Executive Development Program
Transforming to Strategic Leadership

June 8–26, 2020
October 5–23, 2020
The Kellogg Executive Development Program transforms organizational leaders. It equips top-performing, mid-level to senior managers to make decisions and take strategic action based upon both traditional and innovative business practices. Participants build skills and awareness as they realize their potential for assuming general management roles.

**RE-ENERGIZE 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.

**WEEK 1: ORGANIZATION AND LEADERSHIP FOUNDATIONS**

Grounds the participant in a common language to reflect on their organization and their role as leader. Topics include strategy, fundamentals in leadership and regional topics in the world economy.

**WEEK 2: CORE BUSINESS LINKAGES**

Emphasizes the foundational business skills needed by general managers to understand and lead the workforce. Topics include marketing, operations, accounting, finance, data and analytics.

**WEEK 3: MANAGING INTO THE FUTURE**

Sessions focus on preparing for a return to the workplace with skills ready to make a difference. Topics include talent management (having the right people and the right systems to motivate them), leveraging networks, influencing naysayers, coaching techniques for developing the team, and thinking beyond the now to innovate the future.
Become a part of the Kellogg global family. Join us to build professional and social networks that only evolve through the immersive live-in experience. Discover firsthand our:

- Dynamic and rigorous content
- Academic and consultative faculty who live in both worlds
- Collaborative culture
- Personalized attention to your experience

Our 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.

“[EDP...] shows you how to be purposeful in your strategy and how that must align with everything you do. It also gives you tactical tools to achieve success.”

DIRECTOR, TRAINING AND MAINTENANCE SERVICES, NAV CANADA
HIGH-IMPACT LEARNING FOR HIGH-POTENTIAL EXECUTIVES

Intense and interactive, the Executive Development Program strikes a careful balance of functional knowledge, strategic thinking and interpersonal and leadership skills. It’s 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

“Through the design of this program, our goal is to expand personal capacity to meet professional challenges where they live. Our program content encourages awareness and provides actionable strategies for executive decisions.”

KAREN CATES, ACADEMIC DIRECTOR; ADJUNCT PROFESSOR OF EXECUTIVE EDUCATION

“We create a space for learning where our participants step into the classroom, shed assumptions, and are free to build new perspectives.”

NAINI SEROHI, PROGRAM DIRECTOR
THE RIGHT PEOPLE.
THE IDEAL ENVIRONMENT.
OPTIMAL LEARNING OUTCOMES.

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. Participants 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.

Candidates are chosen not only for what they can learn and implement but also for what they can contribute.

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 be able to contribute their functional expertise to class discussions.
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
Moving beyond the fundamentals, members of Kellogg’s world-renowned marketing faculty will share insights into how marketing is changing and how development and deployment of marketing strategy must adapt. Through case studies and classroom exercises, you’ll explore the impact of decision-driven marketing, design thinking and digital tools on the marketing function. This will expand your understanding of their impact on 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
Examine the forces that influence competitive advantage and innovative approaches to creating value and profit. Whether performing a competitive analysis, focusing on growth or creating a system of metrics to drive performance, this module will encourage you to ask if your organizational structures support your strategy and provide tools to drive alignment.

“[EDP is] ... a program that refreshes concepts, reloads enthusiasm and gives you a new perspective of life and career.”

DIVISION MANAGER, PANAMA CANAL AUTHORITY
DEEPENING YOUR LEADERSHIP CAPABILITIES

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.

LEVERAGING DATA FOR BUSINESS DECISIONS
Data-based decision-making unleashes the power of information, changing the way you think and communicate about strategy, marketing, operations, the future of your workforce and more. Capturing this power requires an understanding of the limits as well as the upside potential of data analytics and machine intelligence. Our faculty explore the underlying structures designed to exploit data and create relevant classroom exercises to help you critically analyze decisions around embedding intelligent automation throughout the enterprise.

COMMUNICATIONS ESSENTIALS FOR LEADERS
Self-assessments, role-plays and workshops will help you refine your communications strengths and recognize where you can improve. These modules are designed to build your expertise in reading your audience, crafting your message and delivering it with confidence. Learn strategies for overcoming negativity. Engage in interactive exercises to practice techniques for enhancing your executive presence and effectiveness as a leader.

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.

A BALANCED OFFERING OF PROGRAM CONTENT

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<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
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<td>Leadership</td>
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<td>Data &amp; Operations</td>
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<td>Global Topics</td>
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SPECIAL PROGRAM FEATURES

BUILD EXECUTIVE PRESENCE
Dedicated sessions will help you build your message up, down and across the organization. Leverage skills in communication, persuasion, and presentation.

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

PERSPECTIVES FROM INDUSTRY
In addition to our seasoned faculty, the program features industry speakers immersed in current business challenges and opportunities. Site visits to local businesses enhance program content by expanding perspectives.

SCHEDULE FOR TYPICAL DAY

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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>2:45–6:00 p.m.</td>
<td>Class Session</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>Individual Reflection and Preparation/Optional Activities</td>
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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.

