“The interaction with Stanford faculty, the exposure to global industry leaders, and the diversity of my peer group were remarkable. The overall experience was invigorating and I return to work with a new set of leadership tools to put into action.”

Diane Bryant | SEP ’11
Message from the Associate Dean

From the moment you step onto the Stanford campus, you will experience the powerful ideas and innovative practices that our participants describe as “life changing.”

For over 100 years, Stanford has helped equip executives with the skills and thought processes that make world-class leaders and strategists. Immersed in an environment that’s continually focused on what’s next, participants gain the vision and skill to bring more innovative approaches to their organizations, and shape new paths to success. They learn what it takes to lead, to innovate, and to expand markets, and today their success across diverse industries illustrates the broadly applicable value of coming to Stanford.

Our unique approach combines faculty research with real-world experience to create an immersive, forward-thinking learning environment, celebrated worldwide for its rigorous yet highly collaborative atmosphere. Challenged by passionate Graduate School of Business faculty members, and inspired by the beautiful facilities and climate, participants find many opportunities to build upon their own experiences. Whether over dinner at the award-winning Stanford Graduate School of Business residences or during collaborative sessions at the Knight Management Center, participants have ongoing opportunities to share ideas and opinions with peers and thought leaders from around the world. Remember, learning begins the day you step onto the Stanford campus, and its impact lasts a lifetime.

I invite you to apply to one of our programs. Please let me know if we may assist in any way.

Sincerely,

Dave Weinstein
Associate Dean, Stanford Graduate School of Business, Executive Education
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### Take the Next Step
RENOWNED FACULTY AND RESEARCH
Stanford Graduate School of Business (GSB) faculty includes 3 Nobel laureates, 5 recipients of the John Bates Clark Medal in Economics, 4 members of the National Academy of Sciences, and 19 members of the American Academy of Arts and Sciences. Stanford GSB faculty members lead each executive program and are deeply engaged with the participants, providing innovative models and mindsets that are shaping the future of modern leadership and business. Research centers have been established to study current topics. For more information, please visit centers.stanfordexeced.com.

RESEARCH-BASED LEARNING MODEL
Research-based management frameworks provide the foundation for all Stanford GSB Executive Education programs. Study groups, interactive simulations, real-world business challenges, guest speakers, and case discussions reinforce the practical applications of these frameworks.

WORLDWIDE RECOGNITION AND PAST PARTICIPANT BASE
With a global reputation for excellence, Stanford Graduate School of Business Executive Education programs have attracted close to 57,000 senior executives from more than 18,000 companies, creating a vast network of past participants from around the world.

Why Stanford Graduate School of Business?
GLOBALLY DIVERSE, SENIOR-LEVEL PARTICIPANTS
Faculty directors review all applicants to ensure a global mix of experienced participants for each program. Program demographics are carefully balanced, with approximately half of all participants coming from outside North America.

A COLLABORATIVE LEARNING COMMUNITY
The Knight Management Center, with 360,000 square feet in 8 buildings and 50% of its 12.5-acre site preserved for open space, consolidates the facilities of Stanford Graduate School of Business into a vibrant and unified indoor/outdoor, living/learning community. The Knight Management Center is Platinum-certified by the U.S. Green Building Council’s Leadership in Energy and Environmental Design (LEED) program, and features tiered classrooms with extensive floor-to-ceiling glass, the latest in audiovisual technology, and numerous breakout and study rooms.

GSB RESIDENCES
The residences are situated directly across the street from the Knight Management Center and are comprised of two buildings—Schwab Residential Center and Jack McDonald Hall. Residences offer fully furnished individual rooms and services including a business center, exercise room, dry cleaning, and daily housekeeping.

You will also be treated daily to the award-winning cuisine of Executive Chef Raul Lacara and the friendly and efficient service of the Schwab Executive Dining staff. Ranking #1 in the Financial Times Open Enrollment Survey for Food and Accommodation, Schwab Executive Dining’s on-premises kitchen under Chef Lacara’s leadership consistently receives high praise for its culinary excellence.

