Executive Education Leadership, Strategy & Innovation

The next level: Executive Education for decision-makers.
Prepare for the next level. And get the insights and tools to master real-world challenges in leadership, strategy and innovation. Enjoy the new Executive Education at Frankfurt School of Finance & Management and experience our interactive and exclusive programmes.

We invite you to our brand-new campus in the financial centre of Europe. Featuring Harvard style classrooms, an executive lounge and on site restaurant, the Frankfurt School is the choice of managers of international multinational companies, SMEs, and family owned hidden champions.

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<td>&quot;Start with No&quot; – Negotiation Training</td>
<td>Finance for Non-Finance Executives</td>
<td>Impact &amp; Influence with Interactifs discipline©</td>
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For more information see: www.fs.de/lsi
EXECUTIVE MBA

Degree: Master of Business Administration, MBA

Highlights

- Intense and inspiring part-time programme
- Global management and leadership essentials
- Renowned professors, experienced practitioners, and exciting guest speakers
- Participant-centred learning
- Professionally and culturally diverse class
- Personal leadership coaching
- Convenient location and time model
- International electives abroad (optional)
- Strong alumni network
- Personal leadership coaching
- Professionally and culturally diverse class
- Personal leadership coaching
- Convenient location and time model
- International electives abroad (optional)
- Strong alumni network
- Attractive early bird and scholarship options

Requirements

- First academic degree or equivalent qualification
- At least c. 7 years of work experience with appropriate managerial responsibility
- Proficiency in English

Target Audience

Experienced business executives who aim to deepen their management expertise, boost their leadership skills and expand their networks across industries and countries.

Contact

Dana Zorn
Recruitment Manager
Telephone: +49 69 154008-203
Mobile: +49 173 6304840
d.zorn@fs.de

Further Information

The Frankfurt School Executive MBA is conveniently designed for the busy executive who wants to pursue general management studies while continuing in a full-time leadership role. Classroom attendance is required only on very few occasions: an opening event early October 2019 (1x Thursday-Saturday), three block weeks (3x Monday-Saturday), and fourteen extended weekends (14x Friday-Sunday).

Lecture times of these class sessions are:

**Block Weeks**
- Mondays—Fridays: 9:15am – 4:45pm
- Saturdays: 9:15am – 12:30pm

**Extended Weekends**
- Fridays: 1:30pm – 6:30pm
- Saturdays – Sundays: 9:15pm – 4:45pm

**International Elective**
A week-long stay in a major business or innovation hub abroad like Shanghai (China) or Tel Aviv (Israel). Definitive offer subject to confirmation. Applicable travel expenses may vary with destination.
## Modules & Structure

### Pre-Courses

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### Leadership Coaching

### Semester 1

- General Management
- Entrepreneurship
- Global Economics
- Digital Society
- Competitive Strategy
- Marketing

### Semester 2

- Accounting
- Finance
- Leadership
- Organisational Behaviour
- Innovation Management
- Change Management
- International Elective

### Semester 3

- Organisational Governance
- Operations Management
- Negotiations
- Ethics in Business
- Thesis Project
- Capstone
“START WITH NO” – NEGOTIATION TRAINING

When the stakes are high, you want to be sure.

Content

Negotiation management skills are perhaps the most important professional competency for any executive. Unfortunately, they are also the most widely neglected. Why is that? Fear, particularly the fear of failure and rejection, convinces all of us to behave and perform at suboptimal levels. Instead of maximizing results, we often times make poor decisions leading to unnecessary compromise. This 2 ½ day course run by one of the world’s pre-eminent experts on negotiations and based on the proprietary Camp System© gives you the means to methodically control your emotions, so you can focus on the activities and behaviours responsible for top-flight performance. You will love the confidence and newfound calmness no matter how complex or challenging the negotiation, one decision at a time.

Target group

Managers, Directors

Course duration

2.5 days

Methods

Case studies, discussions, live simulations

Price

2.950 Euro

Dates

27.–29.05.2019

Focus

Leadership

Strategy

Innovation

General Management

Advanced Management

Experts

Todd Camp

Since 2001 Todd Camp has been providing negotiation training and coaching with executive teams, managers, and frontline negotiators in the Camp System of Negotiation, the leading method in negotiation training, established by the late Jim Camp, author of the global bestseller “Start with No”. As Chief Negotiation Officer of Camp Negotiation Systems he delivered live coaching sessions throughout the United States, Canada, Europe, South America, and Asia, and recently participated as a speaker and sponsor at the Negotiation Leadership Conference at Harvard University presented by the Harvard Alumni Association.

