporation

How to Apply

Apply Online Now

Visit our website for detailed application and payment information, including our cancellation policy and information on wiring international payments.

All applicants are encouraged to speak with one of our Executive Development Advisors to learn more about the program and the application process. The program application can be found on our website and must be completed in full for review by the admissions committee. We encourage applying six months before the program date. Contact us with any questions or concerns. Our goal is to

provide you with an exceptional educational experience that is personally fulfilling and professionally rewarding.

website: kell.gg/kxelp
execed@kellogg.northwestern.edu
847.467.6018

Admission Criteria

An admissions committee thoroughly reviews each application and considers the nature and scope of the applicant's responsibilities. For the benefit of class members and sponsoring organizations and the integrity of the program, the committee seeks to admit individuals with comparable management responsibilities but with diverse skills and experiences. Kellogg expects participants to attend all sessions, immerse themselves completely in the experience and free themselves of all other obligations while the programs are in session.

Proficiency in reading, writing and speaking English is part of the admission criteria. Strong English-language skills are essential to comprehend the reading materials and to contribute meaningfully to classroom and small group discussions.

Sponsorship

To enroll in the Enterprise Leadership Program, most applicants must have a sponsor from their organization, someone familiar with their background and motivations for attending. This could be the person to whom they report, the organization's chief human resources officer or the person responsible for management development in the organization. An alternative option is reserved for entrepreneurs and executives in transition, in which they represent themselves and self-fund the program.

ALUMNI BENEFITS

Upon completing the Enterprise Leadership Program, you will be recognized as a Kellogg alumnus/a and will receive lifelong learning benefits, including:

- A Certificate of Professional Achievement
- Kellogg Executive Education Alumni status
- Membership in the global Kellogg alumni network and access to the online network
- A lifetime 30 percent discount on Kellogg Executive Education open enrollment programs
- Opportunities to participate in alumni clubs and events
- Access to cutting-edge research and content from Kellogg faculty and leading practitioners
- A Kellogg alumni Gmail account

Welcome to the James L. Allen Center



Home to Your Learning and Living Experience

The James L. Allen Center on Northwestern University's Evanston campus will serve as your headquarters for learning and living. Designed specifically for executive education and personal comfort, the Allen Center houses classrooms along with study, dining and recreational facilities and sleeping accommodations.

Learn more and apply

Website: kell.gg/kxelp

Consult with an advisor: **847.467.6018**

execed@kellogg.northwestern.edu

Northwestern
Kellogg
School of Management

847.467.6018 ExecEd@kellogg.northwestern.edu

James L. Allen Center | 2169 Campus Drive | Evanston, IL 60208

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Enterprise Leadership Program

Driving Organizational Success From the Top

ACADEMIC DIRECTORS: Diana Cordova, Fred Harburg and Robert Hughes

MODULE ONE TOPIC OVERVIEW – LIVE VIRTUAL

This live virtual program will be offered in half day sessions and will include regular breaks and significant interaction with faculty and other participants. All times are Central Time.

WEEK 1	DAY 1: Monday	DAY 2: Tuesday		DAY 3: Thursday	
Early Morning	8:00am - 9:15am CT Welcome and Orientation	8:00am - 8:30am CT Reflection Time		8:00am - 8:30am CT Reflection Time	
Morning	9:30am - 12:00pm CT Leading with Vision and Purpose Buck	8:30am - 12:00pm CT Leader As Coach Harburg		8:30am - 12:00pm CT Leading and Managing Teams Thompson	
Afternoon	12:45pm - 2:30pm CT Leading with Vision and Purpose Visions of Leadership Framing Buck	12:45pm - 2:30pm CT Executive Judgement Harburg		12:45pm - 2:30pm CT A Conversation with Coach Fitz Garrett	
				2:30pm - 3:00pm CT Matter Team #1 Meets	
WEEK 2	DAY 4: Monday	DAY 5: Tuesday		DAY 6: Thursday	
Early Morning	8:00am - 8:30am CT Reflection Time: Matter Team #1	8:00am - 8:30am CT Reflection Time		8:00am - 8:30am CT Reflection Time	
Morning	8:30am - 12:00pm CT Values-Based Leadership Kraemer	8:30am - 12:00pm CT Thriving in Challenge Harburg		8:30am - 12:00pm CT Whole Brain Persuasion Franconeri	
Afternoon	12:45pm - 2:30pm CT Developing Your Core Ethos Statement Harburg	12:45pm - 2:30pm CT Orchestrating Leadership Alltop		12:45pm - 2:30pm CT Matter Team #2 Presents Implementation Insights, Assignments, and Roadmap for Module 2	
		2:30pm - 3:00pm CT Matter Group Team #2 Meets			

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MODULE TWO TOPIC OVERVIEW – LIVE VIRTUAL

This live virtual program will be offered in half day sessions and will include regular breaks and significant interaction with faculty and other participants. All times are Central Time.