Open Enrollment Programs
Stanford Graduate School of Business offers a frequently updated portfolio of open enrollment executive education programs ranging from several days to several weeks in length. All programs feature Stanford faculty members as instructors, complemented by distinguished guest speakers and visiting academics. Open enrollment programs take place throughout the year, most often on the Stanford campus. All prospective participants are subject to an application process to ensure a high-quality cohort. Curricula are rigorous, with classroom and study group sessions scheduled from morning through evening.

Custom Executive Programs
Stanford Graduate School of Business collaborates with select organizations to design and deliver custom executive programs that address an organization’s specific business challenges. To ensure maximum impact and relevance, these custom programs involve close cooperation between an organization’s executive leaders and Stanford faculty. Programs include a combination of highly interactive classroom sessions, case discussions, small group exercises, electronically mediated tools, and intensive study groups to encourage participants to think strategically and effectively manage change in their organizations. More information is available at custom.stanfordexeced.com.
Participating Companies

More than 18,000 companies have participated in Executive Education programs including:

**CONGLOMERATE**
- Aditya Birla Group
- ALFA
- Mitsubishi Corporation
- Mitsui & Co.
- Reliance Industries
- Siam Cement Group
- Siemens
- Sumitomo Corporation
- Swire Group

**ENERGY, NATURAL RESOURCES**
- Areva
- ATEL Capital Group
- BP
- Chevron Corporation
- CPC Corporation
- ExxonMobil
- Mitsubishi Electric Corporation
- OMV
- Saudi Aramco
- Schlumberger
- ScottishPower
- Shell Oil Company
- Southern Company
- Total S.A.
- Westinghouse Electric Corporation

**ENTERTAINMENT, MEDIA**
- Axel Springer
- Bonnier
- New York Times Company
- Sony Pictures
- Telesiva Grupo, S.A.B.
- Wall Street Journal
- Washington Post

**FINANCIAL SERVICES, INSURANCE**
- American Express
- Banco do Brasil
- Bank of America
- Barclays Bank
- Capital One Financial Corporation
- Citigroup
- Credit Suisse Group
- Fidelity Investments
- GIC Private Limited
- Hong Kong Exchange and Clearing
- HSBC Holdings
- Itaú
- Munich Re
- OCBC Bank
- PT Bank Mandiri
- State Farm Insurance
- Visa
- Westpac Banking Corporation

**GOVERNMENT, NONPROFIT**
- Bill & Melinda Gates Foundation
- Central Intelligence Agency
- Enterprise Ireland
- European Commission
- Federal Aviation Administration
- U.S. Department of Defense
- U.S. Department of Energy
- World Bank Group

**HEALTH CARE, PHARMACEUTICALS**
- Bayer
- Boston Scientific
- F. Hoffmann-La Roche
- Johnson & Johnson
- Merck KGaA
- Novo Nordisk A/S
- Permanente Medical Group
- Pfizer

**MANUFACTURING (CONSUMER)**
- Clorox Company
- Colgate-Palmolive Company
- Kimberly-Clark Corporation
- Nestlé USA
- PepsiCo
- Unilever

**MANUFACTURING (INDUSTRIAL)**
- Boeing Company
- Brickworks
- CEMEX
- General Motors
- Honda
- Lockheed Martin
- Monsanto Company
- NCC AB
- Renault
- Tenaris/Technit
- Toyota
- Vitro

**PROFESSIONAL SERVICES**
- Bain & Company
- Capgemini
- Deloitte
- Hyatt Hotels
- KPMG
- PricewaterhouseCoopers
- White & Case

**RETAIL, TRADE**
- Amazon
- Gap
- Rakuten
- SKF Eurotrade
- Target Corporation
- Wal-Mart Stores
- Williams-Sonoma

**TECHNOLOGY, INTERNET**
- Adobe Systems
- Agilent Technologies
- Apple
- Cisco Systems
- Citrix
- DocuSign
- Dolby Laboratories
- Facebook
- Google
- Hewlett Packard Enterprise
- Hitachi
- Infosys
- Intel Corporation
- Juniper Networks
- LG CNS
- Maxim Integrated Products
- Mercado Libre
- Salesforce
- Singapore Technologies Engineering
- Symantec Corporation
- Twitter
- VMware

