Executive Development Program

Leading and Succeeding with Confidence Across Business Functions

June 9–28, 2019
October 6–25, 2019

Northwestern Kellogg School of Management
The Kellogg Executive Development Program (EDP) focuses on results: helping organizations succeed by equipping top-performing mid-level to senior managers with the skills needed to realize their potential for general management roles. Reenergize your career in three intensive weeks of learning in a highly immersive and supportive environment.

The Kellogg faculty has developed teaching methods and a curriculum especially for the general manager. Our first order of business? To provide the tools, conceptual frameworks and metrics you need to navigate the general manager’s world. This three-week program will enrich you with fresh ideas and empower you to gain a broader perspective and increased confidence. The curriculum focuses on the environment in which business operates, the key functional areas of management, the development and implementation of corporate and business unit strategy and the promotion of organizational learning. Classroom learning is brought to life by hands-on exercises that demonstrate how a general manager applies the concepts in a holistic and integrated way.

PROGRAM HIGHLIGHTS

• Complete an intensive analysis of the key functional areas of business to sharpen your skills and equip you to contribute substantially to strategic decision-making
• Explore theory-driven knowledge and concrete strategies across all business areas that will help you put new ideas into action when you return to your organization
• Enhance your leadership effectiveness to maximize your personal leadership style, lead teams and navigate through your organization
• Return to your workplace equipped and energized to advance as a leader, decision-maker and change agent

LEARN MORE AND APPLY
kell.gg/kxedp
ExecEd@kellogg.northwestern.edu // 847.467.6018

PROGRAM FEE: $33,800
Your program fee includes classroom instruction, program materials, meals, accommodations, coffee breaks and receptions. See page 14 for details. Program fee is subject to change.
IMMERSE YOURSELF IN THE INCOMPARABLE KELLOGG EXPERIENCE

Rigorous learning, accessible faculty and outstanding networking opportunities are the hallmarks of this program. Set in Kellogg’s culture of teamwork and collaboration, the program creates an interactive learning experience unavailable elsewhere. The instructional methodology stimulates new thinking and encourages you to reexamine and reformulate your professional and personal goals and strategies.

Most evenings during the program, you’ll meet in small study groups with the guidance of a faculty member to work through case projects and problems for class discussion. Combined with the live-in learning environment, this emphasis on peer and faculty interaction intensifies the learning experience, promotes the informal exchange of ideas and fosters rewarding relationships that can last a lifetime.

“The EDP experience at Kellogg has been invaluable to me. The professors are really top notch and their passion is evident in their teaching. I will most treasure the connections I have made here and the friendships. As a leader in my company, I know I have gained some valuable tools to help me continue to grow both within my organization and in my own personal life. There are no words to adequately express my gratitude, so I just say thank you.”

DIRECTOR INTERMODAL PLANNING AND PRICING, NORFOLK SOUTHERN CORPORATION
HIGH-IMPACT LEARNING FOR HIGH-POTENTIAL EXECUTIVES

Intense and highly interactive, the Executive Development Program — with its careful balance of functional knowledge, strategic thinking and interpersonal and leadership skills — is designed to:

• Broaden your understanding of the roles, responsibilities and interactions of key functional business areas to give you greater confidence in managing them

• Strengthen your ability to interpret and apply information from functional areas for sound, fully informed decision-making

• Deepen your insights into effective leadership and change management in your organization

• Challenge your thinking with new concepts and approaches for competing more aggressively in the global marketplace

• Expand your worldview with new perspectives and practical knowledge gained through collaboration with an international group of peers

SPECIAL PROGRAM FEATURES

FINANCIAL REPORTING TUTORIAL
Work one-on-one, side-by-side with a leading Kellogg faculty expert on financial reporting to “read,” understand and interpret the meaning behind a real-world financial report of your choosing — your company’s or perhaps a competitor’s. Participants consistently rate this enlightening exercise as one of the highlights of the three-week program.