WEEK 1	DAY 1: Monday	DAY 2: Tuesday		DAY 3: Thursday	
Early Morning	8:00am – 8:30am CT Welcome Back	8:00am – 8:30am CT Reflection Exercise		8:00am – 8:30am CT Reflection Exercise	
Morning	8:30am – 12:00pm CT Social Networks and AI Partnerships Uzzi	8:30am – 12:00pm CT Perspectives on Business Innovation Sawhney		8:30am – 12:00pm CT Leading with Big Data and Analytics Shapiro	
Afternoon	12:45pm – 2:30pm CT Leadership Storytelling Lab Buck	12:45pm – 2:30pm CT Leading by Design Schonthal		12:45pm – 2:30pm CT Neuroscience of Creativity and Innovation Cerf	
				2:30pm – 3:00pm CT Matter Team #3 Meets	
WEEK 2	DAY 4: Monday	DAY 5: Tuesday		DAY 6: Thursday	
Early Morning	8:15am – 8:30am CT Reflection Time: Matter Team #3	8:00am – 8:30am CT Reflection Exercise		8:00am – 8:30am CT Reflection Exercise	
Morning	8:30am – 12:00pm CT Fewer, Bigger, Bolder Khosla	8:30am – 12:00pm CT Managing Business Cycles Rebello		8:30am – 12:00pm CT Global Negotiations Thompson	
Afternoon	12:45pm – 2:30pm CT Leading with Anticipatory Focus Ranen	12:45pm – 2:30pm CT Cybersecurity Maripuri		12:45pm – 2:30pm CT Matter Team #4 Presents Implementation Insights, Assignments, and Roadmap for Module 3	
		2:30pm – 3:00pm CT Matter Group Team #4 Meets			

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MODULE THREE TOPIC OVERVIEW – IN-PERSON

All times are Central Time.

	DAY 1: Sunday	DAY 2: Monday	DAY 3: Tuesday	DAY 4: Wednesday	DAY 5: Thursday	DAY 6: Friday
Early Morning		8:00am – 8:30am CT Reflection Time	8:00am – 8:30am CT Reflection Time	8:00am – 8:30am CT Reflection Time: Matter Team #5	8:00am – 8:30am CT Reflection Time	8:00am – 9:30am CT Final Reflection: Matter Team #6 Alumni Benefits
Morning		8:30am – 11:45am CT Lead with Speed: Fundamentals of Strategic Crisis Management and Simulation Feddersen	8:30am – 11:45am CT Communicating Effectively in Times of Crisis: Media Fundamentals Assuras	8:30am – 11:45am CT Innovation Strategy Wolcott	8:30am – 10:00am CT Mergers and Acquisitions Zink	9:30am – 10:30am CT Visions of Leadership Buck
					10:15am – 11:45am CT Executive Spotlight: The Ainsworth Case Watters Moderator: Fred Harburg	10:30am – 11:30am CT Program Evaluations Closing Remarks and Champagne Toast
	Welcome Lunch	Lunch	Pulse Lunch	Lunch	Pulse Lunch Matter Group Team #6 Meets	Lunch (Optional)
Afternoon	Executive Coaching Touchpoint #4: Commit to Action <i>Individual schedules to be distributed</i>	1:00pm – 2:30pm CT Crisis Simulation Debrief Hughes	1:00pm – 2:30pm CT Media Fundamentals Workshop Assuras	1:00pm – 2:30pm CT Data Visualization Franconeri	1:00pm – 2:30pm CT Working with the Board Woodrum	
		3:00pm – 4:30pm CT After-Action Reviews Hughes	2:45pm – 4:15pm CT Digital Transformation Sawhney	2:45pm – 4:15pm CT Becoming the Best, Your 168 and Open Mic Kraemer	2:45pm – 4:45pm CT Individual Implementation Conversations Academic Directors	
		4:30pm – 6:00pm CT Reflection Walk with Learning Partners	4:30pm – 6:00pm CT Matter Group Team #5 Meets	4:30pm – 6:00pm CT Exercise Time!	Free Time	
	6:00pm – 7:30pm CT Networking Dinner	Social Time Dinner	Mexican Buffet Night!	Social Time Dinner	Graduation Dinner	
Evening	Free Evening	Free Evening	7:30pm – 9:00pm CT A CEO's Perspective: What They Don't Teach You in Business School Apatoff	7:30pm – 9:00pm CT Blockchain Technology and Your Organization: A Conversation with Sarit Markovitch		
	6:00pm – 7:30pm CT Nightly Late Bar (Optional)					

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