**TELECOMMUNICATIONS**
- Alcatel-Lucent
- AT&T
- Deutsche Telekom
- Elisa
- Motorola
- Nippon Telegraph and Telephone
- Nokia
- SK Telecom Company
- Verizon Communications

**TRAVEL, TRANSPORTATION**
- A.P. Moller–Maersk
- Air New Zealand
- Airbnb
- FedEx
- Hertz Corporation
- JetBlue Airways Corporation
- LAN Airlines
- PACCAR
- Uber
“I think asking your team to be innovative and collaborative is one thing, but I’ve learned more about the way others actually learn, and it’s an opportunity for me to lead differently.”

Tricia Smith
Executive Vice President; General Merchandise Manager
Nordstrom
“Stanford SEP gave me new insight about our business opportunities in the future. It also encouraged me to think about strategic direction and culture at the company, and to initiate new programs that were only ideas previously. The networking opportunities are impressive.”

Geoff A. Hunziker | President | eFlow LLC.

SAMPLE DAILY SCHEDULE

Morning Exercise
Bootcamp (optional)

Breakfast
Full breakfast at the Schwab Residential Center

Study Groups
Prepare for the day with small discussion groups

Morning Session I
Alternative Growth Strategies

Morning Session II
Big Data: Discoveries and Innovations

Lunch
Outdoor lunch

Afternoon Session I
Strategic Crisis Management

Afternoon Session II
Leading by Design

Guest Speaker
Tom Mendoza, Vice Chairman of NetApp

Dinner
Reception and dinner in Schwab Dining Room

Evening
Individual study

• Act strategically and proactively to navigate market and beyond-market forces
• Return to work rejuvenated with strategic action plans and the leadership skills to effectively implement them
• Learn from others in the program, gain new perspectives, and collaborate with a global network of experienced and diverse change agents
• Network with fellow GSB alumni by earning GSB alumni status and a lifetime membership in the GSB Alumni Association

CURRICULUM HIGHLIGHTS

From design thinking and big data to negotiation, financial engineering, and strategic management, you’ll experience the very best of the Stanford GSB—concentrated and customized to meet the needs and know-how of senior-level leaders like you. You’ll gain mastery of fundamental business skills, explore cutting-edge ideas, and discover agile, innovative solutions to the challenges, demands, and opportunities faced by today’s leaders.

The program’s six-week curriculum is highly integrated and designed to maximize linkages across three themes:

• Leading people: Understand human behavior; develop models and mindsets for innovation
• Leading organizations: Create systems; build a culture where excellence thrives and scales
• Leading change: Strategically address market and beyond-market forces for competitive advantage

One Year of 1:1 Online Executive Coaching complements your learning on campus and helps you turn intentions into impact back at the office.

Turbo Sessions give you an in-depth, behind-the-scenes look at the latest faculty research—from business and engineering to cyber security and political science.

Learning-in-Action Sessions with senior faculty give you time to review key takeaways from the week and think about how to specifically apply them to your company.

Experiential Leadership opportunities allow you to explore your personal leadership potential, experience growth through mental and physical challenges, work in groups to problem-solve, build trust through teamwork, and learn how to communicate with power and confidence.
FACULTY DIRECTOR

William P. Barnett is the Thomas M. Siebel Professor of Business Leadership, Strategy, and Organizations, Stanford Graduate School of Business; and Affiliated Faculty, Woods Institute for the Environment at Stanford. Professor Barnett’s research focuses on competition within and among corporations and how competition affects the founding, growth, performance, survival, and innovativeness of organizations. His course, Leading by Design, spans the entire six-week program, emphasizing what will make a difference for you as a leader and your company as a competitor.