Derek Blazensky

has had three careers in Silicon Valley: software development, product marketing, and venture capital. His software has been deployed in war zones, on the space shuttle and on Wall Street. Derek Blazensky was director of product marketing at Adobe Systems before managing Adobe’s corporate venture fund. He co-founded Cardinal Venture capital, a $125M venture fund investing in enterprise software and mobile computing. Today he is Partner and Co-founder of The Pareto Group, which provides negotiation coaching services for venture-backed technology companies.
Section 1: Mindset

Contrary to the status quo, the Camp System of negotiation does not hold stock in the theory of “win-win”. Known as the contrarian perspective, this section asks you to consider, what is truly “REQUIRED” in order for a negotiation to take place. Is compromise required? Is power and leverage? What really gives you the authority in negotiation? How can you reduce your feelings of vulnerability no matter who you’re negotiating with? Topics include:

- Flawed mindsets and how they lead to bad agreements
- The six characteristics of the professional negotiator
- The four reasons people say “No”
- Principles vs. tactics and how systems keep us safe

Section 2: Mission and Purpose

In this section, you will learn how to change your focus. Most negotiators are so concerned about their own interests, they miss the opportunity to spend time answering the questions, “what are we going to provide the other party, and how will we provide it?” Or even worse, we make the assumption it goes without saying and never ask for confirmation and validation. Mission and purpose empower us to ask for every decision throughout the life of the engagement. Without it, we’re guessing and potentially leaving money on the table. Topics include:

- Success comes from this foundation
- What makes a mission and purpose statement valid?
- How can you build your mission and purpose statement?
- How do you create vision and identify the right agenda for each engagement throughout the life of the negotiation?

Day 1

Section 1: Behaviours

How do you identify what to say, and how to say it? The negotiator’s ability to communicate effectively, even in the most contentious or high stakes negotiation, can make all the difference in the world. The behavioural skill sets in this section are designed to keep you safe while uncovering the motivations and challenges the other party wishes to solve.

How to ask the right question at the right time is habitual amongst the finest negotiators in the world. Topics include:

- Help people feel safe, respected, and open to communicate with clarity
- Your response to difficult questions and aggressive statements
- Which type of question should you be asking, and when
- How to bring emotions back to neutral

Section 2: System Structure

In this section we bring everything together and help you master the discipline of preparing, executing, and debriefings using the Camp System’s proprietary Checklist and Log process. Depending on what we already know, or more importantly don’t know, there are ways of identifying and setting the right agenda. The negotiator’s ability to identify what we want from each engagement, is both critical and necessary to reach optimal outcomes. Topics include:

- Elements for debriefing—why its important not to skip this step
- The most difficult negotiation is always the internal one – how the system ensures and protects healthy collaboration
- Elements for preparation—put these in order and feel your confidence grow
- Scripting and reacting—where neuroscience and art come together

Day 2

Case Studies I, II and III.

Day 3

Contact

Registration and more Information: Tel.: +49 69 154008-249 | E-Mail: lsi@fs.de | www.fs.de/lsi-211
Finance know how for Managers

Content

Corporate Finance is at the core of informed, value-generating managerial decision-making. Which numbers really tell the story? Which project to pursue, which to stop? How should an investment opportunity be valued? What is the appropriate financing going forward? Mastering these and many other issues is key for being successful in any leadership responsibility today. This three-day training - specifically designed for managers who are not specialists in finance - will provide you with the essential tools for making informed choices when it comes to financing and investment decisions. Run by highly renowned and experienced experts, it will enable you to stay in full control, communicate effectively with stakeholders, prevail in the competition, and to plan ahead effectively.

Experts

Prof. Dr. Frank Ecker

started as Professor of Accounting at the Frankfurt School of Finance and Management in August 2016. His research focuses on the role of accounting information for capital market participants and has been published in top accounting journals. He also advised institutional investors on the development of trading strategies.

He earned a Bachelor’s degree in Finance at Berufssakademie Mannheim, and has an MBA and Ph.D. from University of Trier. Prior to his graduate studies, he worked for Deutsche Bank AG and DZ Bank Luxembourg S.A. Before joining the Frankfurt School, Frank Ecker was an assistant professor at the Fuqua School of Business, Duke University.

