Executive Development Program
Transforming to Strategic Leadership

June 10–28, 2019
October 7–25, 2019
June 8–26, 2020
October 5–23, 2020
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

**PROGRAM FEE:** $33,800 (2019), $34,450 (2020)

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.
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.

Combined with the live-in learning environment, the 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.

ACTION LEARNING
During the program participants will meet in small groups with an executive coach to create action plans that can be taken back and implemented in the organization.

OPTIONAL LEADERSHIP COACHING PACKAGE
If you would like to deepen, extend and personalize your Executive Development Program experience, Kellogg offers an optional leadership coaching program for an additional fee. You will work one-on-one 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.
### SCHEDULE FOR TYPICAL DAY

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
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<tbody>
<tr>
<td>7:00 – 8:30 a.m.</td>
<td>Breakfast</td>
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<tr>
<td>8:30 – 10:00 a.m.</td>
<td>Class Session</td>
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<tr>
<td>10:00 – 10:15 a.m.</td>
<td>Break</td>
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<tr>
<td>10:15 – 11:45 a.m.</td>
<td>Class Session</td>
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<tr>
<td>11:45 a.m. – 1:00 p.m.</td>
<td>Lunch</td>
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<tr>
<td>1:00 – 2:30 p.m.</td>
<td>Class Session/Case Study</td>
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<tr>
<td>2:30 – 2:45 p.m.</td>
<td>Break</td>
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<tr>
<td>2:45 – 4:15 p.m.</td>
<td>Class Session</td>
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<tr>
<td>4:15 – 6:00 p.m.</td>
<td>Individual Study and Recreation</td>
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<tr>
<td>6:00 p.m.</td>
<td>Refreshments</td>
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<tr>
<td>6:30 p.m.</td>
<td>Dinner</td>
</tr>
<tr>
<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.

“This was] a vibrant course design and format dynamically presented by an expert faculty; all this based 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

<table>
<thead>
<tr>
<th>MONDAY</th>
<th>TUESDAY</th>
<th>WEDNESDAY</th>
<th>THURSDAY</th>
<th>FRIDAY</th>
<th>SATURDAY</th>
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</thead>
<tbody>
<tr>
<td>MORNING</td>
<td>Program Introduction</td>
<td>Accounting/Financial Reports</td>
<td>Organizational Alignment</td>
<td>Evaluating Financial Results (con't)</td>
<td>Marketing Fundamentals</td>
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<tr>
<td>AFTERNOON</td>
<td>Competitive Strategy</td>
<td>Global Negotiations</td>
<td>Evaluating Financial Results</td>
<td>Leading Teams</td>
<td>Communication Styles</td>
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<tr>
<td>EVENING</td>
<td>Welcome Dinner</td>
<td>Small Group Coaching over Dinner</td>
<td>Group Dinner</td>
<td>Small Group Coaching</td>
<td>Free Evening (Group Outing)</td>
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WEEKS 2 & 3

BUILDING BUSINESS ACUMEN AND ENHANCING YOUR LEADERSHIP CAPABILITIES

<table>
<thead>
<tr>
<th>SUNDAY</th>
<th>MONDAY</th>
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<th>FRIDAY</th>
<th>SATURDAY</th>
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<tbody>
<tr>
<td>MORNING</td>
<td>Free Time</td>
<td>Investments</td>
<td>Site Visit</td>
<td>Design Thinking</td>
<td>Data Analytics/Al</td>
<td>Supply Chain</td>
</tr>
<tr>
<td>AFTERNOON</td>
<td>Finance</td>
<td>Investments</td>
<td>Marketing</td>
<td>Design Thinking</td>
<td>Marketing — Digital and Data</td>
<td>Supply Chain</td>
</tr>
<tr>
<td>EVENING</td>
<td>Group Outing</td>
<td>Free Evening</td>
<td>Reflection and Preparation</td>
<td>Group Outing</td>
<td>Small Group Coaching</td>
<td>Free Evening</td>
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**MOTIVATING YOUR TEAM**

In this series of modules that encourages a diagnostic approach to motivating your team, you will explore your own unit’s alignment to company values, identify your organization’s motivation culture and discover how it impacts performance. You will learn techniques for assessing your team and developing customized approaches to their development. And while organizational structures can drive operations, we will delve into the power of informal networks and how to leverage their role in your team’s success.

**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.

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<th>SUNDAY</th>
<th>MONDAY</th>
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<th>FRIDAY</th>
<th>SATURDAY</th>
</tr>
</thead>
<tbody>
<tr>
<td>MORNING</td>
<td>Free Time</td>
<td>Motivation Culture</td>
<td>Networks</td>
<td>Strategic Leadership</td>
<td>Action Planning</td>
<td>Personal Innovation</td>
</tr>
<tr>
<td>AFTERNOON</td>
<td>Experiential Learning Activity</td>
<td>Managing Talent</td>
<td>Business Innovation</td>
<td>Influence</td>
<td>Leader as Coach</td>
<td>Adjourn</td>
</tr>
<tr>
<td>EVENING</td>
<td>Free Evening</td>
<td>Group Outing</td>
<td>Reflection and Preparation</td>
<td>Small Group Coaching</td>
<td>Closing Dinner</td>
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**DATA**

Data-based decision-making unleashes the power of information, changing the way you think about strategy, marketing, operations and more. Capturing this power requires an understanding of the limits as well as the upside potential of data analytics and artificial intelligence. Our faculty explore the underlying structures designed to exploit data and create engaging classroom exercises to help you apply them to your business decisions.

**COMMUNICATIONS ESSENTIALS FOR LEADERS**

Self-assessments, role-plays and workshops will help you refine your communications strengths and recognize when they can get you into trouble. These modules are designed to build your expertise in reading your audience, crafting your message and delivering it with confidence. Learn active listening skills and strategies for overcoming negativity. Engage in interactive exercises to practice techniques for enhancing your executive presence and effectiveness as a leader.
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.