OTHER STANFORD GRADUATE SCHOOL OF BUSINESS FACULTY

Jennifer L. Aaker
The General Atlantic Partners Professor of Marketing

Susan Athey
The Economics of Technology Professor; Professor of Economics (by courtesy), School of Humanities and Sciences; Senior Fellow, Hoover Institution; Senior Fellow (by courtesy), Stanford Institute for Economic Policy Research

Anne Beyer
Associate Professor of Accounting

Steven Callander
The Herbert Hoover Professor of Public and Private Management, Professor of Political Economy

Peter M. DeMarzo
The Staehelin Family Professor of Finance

Yossi Feinberg
The Adams Distinguished Professor of Management and Professor of Economics

Francis J. Flynn
The Paul E. Holden Professor of Organizational Behavior

George Foster
The Konosuke Matsushita Professor of Management

Deborah H. Gruenfeld
The Joseph McDonald Professor and Professor of Organizational Behavior

Charles I. Jones
The STANCO 25 Professor of Economics

Edward P. Lazear
The Davies Family Professor of Economics; Morris Arnold and Nona Jean Cox Senior Fellow, Hoover Institution; Senior Fellow (by courtesy), Stanford Institute for Economic Policy Research; Professor of Economics (by courtesy), School of Humanities and Sciences

Hau L. Lee
The Thoma Professor of Operations, Information and Technology

Jonathan Levav
Associate Professor of Marketing

Brian Lowery
The Walter Kenneth Kilpatrick Professor of Organizational Behavior; Senior Associate Dean for Academic Affairs

Haim Mendelson
The Kleiner Perkins Caufield & Byers Professor of Electronic Business and Commerce, and Management

Margaret A. Neale
The Adams Distinguished Professor of Management

Charles A. O’Reily III
The Frank E. Buck Professor of Management

Hayagreeva Rao
The Atholl McBean Professor of Organizational Behavior and Human Resources; Professor of Sociology (by courtesy), School of Humanities and Sciences

Baba Shiv
The Sanwa Bank, Limited, Professor of Marketing

Kenneth W. Shotts
The David S. and Anne M. Barlow Professor of Political Economy; Professor of Political Science (by courtesy), School of Humanities and Sciences

Jesper B. Sorensen
The Robert A. and Elizabeth R. Jeffe Professor of Organizational Behavior; Professor of Sociology (by courtesy), School of Humanities and Sciences; Faculty Director, Stanford Institute for Innovation in Developing Economies

Sarah A. Soule
The Morgridge Professor of Organizational Behavior; Senior Associate Dean for Academic Affairs; Professor of Sociology (by courtesy), School of Humanities and Sciences

Ilya A. Strebulaev
The David S. Lobel Professor of Private Equity

Seungjin Whang
The Jagdeep and Roshni Singh Professor of Operations, Information and Technology

Stefanos Zenios
The Investment Group of Santa Barbara Professor of Entrepreneurship and Professor of Operations, Information and Technology

TYPICAL PARTICIPANT MIX

Management Function
8% Corporate Development
5% Finance/Accounting
52% General Management
3% Human Resources
4% Information Technology
1% Logistics
6% Operations/Production
6% Research/Development
8% Sales/Marketing
7% Other

Industry
2% Advertising/Marketing Services
1% Aerospace/Defense
3% Agriculture/Food/Beverages
1% Computer/Peripherals
7% Construction/Engineering/Materials
5% Consulting
2% Education
7% Electronics/Semiconductors
1% Entertainment/Leisure
1% Family Foundation
23% Financial Services/Insurance
1% Food Service/Lodging
3% Government
1% Health Care Services
3% Internet Services
1% Legal/Advocacy Services
3% Manufacturing/Consumer Products
9% Manufacturing/Industrial Products
2% Mining/Metal Processing
1% Nonprofit
4% Petroleum/Oil/Gas/Energy
1% Pharmaceuticals/Med Devices
2% Printing/Publishing
1% Real Estate
3% Retail/Wholesale
5% Software
5% Telecommunications/Information Services
1% Transportation
1% Utilities

Region
1% Africa
24% Asia
10% Australia/New Zealand
22% Europe
5% Middle East
32% North America
6% South America
Executive Leadership Development: Analysis to Action

Dates: February 9 – 14 and April 19 – 24, 2020 (a three-module program)
Application Deadline: January 3, 2020
Tuition: $28,500 USD
Program tuition includes private accommodations, all meals, and course materials.