COMPUTER SIMULATIONS
Put your new knowledge and skills to the test in a safe environment before putting them into practice. You’ll augment your classroom coursework and group study assignments with computer simulations that give you hands-on experience in applying the theory and principles you learned in actual case scenarios.

LEADERSHIP COACHING PACKAGE
If you would like to deepen, extend and personalize your Executive Development Program experience, Kellogg offers an optional leadership coaching program. You will work with an experienced Kellogg leadership coach who is familiar with the program’s content. With your coach, you will set goals and discuss leadership strategies to meet the challenges of your specific situation. On-site coaching sessions occur during the early mornings, lunchtimes or evenings.

Post program coaching via scheduled conference call takes place within a six-month period. For more information, visit kell.gg/kxcoach.
INTERACTIVE. STRATEGIC. IMMERSIVE.

The Executive Development Program is structured to deliver key insights into your organization’s operations and help you understand the big picture.

A DYNAMIC CURRICULUM FOR CHANGING TIMES

The ever-evolving nature of business constantly challenges leaders with complex problems and unanticipated opportunities. With its finger on the pulse of business, Kellogg regularly augments this program’s curriculum to keep pace with the changing world. Recent topics have included Transformational Analytics, Innovative Leadership in partnership with The Second City, and Social Capital.
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<tr>
<th>TIME</th>
<th>ACTIVITY</th>
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<tr>
<td>7:00 – 8:30 a.m.</td>
<td>Breakfast</td>
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<td>8:30 – 10:00 a.m.</td>
<td>Class Session</td>
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<td>10:00 – 10:15 a.m.</td>
<td>Break</td>
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<td>10:15 – 11:45 a.m.</td>
<td>Class Session</td>
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<td>11:45 a.m. – 1:00 p.m.</td>
<td>Lunch</td>
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<td>1:00 – 2:30 p.m.</td>
<td>Class Session/Case Study</td>
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<td>2:30 – 2:45 p.m.</td>
<td>Break</td>
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<td>2:45 – 4:15 p.m.</td>
<td>Class Session</td>
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<td>4:15 – 6:00 p.m.</td>
<td>Individual Study and Recreation</td>
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<td>6:00 p.m.</td>
<td>Refreshments</td>
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<td>6:30 p.m.</td>
<td>Dinner</td>
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<td>7:30 – 9:00 p.m.</td>
<td>Application/Reflection and Preparation</td>
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A STRATEGIC GROUNDING IN THE FUNDAMENTALS OF BUSINESS

ACCOUNTING
Demystifying financial statements and reporting enables you to ask the right questions and talk numbers with confidence. You’ll examine the workings of financial statements and the conceptual underpinnings of corporate financial reports. You’ll learn strategies for evaluating and linking earnings and cash flow to value creation, developing a clearer understanding of corporate disclosures and nondisclosures, and how companies take advantage of allowable income-increasing strategies.

FINANCE
You’ll become familiar with both the frame of reference used by financial officers and the challenges they encounter. You’ll explore cash flow analysis, capital budgeting allocation decisions and capital structure analysis, as well as models for evaluating investment alternatives and the ranking of investment projects.

MARKETING
Members of Kellogg’s world-renowned marketing faculty will share insights into how marketing is changing and how marketers must change with it. You’ll explore marketing-related challenges faced by mid-level and senior executives and the concepts and tools required to improve operating results. This module assumes familiarity with basic marketing principles.

OPERATIONS
You’ll focus on the strategic role of operations in financial success, take a systemic view of organizations as collections of business flows and supply chains and identify key metrics for targeting improvement. This module also emphasizes the linkage of operational and financial flows as part of daily management and examines strategic capacity investment and operational hedging.

STRATEGY
In this module, you’ll examine how to create value and profit in a competitive environment by thinking strategically about the strengths and vulnerabilities of your operating units and companies. You’ll address the nature of your markets, the competition and rivalry within them and how to maximize your core competencies to grow the top line.

