GLOBAL LEADERSHIP EXECUTIVE PROGRAM
May 30 – June 15, 2017
Carnegie Mellon University, Pittsburgh, PA, USA

NEW PROGRAM FORMAT

Award-winning program
“Leadership Excellence Award”
HR.com 2014 | 2015 | 2016

Creating Leaders for a Complex World
WHERE LEADERS ARE CREATED

Today’s global economy and increasingly complex world require organizations and their leaders to develop the specific skills to anticipate, adjust, and adapt to this rapidly changing business landscape. The Global Leadership Executive Program is Carnegie Bosch Institute’s demanding flagship program, enabling participants to make a greater impact on the success of their multinational companies. The program is specifically designed to provide international managers with the necessary knowledge and skills to effectively lead in a global business environment.

Led by world-class faculty from around the globe, the intensive program integrates three focus areas in an international context:

• Leading the Business
• Leading Yourself
• Leading Others

The program addresses key issues of strategy, business, and leadership. By learning and working together with peers from other functional areas, industries, and cultures, participants gain different perspectives of topics with broad economic and international scope.

Learning occurs in a highly interactive setting that incorporates thought-provoking lectures, case studies, small group workshops, and computer-based simulations. Innovative project work with real-life business partners on strategic challenges is integrated with improvisational theatre sessions applied to leadership communications.

The program provides a transformational learning experience. Participants will test their individual assumptions, gaining new ways of thinking about global markets, strategy, value creation, and leadership. Personal growth is an important element of the program, with 360 degree feedback, several assessment tools, and professional coaching integrated into the curriculum.

Emphasis throughout the Global Leadership Executive Program is on shifting the learning from classroom concept to relevant application in the real world.

“The value of this experience has impacted me deeply and improved awareness of my leadership style.”

Director of Sales & Actuator Chief Engineer, Robert Bosch LLC, USA
TARGETED FOR GLOBAL EXECUTIVES

The Global Leadership Executive Program has been specifically designed to meet the complex needs of mid- to senior-level executives in multinational companies who currently hold, or aspire to, a key role in a global operation. Participants typically have 8-15 years of management experience. They come from around the world with different cultural backgrounds. Participants represent a wide-ranging cross section of functional areas, including executive management, strategic planning, finance, human resources, legal, marketing, sales, operations, research & development, product engineering, and manufacturing, among others.

For 2017, the program format has been reconfigured, tailored to address the latest global leadership challenges. Selecting issues of most importance to our executive participants, the program is delivered in an intensive on-campus module over nearly three weeks, followed by interactive webinar modules and additional coaching after the program.
Participants are part of a transformational learning experience. The program includes thought-provoking lectures by leading international faculty, case studies, team assignments that require experiential application of knowledge (“rapid prototyping”), small group sessions and workshops, computer-based simulations, applied leadership techniques from the performing arts, and projects with regional business partners, along with opportunities for social and multicultural interaction. The program incorporates state-of-the-art training methods that go beyond the classroom and provide a common thread that ties the program together using “I as a leader” as a framework, helping participants move forward on the critical path from being the leaders of teams to leading teams of teams, and further on to leading the organization. The program is carefully designed to guide participants from learning in the classroom to application of that knowledge in the real world.

This integrated approach and a focus on personal awareness help participants further develop the leadership skills and behaviors that are necessary to succeed. An important learning tool is the personal input participants receive throughout the program, including various assessment tools, 360 degree feedback, peer-to-peer feedback, and professional coaching catered to their personal leadership development. By learning about themselves, participants enhance their understanding of the people dimension of business to become more effective leaders. Participants leave with their individual leadership action plan, reinforcing the notion that the end of the program at Carnegie Bosch Institute is the beginning of a continuing personal leadership development journey.
“All faculty sessions were valuable in their own ways - each different from each other and a good mix.”

Vice President of Legal Affairs and General Counsel, U.S. Sugar Corporation, USA

**A PERSONAL INVESTMENT**

Attending the demanding **Global Leadership Executive Program** requires significant personal involvement from each participant. Participants attend the program with the goal of increasing their personal organizational impact through:

- Examining and understanding the rapidly evolving global business environment and how that impacts their organization
- Exploring cutting-edge strategy, corporate performance, and leadership concepts with world-class faculty
- Gaining a heightened understanding of the complexities and value of multicultural diversity and how it applies to leadership in the 21st century
- Examining personal leadership styles, presence, and confidence through diverse and demanding experiential activities supported by feedback and coaching
- Increasing their ability to identify and effectively lead change initiatives through aligning internal and external constituents
- Building a powerful professional network with multinational peers across a wide range of industries

**POST-PROGRAM SUPPORT**

After the on-campus module, the program integrates interactive webinar sessions and an additional individual executive coaching session after re-entry into work.