OVERVIEW

Executive Leadership Development prepares you to take the helm — to analyze critically, lead confidently, and articulate strategically.

This comprehensive, experiential program encompasses analysis to action — with an emphasis on the action. It’s a unique blend of intensive on-campus learning, immersive online coursework, on-the-job challenges, and personal leadership development. Hone your leadership style and effectiveness with 360° assessments and one-on-one coaching. Learn design thinking with real, hands-on challenges. Study the art of negotiation by actually negotiating. Manage a hypothetical crisis with team role-playing sessions. Then, return to work with a 100-day action plan that focuses on implementation and impact.

Experience two one-week modules on campus filled with dynamic lectures, hands-on workshops, visits from guest speakers, and leadership development. Between modules, return to your office for more learning and doing — engage in an online course on communicating with impact, work on a design challenge for your company, and initiate the 360° leadership assessment. Post-program coaching sessions and a 360° re-assessment keep you engaged and accountable.

Whether in person or online, you will work closely with Stanford GSB faculty, collaborate in small groups with highly motivated global peers to share business challenges, gain relevant insights, and develop a valuable network that extends far beyond the classroom.

KEY BENEFITS

Executive Leadership Development: Analysis to Action will help you:

• Improve core analytical skills required for approaching business challenges holistically and making better executive decisions.
• Develop greater awareness of your leadership style and how it’s perceived by others.
• Enhance your understanding of the critical interface between execution issues, and internal and external strategic challenges to the organization.
• Apply design thinking principles to solve business problems -- learn effective ways of designing teams, business operations, change management initiatives, and organizational structures and culture.
• Understand relevant psychological principles needed to create high-performance teams and increase employee motivation.
• Hone interpersonal skills to increase your impact within and outside of your organization.

“Simply put, Stanford University’s Executive Leadership Development program, is a game changer. The course will teach you things about yourself that you were never cognizant of prior to the sessions, while simultaneously challenging you to think outside the box as to your approach as a leader. You'll share a classroom with some of the brightest minds from myriad industries, blending best practices and developing skills that you’ll take with you for the rest of your career.”

E.M. ‘Kiki’ VanDeWeghe | Executive Vice President, Basketball Operations | NBA
LEADERSHIP ASSESSMENT AND PERSONAL COACHING

Personal leadership development is a key focus of the program. To enhance your awareness of your leadership style and how it’s perceived by others, we combine classroom learning with Stanford’s proprietary 360-degree, in-depth leadership assessment tool called LEAP (Leadership Evaluation and Action Planning). LEAP is designed to help you strengthen your leadership skills so you can improve your performance, energize your workplace, and advance your career. It also helps you set priorities and develop a 100-day action plan with one-on-one leadership coaching.

FACULTY DIRECTORS

Francis J. Flynn, the Paul E. Holden Professor of Organizational Behavior at Stanford Graduate School of Business, specializes in interpersonal relations in organizations. His work bridges the fields of management and social psychology, leading to scholarly as well as practical insights on organizational life.

Anne Beyer, an Associate Professor of Accounting at the Stanford Graduate School of Business, is the Michelle R. Clayman Faculty Scholar for 2008-2009 and 2010-2013. Her research interest is in the area of financial accounting with a focus on corporate disclosure, capital market prices, and corporate governance.

OTHER STANFORD GRADUATE SCHOOL OF BUSINESS FACULTY

Steven J. Callander
The Herbert Hoover Professor of Public and Private Management, Professor of Political Economy

Glenn R. Carroll
The Laurence W. Lane Professor of Organizations; Senior Associate Dean for Academic Affairs; Professor of Sociology (by courtesy), School of Humanities and Sciences

Wesley R. Hartmann
Professor of Marketing

Hau L. Lee
The Thoma Professor of Operations, Information and Technology

Brian Lowery
The Walter Kenneth Kilpatrick Professor of Organizational Behavior; Senior Associate Dean for Academic Affair

Benoît Monin
The Bowen H. and Janice Arthur McCoy Professor of Leadership Values

Joel C. Peterson
The Robert L. Joss Consulting Professor of Management

Hayagreeva Rao
The Atholl McBean Professor of Organizational Behavior and Human Resources; Professor of Sociology (by courtesy), School of Humanities and Sciences