Prof. Dr. Sascha Steffen

is Professor of Finance at Frankfurt School of Finance & Management. Educated at Goethe-University, Wharton and NYU, he previously taught at ESMT and Mannheim Business School. His research is in the area of banking, corporate finance and financial intermediation and has been published in the Journal of Finance, Journal of Financial Economics and Review of Financial Studies. Sascha Steffen was awarded the Lamfalussy Fellowship from the European Central Bank (ECB) and his research has been supported e.g. by The Federal Deposit Insurance Corporation (FDIC) in Washington D.C. and the Deutsche Forschungsgemeinschaft.

Target group

Executives who want to build up or deepen their financial knowledge in the context of investment decisions, such as:

- Managing Directors
- Manager (from Business Development, Product Development, HR etc.)

Methodology

Case studies, discussions, Q&As, lectures

Price

3.490 Euro

Dates

13. – 15.03.19

Duration

3 days

Day 1:
9:30 am - 5:30 pm

Day 2 and 3:
9 am - 5 pm

Focus

Leadership
Strategy
Innovation
General Management
Advanced Management
Programme content

Day 1  Decision Points – Make Accounting work for you

Gain a fresh perspective on the numbers: With a clear purpose and equipped with the right analytical tools you will be able to decide what matters and what does not. Uncover the stories that the financials can tell and detect their underlying dynamics. Gain a new understanding how financing and investment decisions within your firm will impact the numbers in the future.

Topics include:

- Body of evidence: The anatomy of financial statements and how to read them
- What really matters: Balance Sheet, P&L or Cash-Flow-Statement?
- The stories they tell: Know what really drives numbers
- Your impact: How will the numbers look because of your decisions?
- What can you learn from the financials about your firm or a competitor

Day 2+3  Generating Value – Corporate Finance as a decision tool

The focus of the second part of this hands-on seminar is on how you can use „Finance” to make value-enhancing decision. You will be provided with necessary analytical tools to reduce complexity when preparing and communicating your most important managerial choices.

Topics include:

- Corporate Performance: How to evaluate it
- Choosing the correct numbers for decision making
- Working Capital Management: Growing the right way
- Meeting expectations: When to invest
- Valuation: Identifying business opportunities and risks
- Talking to the Capital Market: Financing and investing as signals
Your success as a manager depends on your ability to make yourself heard and to sell your ideas. Having the best idea and being the most competent (which may have got you to where you are today) just isn’t enough. The more you progress in business the more critical your impact and influence become. They will determine how fast you get promoted, how well you perform in your current job, and even how much enjoyment you get along the way. By mastering the Interactifs Discipline© you will turn your “soft skills” into “hard skills”. It can transform your career (and also your life) as it has for many of the more than 100 000 people trained around the world.

Content

Your learn how to
- make yourself heard
- obtain results more quickly
- act with authority without being authoritarian
- negotiate while preserving your interests and maintaining the relationship
- give feedback constructively
- place arguments more effectively
- be more comfortable with uncertain and tense situations

Target group | Course duration | Focus | Contact
---|---|---|---
Managers, directors | 2 days + 2 telephone coachings | Leadership, Strategy, Innovation, General Management, Advanced Management | Registration and more information:
Method | Price | Dates | Tel.: +49 69 154008-249
Filmed role play on real-life situations | 2.250 Euro | 11. – 12.04.2019
| | 26. – 27.09.2019 | E-Mail: lsi@fs.de
| | | www.fs.de/lsi-304

Expert

Clément Toulemonde

is a partner and international development director at INTERACTIFS. He experienced the training in 2008 as a management consultant at Capgemini Consulting. It was in his view the best training he had ever received. Seeking a new professional challenge, he accepted the offer to join the company in 2009. He has contributed to develop the company around the world. Interactifs now delivers its training in 11 different languages, is present in 6 countries and generates more than 30 % of its revenues outside of its historical base – France. Clément is Franco-Australian and was educated around the world following his parents throughout their international careers.
Behind every informed decision lies a sound prediction. Despite the increasing availability of “big” data and recent advances in algorithmic predictions, the most important strategic decisions still require human judgment. When relevant information is dispersed across people with varying knowledge and expertise, organisations need to address the key questions of crowd-sourced predictions and decision-making: Who are the experts in the crowd? What is the best way to aggregate the experts’ judgments? How can we prevent bias, “gaming”, and groupthink?

This seminar equips the participants with the tools required to answer these questions, allowing them to turn the wisdom of the crowds into superior decisions for the organisation.