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**STIMULATING DISCUSSION TOPICS**

The following topics are typically covered over the course of the program. The ever-evolving global marketplace drives final program content.

- Leading highly effective teams for business success
- Global strategy
- Innovation and sustainable competitive advantage
- Value-driven finance for executives
- Market leadership and global marketing strategy
- Entrepreneurship and lean innovative thinking
- Developing and communicating a leadership point of view
- Leadership techniques from performing arts - agile problem solving, effective communication and creativity for the business setting
- Multicultural management
- Leveraging generational diversity
- Power in informal networks - leading beyond hierarchy
- Managing and leading change
- Leading through adversity - resilience as a leader
- Work/Life in balance
- Mindfulness for leaders
- Emotional intelligence
- 360 degree feedback
- Individual executive coaching

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The **Global Leadership Executive Program** has been meticulously designed to provide an integrated learning experience. In addition to state-of-the-art training methods in the classroom, several modules take participants **beyond** the classroom to provide a unique and transformative learning journey.

- **Innovative Project Work:** Participants work as part of multicultural and cross-functional executive teams with a regional business partner to address a current strategic challenge, providing an opportunity to apply program learning and rapidly prototype solutions in a practical, real-world setting.
- **360° Feedback and Executive Coaching:** An important learning tool is the personal input participants receive throughout the program, including various assessment tools, 360 degree feedback, peer-to-peer feedback, and professional executive coaching strengthening their personal leadership development. By learning about themselves and their interaction with others, participants enhance their understanding of the people dimension of business to become more impactful leaders.
- **Improvisational Acting:** Working with a professor and theatre director from Carnegie Mellon’s renowned Entertainment Technology Center, participants use lessons and techniques from improvisational theatre to build their skills in agile problem solving, effective communication and creativity for the business setting.
A WELL-ROUNDED EXPERIENCE

While the educational curriculum is rigorous, the Global Leadership Executive Program recognizes the importance of providing program participants with opportunities to bond over social activities and to strengthen the professional relationships formed in the classroom. Pittsburgh offers numerous cultural experiences — to name a few, concerts at the renowned Pittsburgh Symphony, world-class art at the many outstanding museums, and professional sports events — all in the heart of a modern urban hub.

“A holistic leadership development program with experiential learning, an outside-in perspective, and diverse industry leaders.”
Principal IT Program Manager, Microsoft, India
Program Dates: May 30 – June 15, 2017 on campus, plus additional post-program components

Location: Carnegie Bosch Institute, Tepper School of Business, Carnegie Mellon University, Pittsburgh, PA (USA)

Limited Enrollment: To ensure a productive personal and interactive atmosphere, we limit enrollment to 36 participants. This group size guarantees a high return on your investment. Due to the limited group size, we recommend registration as early as possible. This program may fill up before the deadline.

Application Deadline: April 10, 2017

Language Proficiency: All sessions are conducted in English.

Application Process: Participant admission is based on an application process that ensures the best possible peer group parity.

Applicants submit their application and information online via our website http://cbi.tepper.cmu.edu, followed by a recommendation letter from their supervisor. This letter serves to assess expectations for the applicant’s professional and personal development, as well as the impact on the business following the program. Accepted participants will be notified thereafter. All correspondence related to the application process is treated confidentially.

Contact information: Please address any questions to the CBI program coordinator at cbi@andrew.cmu.edu or +1-412-268-7344.

Enrollment Fee: The participant program fee of US $25,900 per person covers tuition, 360° feedback, executive coaching, additional after-program support, course materials, campus athletic facilities, daily shuttle, transportation for organized social events, and most meals. Companies sending three or more participants, organizations with fewer than 500 employees, non-profits, and the government sector receive a 10% discount.

Accommodations: Participants stay in comfortable hotel suites reserved by Carnegie Bosch Institute. Accommodation is not included in the program fee and is billed separately at a preferred group rate of $2,600 for the whole length of the program.

Cancellation Policy: With written notice of cancellation received 45 days in advance of the program start date, a full refund minus a US $1,000 administrative fee will be provided. With less than 45 days notice, a refund of 50% will be provided. Feasible substitutions may be an option at the discretion of Carnegie Bosch Institute.