Kenneth W. Shotts
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Ilya A. Streibulaev
The David S. Lobel Professor of Private Equity

Stefanos Zenios
The Investment Group of Santa Barbara Professor of Entrepreneurship and Professor of Operations, Information and Technology

TYPICAL PARTICIPANT MIX

Management Function
8% Corporate Development
4% Finance/Accounting
37% General Management
6% Human Resources
4% Information Technology
2% Logistics
6% Operations/Production
9% Research/Development
15% Sales/Marketing
9% Other

Industry
4% Aerospace/Defense
4% Agriculture/Food/Beverages
2% Biotechnology
2% Broadcasting
4% Consulting
2% Education
5% Electronics/Semiconductors
2% Entertainment/Leisure
13% Financial Services/Insurance
4% Government
6% Internet Services
4% Manufacturing/Consumer Products
7% Manufacturing/Industrial Products
2% Mining/Metal Processing
2% Nonprofit
2% Petroleum/Oil/Gas/Energy
2% Printing/Publishing
2% Real Estate
13% Software
4% Telecommunications/Information Services
6% Transportation
8% Other

Region
22% Asia
9% Australia/New Zealand
11% Europe
2% Middle East
43% North America
13% South America

gsb.stanford.edu/exec-ed/eld
Executive Program for Growing Companies

Dates: August 2 – 13, 2020
Application Deadline: June 19, 2020
Tuition: $25,500 USD

Program tuition includes private accommodations, all meals, and course materials.

OVERVIEW

Grow faster. Grow stronger. Grow sustainably. It’s what every rapidly growing company needs to do to survive and thrive in today’s dynamic global marketplace. New strategies are needed. New thinking is required. Strong leadership is demanded. And that’s exactly what the Executive Program for Growing Companies delivers.

This two-week, comprehensive, general management program is solely focused on the needs, challenges, and opportunities of growing companies. You’ll learn how to create and execute strategies in order to move faster, operate more efficiently, and expand into new markets. You’ll focus on the management systems that need to be put in place to sustain growth. You’ll gain exposure to leading research happening at Stanford’s world-renowned Center for Entrepreneurial Studies and identify engines that can drive or inhibit growth. And through case studies, guest speakers, and peer interactions you’ll share stories of success and failure.

KEY BENEFITS

The Executive Program for Growing Companies will help you:

• Explore interdisciplinary frameworks for analyzing and managing growth and identify growth accelerators and inhibitors
• Build tools to foster and sustain an entrepreneurial organizational culture
• Learn how to put senior-level managers in place to handle operations, so you can focus on higher-level vision and strategy
• Understand a leader’s role and responsibilities in facilitating a company’s growth
• Align your company’s growth strategy with your organization’s culture and environment

FACULTY DIRECTOR

George Foster, the Konosuke Matsushita Professor of Management, Stanford Graduate School of Business, conducts research on the management of new enterprises, the globalization strategies of growing companies, and the performance of venture-backed entrepreneurial companies. He is actively involved in the Silicon Valley business community and serves on the boards of directors of a venture capital firm and several start-up companies.

WHO SHOULD ATTEND

The Executive Program for Growing Companies will help you determine what’s next for your growing company. It’s specifically designed for:

• CEOs and top executives at small- to medium-sized companies
• Division or business unit leaders within larger organizations
• Executives with at least 10 years of management experience—from any size company, any industry, and any country

TYPICAL PARTICIPANT MIX

Management Function
19% Corporate Development
3% Finance/Accounting
56% General Management
4% Human Resources
1% Logistics
5% Operations/Production
7% Sales/Marketing
5% Other

Industry
1% Accounting
3% Advertising/Marketing Services
3% Agriculture/Food/Beverages
4% Construction/Engineering/Materials
1% Consulting
1% Education
4% Entertainment/Leisure
10% Financial Services/Insurance
5% Health Care Services
1% Internet Services
6% Manufacturing/Consumer Products
9% Manufacturing/Industrial Products
1% Nonprofit
6% Real Estate
8% Retail/Wholesale
17% Software
10% Telecommunications/Information Services
3% Transportation
1% Utilities
6% Other

Region
4% Africa
11% Asia
13% Australia/New Zealand
22% Europe
2% Middle East
24% North America
24% South America
Executive Program in International Management

Dates: August 16 – 30, 2020
Application Deadline: July 3, 2020
Tuition: $20,900 USD (lodging in Singapore not included)
Lodging not included in program tuition. This program will take place in Singapore.