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**TYPICAL PARTICIPANTS BY MANAGEMENT LEVEL**

<table>
<thead>
<tr>
<th>Management Level</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Top</td>
<td>17%</td>
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<tr>
<td>Senior</td>
<td>36%</td>
</tr>
<tr>
<td>Middle</td>
<td>47%</td>
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**TYPICAL PARTICIPANTS BY REGION**

<table>
<thead>
<tr>
<th>Region</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>North America</td>
<td>45%</td>
</tr>
<tr>
<td>Asia</td>
<td>27%</td>
</tr>
<tr>
<td>South America</td>
<td>10%</td>
</tr>
<tr>
<td>Europe</td>
<td>9%</td>
</tr>
<tr>
<td>Middle East</td>
<td>4%</td>
</tr>
<tr>
<td>Philippines</td>
<td>4%</td>
</tr>
<tr>
<td>Australia</td>
<td>1%</td>
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**TYPICAL PARTICIPANTS, TOP 5 JOB FUNCTIONS**

<table>
<thead>
<tr>
<th>Job Function</th>
<th>Percentage</th>
</tr>
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<tbody>
<tr>
<td>General Management</td>
<td>17%</td>
</tr>
<tr>
<td>Operations</td>
<td>14%</td>
</tr>
<tr>
<td>Sales</td>
<td>14%</td>
</tr>
<tr>
<td>Engineering and Information</td>
<td>9%</td>
</tr>
<tr>
<td>Finance</td>
<td>8%</td>
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</table>
Senior members of the Kellogg School of Management’s world-class faculty teach in our Executive Development Program.

Karen Cates
Expert in organization alignment, leadership development and communication

Mitchell A. Petersen
Expert in finance

Jan A. Van Mieghem
Expert in operations management

Brenda Ellington Booth
Expert in leadership and executive coaching

Marian Powers
Expert in financial reporting

Mohanbir Sawhney
Expert in business innovation, technology marketing and new media
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:

Karen Cates, Academic Director
Adjunct Professor of Executive Education

Naini Serohi
Associate Program Director

Brenda Ellington Booth
Clinical Professor of Leadership

Gregory Carpenter
James Farley/Booz Allen Hamilton Professor of Marketing Strategy; Faculty Director, Kellogg Markets and Customers Initiative (KMCI)

Robert Dewar
Associate Professor Emeritus of Management and Organizations

Thomas N. Hubbard
Elinor and H. Wendell Hobbs Professor of Management; Professor of Strategy

Nour Kteily
Associate Professor of Management & Organizations

Kevin McTigue
Clinical Associate Professor of Marketing

Adam Robert Pah
Clinical Assistant Professor of Management & Organizations; Assistant Professor Northwestern Institute on Complex Systems (NICO)

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

Marian Powers
Adjunct Professor of Executive Education

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

David Schonthal
Clinical Associate Professor of Innovation & Entrepreneurship

Edward (Ned) Smith
Associate Professor of Management & Organizations; Associate Professor of Sociology, Weinberg College of Arts & Sciences

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

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

Rob Wolcott
Clinical Professor of Innovation and Entrepreneurship; Co-Founder and Executive Director, Kellogg Innovation Network (KIN)
INVESTING IN THE FUTURE

This is a sampling of companies that have invested in the development and advancement of their most promising senior executives.

ABC Supply
ABN AMRO
Accenture Inc.
Airports of Thailand Public Company Ltd.
Aon Hewitt LLC
ArcelorMittal
Argonne National Laboratory
AT&T Inc.
Bank of America
Barclays Global Investors
BNSF Railway
BP
Bush Brothers & Company
Central Bank of Nigeria
China Steel Corporation
Churchill Downs
Cisco Systems Inc.
Citigroup
Civil Aviation Department, Hong Kong
Credit Suisse Group
Cummins Inc.
The Customs and Excise Department, Hong Kong
Dell
Deloitte
Dentsu Inc.
Deutsche Bank
Diageo
Discover Financial Services
Dow Corning
Dyplast Products
Eastman Kodak Company
Eisai (Thailand) Marketing Co. Ltd.
Elkay Manufacturing Company
First Bank of Nigeria
FMC Corporation
Frito-Lay Inc.
Fujitsu
General Electric Company
Hitachi Data Systems
HP Inc.
HSBC
IBM
IIT Bombay
Illinois Tool Works Inc.
In-and-Out Burger
ITOCHU Corporation
JCPenney
Johnson & Johnson
Johnson Controls Inc.
JPMorgan Chase & Co.
KLM Royal Dutch Airlines
Kohler Company
Komatsu
Marathon Petroleum Corporation
Medtronic
Microsoft
Ministry of Finance (Thailand)
Mitsubishi Corporation
Mitsui & Co. Ltd.
Monsanto
Motorola Solutions Inc.
Neenah Paper Inc.
Nomura Research Institute Ltd.
Norfolk Southern Corp.
Petrobras
Procter & Gamble Co.
Shell Oil Company
Siemens Corporation
GE Aviation Systems
St. Jude Medical Inc.
State Farm Mutual Automobile Insurance Company
Sumitomo Corporation
Suzano Pulp and Paper
Sydney Diocesan Secretariat
TDK Corporation of America
Toshiba Corporation
Toyota
UBS
Unilever
The United Methodist Publishing House
U.S. Navy
Valvoline
Verizon
Xerox Corporation
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 may be 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 (2019), $34,450 (2020)

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.
RECOGNIZED. CONNECTED. INVOLVED.

EXECUTIVE DEVELOPMENT PROGRAM
ALUMNI BENEFITS

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