Program Preparation
As a way of effectively preparing for the program, creating common ground among participants, and laying the groundwork for spirited discussion, some pre-readings are required. Program participants are also required to collect confidential 360 degree feedback from their supervisors, peers, and colleagues via a secure online portal. Participants are encouraged to discuss their goals and expectations for program participation, both before and after the program, with their supervisors and their organization’s leadership team.
Participants represent diverse industries, cultures, and functions. Past participants have come from:

**COMPANIES**
- Aricent
- Bayer
- BMW Group
- Boeing
- Bosch Group
- Caterpillar
- Coal India
- Cognizant
- Coromandel
- Eicher Motors
- Enzen Technologies
- Genpact
- iBanx
- IBM
- Joy Mining
- Kennametal
- Kirloskar Brothers Ltd.
- Komatsu Ltd.
- Mahindra & Mahindra
- Microsoft
- NEC Corporation
- Nissan
- NTT East Corporation
- PSA Peugeot Citroen
- Qatar Telecom
- Renault
- Rinnai Corporation
- Saudi Aramco
- Scania
- Sun Microsystems
- Swiss Automotive Group AG
- Syngene International
- Tata
- Toyota Motor Corporation
- Volvo Eicher Commercial Vehicles
- Vulcano Termomédicos SA

**INDUSTRIES**
- Aerospace & Defense
- Agriculture
- Automotive
- Building Technology
- Chemicals & Pharmaceuticals
- Consumer Goods & Electronics
- Energy & Mining
- Finance & Banking
- Industrial Technology
- Information Services
- Media
- Security Systems
- Service Industries
- Telecommunications

**COUNTRIES**
- Austria
- Belgium
- Brazil
- China
- France
- Germany
- India
- Italy
- Japan
- Netherlands
- Panama
- Portugal
- Qatar
- Russia
- Saudi Arabia
- Singapore
- South Africa
- South Korea
- Spain
- Sweden
- Switzerland
- United Kingdom
- United States

“I came as a manager and am now prepared as a leader.”
VP Human Resources
International Assignments,
Robert Bosch GmbH, Germany
Participants represent diverse industries, cultures, and functions. Past participants have come from:

This program was recognized as “Best in Class” among leading educational institutions in HR.com’s Leadership Excellence Awards in 2014, 2015, and 2016!
ABOUT THE CARNEGIE BOSCH INSTITUTE

The Carnegie Bosch Institute is a unique alliance between the renowned Carnegie Mellon University in Pittsburgh, Pennsylvania (USA) and the Bosch Group, a leading global supplier of technology and services in the areas of mobility solutions, industrial technology, consumer goods, and energy and building technology, headquartered in Stuttgart (Germany). The Institute was established as an entity within the Tepper School of Business at Carnegie Mellon in 1990 through a major endowment provided by the Bosch Group. The Carnegie Bosch Institute is positioned at the intersection of academia and industry. The mission of the Institute is to improve international management and leadership by advancing the understanding of both managers and researchers of fundamental issues related to global business. In order to do this, we sponsor five academic chairs, fund research projects focusing on the management of international corporations, and provide innovative executive education programs targeted to the needs of global executives and companies.

THE CARNEGIE BOSCH INSTITUTE APPROACH

The Carnegie Bosch Institute is respected for its focus on innovative, integrated executive training concepts, an outstanding international faculty, and a high-quality customer experience. We provide our participants with the strategies and tools for highly effective management and leadership in today’s complex and ever-changing global business world. All Carnegie Bosch Institute programs provide high levels of interaction between faculty and participants, integrated case studies and group work sessions, and multiple active learning tools. And because the role of people in business is recognized, there are plenty of opportunities to discuss, share, reflect, and re-evaluate business approaches. In addition, the small group size and diversity of the participants facilitate a unique environment to exchange ideas, grow personally, and foster the development of long-lasting professional networks. The overall result is more effective leaders for today’s complex world.

“The faculty were outstanding. Thank you.”

Department Manager, Saudi Aramco, Saudi Arabia
THE CARNEGIE BOSCH INSTITUTE ADVANTAGE

- **World-renowned university** - Throughout its history, top-ranked Carnegie Mellon University has been a birthplace of innovation. Today, CMU is known for bringing groundbreaking ideas to market and creating successful startup businesses.

- **Faculty from academia, industry, and consulting** - Our program content is delivered by industry experts and consultants from around the world, as well as academics from Carnegie Mellon and other top universities.

- **Human element** - Understanding how people react to change, perceive the world around them, and work most effectively are keys to success in today’s business environment. Our programs focus on the people factor, or human element of leadership.

- **Engaging classroom experience** - Our faculty’s dynamic, interactive teaching style is supported by hands-on projects, team exercises, computer-based simulations, and other experiential learning elements. A small class size contributes to the intimate and effective learning atmosphere.