OVERVIEW
East meets West. Stanford meets the National University of Singapore (NUS). The Stanford–NUS Executive Program in International Management is the perfect balance. Immerse yourself in the vibrant cultures of two of the world’s most respected institutions, renowned for their approach to critical thinking and challenging assumptions, as well as uncompromisingly high standards and academic rigor.

In two weeks of highly intensive sessions held in Singapore, you’ll explore general management concepts in all major functional areas and increase your expertise with current insights and knowledge of global and Asian business. Taught by full-time faculty from both NUS Business School and Stanford Graduate School of Business, you’ll gain a thorough grounding on the recent developments in business management, strategy, and leadership from both sides of the Pacific Rim.

KEY BENEFITS
Stanford–NUS Executive Program in International Management will help you:
• Learn fundamental concepts and gain fresh insights on management strategy
• Improve analytical and behavioral skills
• Understand the differences in culture and management practices from both Western and Eastern perspectives
• Develop a strong network of peers from different industries and countries

FACULTY DIRECTORS

Glenn R. Carroll, the Laurence W. Lane Professor of Organizations and Senior Associate Dean for Academic Affairs at Stanford Graduate School of Business, has pioneered ecological approaches to organizational analysis, as well as their application to strategy. His research interests include organizational theory, strategic management, and industrial evolution. He is also Professor of Sociology (by courtesy), School of Humanities and Sciences.

Prem Shamdasani is Associate Professor and Associate Dean for Executive Education at NUS Business School. His research and teaching interests include brand management, new product marketing, retail strategy, relationship marketing, and cross-cultural consumer behavior. He has received numerous commendations and awards for teaching excellence.

Seungjin Whang, the Jagdeep and Roshni Singh Professor of Operations, Information and Technology at Stanford Graduate School of Business, is an expert in supply chain management and the economics of information systems.

WHO SHOULD ATTEND
The Stanford–NUS Executive Program in International Management is ideal for senior-level and high-potential executives who conduct business in the Pacific Rim. It’s specifically designed for:
• General managers and other functional managers with 10 to 15 years of experience—from any size company, any industry, and any country

TYPICAL PARTICIPANT MIX

<table>
<thead>
<tr>
<th>Management Function</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance/Accounting</td>
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<tr>
<td>General Management</td>
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<tr>
<td>Sales/Marketing</td>
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</table>

<table>
<thead>
<tr>
<th>Industry</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Computer/Software</td>
<td>11%</td>
</tr>
<tr>
<td>Construction/Engineering/Materials</td>
<td>4%</td>
</tr>
<tr>
<td>Education</td>
<td>4%</td>
</tr>
<tr>
<td>Financial Services/Insurance</td>
<td>18%</td>
</tr>
<tr>
<td>Government</td>
<td>11%</td>
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<tr>
<td>Manufacturing</td>
<td>4%</td>
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<tr>
<td>Military</td>
<td>26%</td>
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<td>Asia</td>
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<td>Australia/New Zealand</td>
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<td>Europe</td>
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Directors’ Consortium

A joint offering with Stanford Law School

Dates: March 16 – 20, 2020
March 16, 2020: Finance and Accounting Basics Optional Sessions

Application Deadline: January 31, 2020
Applications reviewed on a rolling basis.

Tuition: $14,000 USD / Tuition with Optional Sessions: $16,200 USD
The program fee includes tuition, private accommodations, course materials, and meals.

OVERVIEW

You will benefit from an academic partnership between Stanford Graduate School of Business and Stanford Law School — and a uniquely interactive learning experience. Learn leading-edge strategies, frameworks, and best practices for making complex and crucial board decisions in uncertain times.