“It was a vibrant course design and format dynamically presented by an expert faculty; all this in an environment focused on learning. I have been left with many tangible take-aways that will positively improve my working life.”

MARKETING DIRECTOR, ST. JUDE MEDICAL

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<thead>
<tr>
<th>SUNDAY</th>
<th>MONDAY</th>
<th>TUESDAY</th>
<th>WEDNESDAY</th>
<th>THURSDAY</th>
<th>FRIDAY</th>
<th>SATURDAY</th>
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<tr>
<td>MORNING</td>
<td>Strategy</td>
<td>Accounting/Financial Reports</td>
<td>Accounting/Earnings Quality</td>
<td>Authentic Leadership</td>
<td>Marketing Simulation</td>
<td>Accounting/Financial Reports</td>
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<tr>
<td>EVENING</td>
<td>Getting Started: Maximizing Your EDP Experience</td>
<td>Study Groups</td>
<td>Reflection and Preparation</td>
<td>Reflection and Preparation</td>
<td>Study Groups</td>
<td>Free Evening (Group Outing)</td>
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WEEK 1
ENHANCING YOUR LEADERSHIP CAPABILITIES

TEAM BUILDING
Featuring engaging computer simulations, this module will boost your understanding of human behavior as you practice problem-solving skills and explore an array of topics in team building, emerging leadership challenges and the value of continuous learning within your organization.

CROSS-CULTURAL NEGOTIATIONS
You’ll learn basic business negotiation skills, practical frameworks for negotiating in a globalized marketplace and new ideas and techniques from the field of dispute resolution. Although you can use what you learn here in virtually any situation, this module emphasizes negotiation within organizations and group decision-making.

DECISION-MAKING
This highly interactive module will expose you to the challenges of decision-making under risk. You’ll learn the most common decision-making pitfalls, how to identify biases in yourself and others and how to design groups to be more vigilant decision-makers.

BUILDING SOCIAL CAPITAL AND LEADING ORGANIZATIONAL CHANGE
Learn the theory and practical implications of social capital — who you know — and how to maximize your effectiveness through the relationships you build. In a computer simulation, you’ll practice leading change by applying concepts to gain buy-in and commitment.
Kellogg believes that the alchemy of successful practitioners and leading academics interacting in an environment dedicated to advancing the art and science of management can produce extraordinary learning results.

CLASS PARTICIPANTS ARE DIVERSE

To create such an environment, the admissions committee carefully assembles classes with similar levels of managerial responsibility from diverse industries, companies and continents. Candidates are chosen not only for what they can learn and implement but also for what they can contribute.

Participants therefore represent a rich diversity of disciplines, geographies and career experiences. They come from a wide variety of industries, including wholesale trade, manufacturing, financial services, health care, not-for-profit and government. More than half reside and work outside the United States.

WHO SHOULD ATTEND

• High-performing mid-level and senior management executives on a path to becoming general managers
• Functional senior leaders who must interface with other functional areas outside of their expertise
• Principals of small and medium firms and entrepreneurs or owners of small companies with growth potential
• Successful candidates must have at least 10 years of experience and be able to contribute their functional expertise to class discussions.
LEARN FROM LEADERS IN THEIR DISCIPLINES

Senior members of the Kellogg School of Management’s world-class faculty teach in our Executive Development Program.

Brenda Ellington Booth  
*Expert in leadership and executive coaching*

Brian Uzzi  
*Expert in leadership and organizational change*

Mitchell A. Petersen  
*Expert in finance*

Marian Powers  
*Expert in financial reporting*

Leigh Thompson  
*Expert in leadership and team building*

Jan A. Van Mieghem  
*Expert in operations management*
PROGRAM FACULTY

For the Executive Development Program, Kellogg has gathered a strategically selected, cross-disciplinary faculty: teachers, authors, researchers, consultants and experienced practitioners. Because Kellogg emphasizes research and its practical application, these faculty members stand at the forefront of knowledge in their disciplines and interact with top executives, who often tap into their specialized knowledge as consultants and advisors. Each faculty member is dedicated to creating the most rewarding learning experience for you. Each will be readily accessible for informal discussion during the program.