- Designing corporate prediction systems
- Incentivizing effort and truth revelation
- Recovering truth even if the majority is wrong
- Identifying experts in a crowd
- When do algorithms (not) beat intuition?
- Live simulations to uncover (and fix) human judgment bias
- Case discussions of real-world prediction systems

### Target group and Course duration

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<th>Target group</th>
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<td>Managers, Directors</td>
<td>2 days</td>
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### Method, Price, and Dates

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<th>Method</th>
<th>Price</th>
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<td>Case Studies</td>
<td>1.950 Euro</td>
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### Focus

- Leadership
- Strategy
- Innovation
- General Management
- Advanced Management

### Contact

Registration and more information:

Tel.: +49 69 154008-249
E-Mail: lsi@fs.de

www.fs.de/lsi-407

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**Experts**

**Prof. Dr. Jens Witkowski**

is Assistant Professor of Information Systems at Frankfurt School. His research focuses on the intersection of data science and economics, with an emphasis on eliciting, aggregating, and evaluating crowd-sourced information.

**Prof. Dr. Mirko Kremer**

is Professor of Supply Chain Management at Frankfurt School. His research focuses on the impact of managerial and customer (mis)behavior on the performance and design of Operations systems.
Mapping and mastering the dynamics of business and work dependencies is key to asserting oneself as a leader, building powerful coalitions, and getting things done. In this highly interactive seminar learn how to deal with the blind spots in leadership, explore the opportunities to generate impact, gain actionable insights on how to use positional, personal and relational power to win support and identify the challenges to leadership in times of technological change.

Target group: Managers, Directors
Course duration: 2 days

Method
Price: 2.150 Euro
Dates: 27.– 28.05.2019
04.– 05.11.2019

Focus
- Leadership
- Strategy
- Innovation
- General Management
- Advanced Management

Expert:
Prof. Dr. Claus Rerup
is Professor of Management at Frankfurt School, and a Visiting Professor of Strategy at University of St. Gallen (HSG), Switzerland. Before joining Frankfurt School, he was a Visiting Scholar at Stanford University, USA, a Post Doc Research Fellow at the Wharton School, University of Pennsylvania, USA, a Visiting Professor of Management at Bocconi University, Italy, and an Associate Professor of Organizational Behavior at the Ivey Business School, Western University, Canada. His research has been published in leading academic journals such as Academy of Management Journal, Administrative Science Quarterly, Organization Science, Journal of Management and Journal of Management Studies. Prior to his academic career, he worked as a management consultant and board member.
Modules & Structure

**Part 1**

**The blind spot in leadership: managing yourself and your boss**

This interactive, hands-on workshop empowers participants to engage in the hidden but essential leadership activity of “managing yourself and your boss”.

Topics include:
- The framework: the power of relationships
- The task: operating in your stretch zone
- Identifying the many faces of power
- Managing myself. Managing my boss
- Expectations management: Who am I to my boss?
- Synchronising work styles

**Part 2**

**Leading change with impact**

Masterful change leadership is high on skills and low on threats: In this case-based session, we explore some of the traps that can derail a leader’s attempt to change an organisation.

Topics include:
- The new leader – asserting leadership in a firm in transition
- Creating a new team and new dynamics
- Changing the path – growing while maintaining the firm’s culture
- Beware of the traps. A cautionary tale

**Part 3**

**The persuasive leader – lessons in the art of engagement**

In this inspiring session, we show how leadership engagement and persuasion excellence matter. It aims to impact your view on change management, and how change and engagement in your organisation can be accomplished.

Topics include:
- The ACE-approach: alignment, commitment and engagement
- The Cialdini-Six: persuasion tactics in politics and business
- The mundanity of excellence: discipline, attitude, and technique
- What is inspirational leadership?
- Strengthening the link between the employee and the organisation
- Driving change through contagion
- How to effectively communicate a business vision

**Part 4**

**Optional**

**Leadership redefined – how managers will survive technology**

Many organisations are delayering and reducing their hierarchies. In this session, we explore whether leaders will be relevant in a future dominated by artificial intelligence and self-managing teams. Specifically, and with reference to Google’s Project Oxygen, we identify eight managerial practices that are important across business firms.

Topics include:
- Why hierarchies persist
- Doing away with managers?
- Learning from Google’s Project Oxygen
- Identifying and redefining the role of managers
- Data driven change management in a flat organization

Contact

Registration and more Information: Tel.: +49 69 154008-249 | E-Mail: lsi@fs.de | www.fs.de/lsi-307
FACING THE UNEXPECTED – LEADING IN THE “PANIC ZONE”

For bold leaders.