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.
LEARN FROM LEADERS IN THEIR DISCIPLINES

ACADEMIC LEADERSHIP TEAM

Karen Cates
Expert in organization alignment, leadership development and communication

Naini Serohi
Expert in learning design and development and global business cultures

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

Alexander Chernev
Expert in marketing strategy, brand management and consumer behavior

Mitchell A. Petersen
Expert in finance

Marian Powers
Expert in financial reporting

Jan A. Van Mieghem
Expert in operations management

SENIOR MEMBERS OF THE KELLOGG SCHOOL OF MANAGEMENT’S WORLD-CLASS FACULTY TEACH IN OUR EXECUTIVE DEVELOPMENT PROGRAM.
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.

ACADEMIC LEADERSHIP TEAM:

Karen Cates, Academic Director  
Adjunct Professor of Executive Education

Naini Serohi  
Program Director

THE EXECUTIVE DEVELOPMENT PROGRAM FACULTY HAS INCLUDED:

Sally Blount  
Michael L. Nemmers Professor of Strategy

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)

Alexander Chernev  
Professor of Marketing

Robert Dewar  
Associate Professor Emeritus of Management & Organizations

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

Nour Kteily  
Associate Professor of Management & Organizations

Damian Ma  
Director and co-founder of MacroPolo, the Think Tank of the Paulson Institute

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
INVEST 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
GE Aviation Systems
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.
Panama Canal Authority
Petrobras
Procter & Gamble Co.
SC Johnson
Shell Oil Company
Siemens Corporation
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
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 will 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 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 who meet the qualification criteria as outlined on page 5.

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

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.

Should you be interested in self-funding your participation, please reach out to Kellogg’s Executive Development Advisor for this program to discuss options.
Upon completing the Executive Development Program, you will receive lifelong learning and networking 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
## SAMPLE SCHEDULE

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<tr>
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<th>DAY 1</th>
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<tbody>
<tr>
<td><strong>MORNING</strong></td>
<td>Welcome to the Allen Center and Northwestern University!</td>
<td>Program Introduction</td>
<td>Strategy, Structure &amp; Competitive Advantage</td>
<td>The Great Disruption: How to Understand and Grapple with China’s Economic Arrival</td>
<td>Navigating the Geopolitical Storm</td>
<td>Assumptions Underlying Financial Statements</td>
<td>Free Day</td>
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<td><strong>SESSIONS</strong></td>
<td>Cates and Serohi</td>
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<td>Organization Alignment</td>
<td>Strategy, Structure &amp; Competitive Advantage</td>
<td>The Great Disruption: How to Understand</td>
<td>Navigating the Geopolitical Storm</td>
<td>Study Groups</td>
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<td><strong>LUNCH</strong></td>
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### NEXT STEPS

**Learn more and apply**

[ke.leg/kxedp](ke.leg/kxedp)

**Consult with an Executive Development Advisor:**

execed@kellogg.northwestern.edu 847.467.6018

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Executive Development Program - Week 2
Transforming to Strategic Leadership

**ACADEMIC LEADERSHIP TEAM:** Karen Cates and Naini Serohi

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<td><strong>LUNCH</strong></td>
<td>Evaluating Financial Results: Earning Quality Powers</td>
<td>Field Trip/Lunch</td>
<td>Evaluation of Investment Projects</td>
<td>Valuing Business Strategy</td>
<td>Program Review &amp; Reflection</td>
<td>Global Supply Chains and Dual Sourcing</td>
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<td><strong>AFTERNOON SESSIONS</strong></td>
<td>Study Groups</td>
<td>Strategic Marketing Management</td>
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<td>Evaluating Financial Results</td>
<td>Cash Flow</td>
<td>Frontiers of Marketing</td>
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<td><strong>DINNER</strong></td>
<td>Karaoke and Game Night</td>
<td>Cost of Capital</td>
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<td><strong>EVENING SESSION</strong></td>
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<td>Group Outing and Dinner</td>
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**NEXT STEPS**
Learn more and apply
kell.gg/kxedp

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**ACADEMIC LEADERSHIP TEAM:** Karen Cates and Naini Serohi

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<tbody>
<tr>
<td>MORNING</td>
<td>Free Time</td>
<td>Managing Talent</td>
<td>Crisis Communications</td>
<td>Organic Networks</td>
<td>Telling the EDP Story</td>
<td>How To Become the Type of Manager Your CEO Cannot Do Without Apatoff</td>
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<td>AFTERNOON</td>
<td>Motivation Culture</td>
<td>Perspectives on Business</td>
<td>Overcoming Barriers to Agreement</td>
<td>Communications</td>
<td>Advocacy and Inquiry</td>
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<td>Dewar</td>
<td>Innovation</td>
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**NEXT STEPS**

Learn more and apply: kell.gg/kxedp

Consult with an Executive Development Advisor:

exced@kellogg.northwestern.edu 847.467.6018

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