THE EXECUTIVE DEVELOPMENT PROGRAM FACULTY HAS INCLUDED:

Brenda Ellington Booth, Academic Director
Clinical Professor of Leadership

Marian Powers, Academic Director
Adjunct Professor of Executive Education

Alexander Chernev
Professor of Marketing

Robert Dewar
Associate Professor Emeritus of Management and Organizations

Julie Hennessy
Clinical Professor of Marketing

Harry M. Kraemer
Clinical Professor of Strategy

William Ocasio
John L. and Helen Kellogg Professor of Management & Organizations

Mitchell A. Petersen
Glen Vasel Professor of Finance; Director, Heizer Center for Private Equity and Venture Capital

Mohanbir Sawhney
McCormick Foundation Chair of Technology; Clinical Professor of Marketing; Director of the Center for Research in Technology & Innovation

Leigh Thompson
J. Jay Gerber Professor of Dispute Resolution and Organizations; Professor of Management & Organizations; Director, Kellogg Team and Group Research Center (KTAG)

Brian Uzzi
Richard L. Thomas Professor of Leadership and Organizational Change; Co-Director, Northwestern Institute on Complex Systems (NICO); Faculty Director, Kellogg Architectures of Collaboration Initiative (KACI)

Jan A. Van Mieghem
Harold L. Stuart Professor of Managerial Economics; Professor of Operations Management, Managerial Economics & Decision Sciences

Edward Zajac
James F. Bere Professor of Management & Organizations
This is a sampling of companies that have invested in the development and advancement of their most promising senior executives.

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<thead>
<tr>
<th>Company</th>
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<tr>
<td>ABC Supply</td>
<td>Discover Financial Services</td>
<td>Ministry of Finance (Thailand)</td>
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<td>ABN AMRO</td>
<td>Dow Corning</td>
<td>Mitsubishi Corporation</td>
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<td>Accenture Inc.</td>
<td>Dyplast Products</td>
<td>Mitsui &amp; Co. Ltd.</td>
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<td>Airports of Thailand Public Company Ltd.</td>
<td>Eastman Kodak Company</td>
<td>Monsanto</td>
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<tr>
<td>Aon Hewitt LLC</td>
<td>Eisai (Thailand) Marketing Co. Ltd.</td>
<td>Motorola Solutions Inc.</td>
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<td>ArcelorMittal</td>
<td>Elkay Manufacturing Company</td>
<td>Neenah Paper Inc.</td>
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<td>Argonne National Laboratory</td>
<td>First Bank of Nigeria</td>
<td>Nomura Research Institute Ltd.</td>
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<td>AT&amp;T Inc.</td>
<td>FMC Corporation</td>
<td>Norfolk Southern Corp.</td>
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<tr>
<td>Bank of America</td>
<td>Frito-Lay Inc.</td>
<td>Petrobras</td>
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<td>Barclays Global Investors</td>
<td>Fujitsu</td>
<td>Procter &amp; Gamble Co.</td>
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<td>BNSF Railway</td>
<td>General Electric Company</td>
<td>Shell Oil Company</td>
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<td>BP</td>
<td>Hitachi Data Systems</td>
<td>Siemens Corporation</td>
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<tr>
<td>Bush Brothers &amp; Company</td>
<td>HP Inc.</td>
<td>GE Aviation Systems</td>
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<td>Central Bank of Nigeria</td>
<td>HSBC</td>
<td>St. Jude Medical Inc.</td>
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<td>China Steel Corporation</td>
<td>IBM</td>
<td>State Farm Mutual Automobile Insurance Company</td>
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<td>Churchill Downs</td>
<td>IIT Bombay</td>
<td>Sumitomo Corporation</td>
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<td>Cisco Systems Inc.</td>
<td>Illinois Tool Works Inc.</td>
<td>Suzano Pulp and Paper</td>
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<td>Citigroup</td>
<td>In-and-Outlet Burger</td>
<td>Sydney Diocesan Secretariat</td>
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<td>Civil Aviation Department, Hong Kong</td>
<td>ITOCHU Corporation</td>
<td>TDK Corporation of America</td>
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<td>Credit Suisse Group</td>
<td>JCPenney</td>
<td>Toshiba Corporation</td>
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<td>Cummins Inc.</td>
<td>Johnson &amp; Johnson</td>
<td>Toyota</td>
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<td>The Customs and Excise Department, Hong Kong</td>
<td>Johnson Controls Inc.</td>
<td>UBS</td>
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<td>Dell</td>
<td>JPMorgan Chase &amp; Co.</td>
<td>Unilever</td>
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<td>Deloitte</td>
<td>KLM Royal Dutch Airlines</td>
<td>Veriion</td>
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<td>Dentsu Inc.</td>
<td>Kohler Company</td>
<td>Xerox Corporation</td>
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<td>Deutsche Bank</td>
<td>Komatsu</td>
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<td>Diageo</td>
<td>Marathon Petroleum Corporation</td>
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<td>Medtronic</td>
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<td>Microsoft</td>
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WELCOME TO THE JAMES L. ALLEN CENTER AND WIEBOLDT HALL