Content

Two Cities. Two Challenges. This exciting and rewarding program — jointly designed and delivered by highly-renowned faculty and experts of Wirtschaftsuniversität Wien and Frankfurt School — offers new perspectives on and unique experiences with crucial leadership skills. Facing the Unexpected is an innovative and advanced leadership programme.

Frankfurt: We start with exploring the relevance and irrelevance of leaders and the role of self-leadership through established and distinct leadership logics: 1) The logic of consequence, 2) the logic of appropriateness and 3) the logic of absurdity. (The “CAA-logic”). Through mini-lectures, case discussions and exercises we draw implications and explore opportunities for leading in situations where leaders are pushed into the panic zone (e.g., where the demands of the situation exceed the knowledge and experience of the leader).

Vienna: Building upon and challenging your insights from the Frankfurt program, we expose you to the immediate experience and understanding of your individual leadership impact: Conducting the Leadership Orchestra will improve your poise when facing the unexpected. Through additional mini-lectures and exercises we further strengthen the convincing and non-contradictory communication of expectations to your team.

Experts

Prof. Dr. Claus Rerup is Professor of Management at Frankfurt School, and a Visiting Professor of Strategy at University of St. Gallen (HSG), Switzerland. Before joining Frankfurt School, he was a Visiting Scholar at Stanford University, USA, a Post Doc Research Fellow at the Wharton School, University of Pennsylvania, USA, a Visiting Professor of Management at Bocconi University, Italy, and an Associate Professor of Organizational Behavior at the Ivey Business School, Western University, Canada.

Lorenz Huber MA, is founder of the Leadership Orchestra and pioneer of the Conducting Training Method. Since 2001, he has been giving international trainings, keynotes and lectures for all leadership levels and is part of the faculty of WU Executive Academy. Inspired by orchestras and conductors, his work is focused on balanced leadership, personal appearance and effective alphateams. Regular interviews and articles for newspapers and magazines show his expertise in bridging music and leadership.
The next zone of proximal development

- Comfort vs. stretch vs. panic zone
- Knowledge, experience and beyond
- Leading in the panic zone

Self-leadership and fall from grace

- Exercises

Reflection: How are you going to lead when you face the unexpected?

Case Study and Discussion:

Leading in the panic zone: Sensegiving and sensemaking during the Pearl Jam concert accident

Team exercise

- Building team skills in the panic zone
- How to pool resources of not knowing
- Debrief

Taking it back home

Key lessons from the day. The logic of CAA

Modul 1

Day 1

10.10.2019
Frankfurt
Claus Rerup

Jumping into cold water: Leadership Orchestra I

- Conducting exercises with very short preparation
- How to lead an expert team in an unknown field
- Learning from conductors, orchestras and performers for self management in front of the audience

Interval exercise:

MP3-training for conducting

Modul 1

Day 2

11.10.2019
Frankfurt
Lorenz Huber

Swimming in the cold water: Leadership Orchestra II

- Conducting session with professional string quartet
- Using team’s informal leadership for managing troubles
- The role of personal appearance for establishing trust and stability
- Developing an individual ritual for being confident in challenging situations

Modul 2

Day 3

24.10.2019
Vienna
Lorenz Huber

Orchestrating support when there are doubts and unknowns: The Nelson Mandela-way

Wrap up

The relevance and irrelevance of leaders and leadership

Modul 2

Day 4

25.10.2019
Vienna
Claus Rerup

Contact

Registration and more Information: Tel.: +49 69 154008-249 | E-Mail: lsi@fs.de | www.fs.de/lsi-312
CONTACTS

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Seminarmanagerin Executive Education
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E-Mail: g.erbacher@fs.de

General Information

Seminars start at 9:00 a.m. and end at around 5:30 p.m. Subsequent days of seminars with a length of two days or more start at 9:00 a.m. and end at around 5:00 p.m.

All seminars will be held at the campus of Frankfurt School of Finance & Management at Adickesallee 32-34, 60322 Frankfurt am Main, Germany.

Recommendations for hotels will be sent by request: E-Mail: lsi@fs.de

Notice: The information contained in this catalogue represents information at the time of printing and serves only the purpose of providing a general overview of our open enrolment products for Leadership, Strategy & Innovation (“LSI-products”).

Disclaimer

The contents of this brochure are current at the time of going to press. All information published in this brochure is intended to provide a general overview of the study programme. Frankfurt School of Finance and Management gGmbH reserves the right to modify the curriculum, the schedule, or any parts thereof. The same applies to tuition fees and internal and external examination fees. For the latest updates, please visit our website: www.fs.de/lsi

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