HOME TO YOUR LEARNING AND LIVING EXPERIENCE

Your program includes classroom instruction, program materials, accommodations,* meals, coffee breaks and receptions. Weeks 1 and 2 of the program are held in the James L. Allen Center, nestled in the heart of Northwestern’s urban lakefront campus. The Allen Center is an all-inclusive learning environment offering private room lodging, delicious dining, fully equipped study rooms, lounge areas, technology centers, laundry service and a fitness center.

The Allen Center’s front desk is staffed around the clock to assist with transportation and FedEx service, all offered with a dose of Kellogg’s famed hospitality.

Kellogg Executive Education participants have guest privileges at Northwestern University recreational facilities, plus quick access to the bustling cities of Evanston and Chicago.

Week 3 of the program is held at Wieboldt Hall, Kellogg’s campus in downtown Chicago. Accommodations are provided at a nearby business class hotel.

*When program registration requires additional accommodations, our staff will make all the necessary arrangements for participants to stay at a nearby hotel.
PREPARE TO LEAD AT THE TOP

APPLY ONLINE NOW

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

Please note that class size is limited to maximize classroom and study group participation. Early application is encouraged. Applications are accepted on a rolling basis and are reviewed upon submission until the program fills.

If you have a question or need more information, please contact us:

**WEBSITE:** kell.gg/kxedp

**EMAIL:** ExecEd@kellogg.northwestern.edu

**PHONE:** 847.467.6018

**PROGRAM FEE:** $33,800

Program fee is subject to change.

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, sponsoring organizations and the integrity of the program, the committee seeks to admit individuals with diverse skills and experiences and at least 10 years of professional experience.

Kellogg expects that participants will attend all sessions, immerse themselves completely in the experience and free themselves of all other obligations while the program is in session.

Strong English reading, listening and speaking skills are required. It is expected that participants can read through an ambitious curriculum of business materials and contribute meaningfully to classroom and small group discussions.

SPONSORSHIP REQUIRED

To enroll in the Executive Development Program, you must have a sponsor from your organization, someone familiar with your background and motivations for attending. This could be the person to whom you report, your organization’s chief human resources officer or the person responsible for management development in your organization.
Upon completing the Executive Development Program, you will receive lifelong learning and networking benefits, including:

- Membership in the global Kellogg alumni network
- Access to the online alumni network, including a network directory, discussion groups and other tools
- Opportunities to participate in alumni clubs
- 30 percent discount on all Executive Education programs
- Access to cutting-edge research and content from Kellogg faculty and leading practitioners
- A subscription to *Kellogg* magazine
- Invitations to attend Kellogg-sponsored conferences on relevant issues in management
- A Kellogg alumni Gmail account