Big data, shareholder activism, cybersecurity, financial literacy, liability risk: The list of issues and responsibilities for board members is ever-increasing and ever-changing. Drawing on cutting-edge research, current governance issues, emerging topics, and practical knowledge, Directors’ Consortium goes beyond compliance to explore how directors can best represent shareholders and other stakeholders. You’ll learn about financial reporting, compensation, fiduciary duties, CEO succession, and more. You’ll develop a greater understanding of the board’s oversight and advisory roles. And you’ll examine real-world scenarios and formulate action plans with a set of people who confront similar problems.

KEY BENEFITS

Directors’ Consortium will help you:
• Benchmark against best practices in corporate governance.
• Evaluate the role of the board in strategy development, evaluation, and evolution.
• Develop frameworks for prudent legal strategies to navigate litigious environments.
• Formulate strategies for managing CEO succession and evaluating executive compensation.

WHO SHOULD ATTEND

The Directors’ Consortium is essential for directors who must make complex board decisions. It’s specifically designed for:
• Current board members of public companies
• Board members of companies that may be taken public in the near future
• Board members of foreign corporations that are or may be listed on U.S. exchanges

* The disciplines covered will also be relevant to private, family-owned, and nonprofit organizations, but not all of the specific regulations and processes of public companies will apply to such entities.

TYPICAL PARTICIPANT MIX

Management Function
8% Corporate Development
76% General Management
11% Information Technology
5% Other

Industry
6% Aerospace/Defense
3% Construction/Engineering/Materials
15% Consulting
6% Electronics/Semiconductors
21% Financial Services/Insurance
7% Health Care Services
3% Internet Services
3% Manufacturing/Consumer Products
3% Manufacturing/Industrial Products
3% Nonprofit
3% Petroleum/Oil/Gas/Energy
3% Real Estate
6% Retail/Wholesale
9% Software
6% Telecommunications/Information Services
3% Other

Region
2% Africa
2% Asia
6% Europe
90% North America

FACULTY DIRECTORS

Amit Seru, the Steven and Roberta Denning Professor of Finance, focuses on issues related to financial intermediation and regulation, interaction of internal organization of firms with financing and investment, and incentive provision in firms. His papers in these areas have been published in several journals, including, the American Economic Review, the Quarterly Journal of Economics, the Journal of Political Economy, the Journal of Finance, the Journal of Financial Economics, and the Review of Financial Studies.

Maureen McNichols is the Marriner S. Eccles Professor of Public and Private Management and Professor of Accounting, and Senior Associate Dean for Academic Affairs. Her research examines financial reporting and its role in providing information to investors. Her recent work focuses on the role of earnings announcements in informing investors, on earnings management, and on the role of auditors in financial reporting quality.
The Emerging CFO: Strategic Financial Leadership Program

Dates: February 23 – 28 and April 26 – May 1, 2020 (a two-module program)
Application Deadline: January 10, 2020
Tuition: $28,500 USD

Program tuition includes private accommodations, all meals, course materials, and one-on-one coaching.

OVERVIEW

Strategy, finance, leadership. You’ll get it all in the Emerging CFO: Strategic Financial Leadership Program. Experience two 1-week modules on campus filled with dynamic lectures, a Venture Capital panel, and discussions around real business challenges. Enhance your learning with a webinar, a 360-degree assessment, and personal leadership coaching. It’s intensive, thought-provoking, and empowering.

At Stanford we encourage you to think beyond finance to big picture, organization-wide concerns. You’ll learn how to make better strategic financial decisions, build strategic partnerships with key stakeholders, and develop a more effective leadership style to help lead your organization through globalization and growth. You’ll learn about emerging trends and challenges in finance such as mergers and acquisitions, value creation, and behavioral finance. And you’ll gain a deeper understanding of the importance of aligning finance with strategy and leadership.

KEY BENEFITS

The Emerging CFO: Strategic Financial Leadership program will help you:

• Hone strategic skills in the context of financial leadership
• Transition from information provider to strategic partner
• Gain a greater understanding of current trends in finance
• Improve negotiation, conflict management, and communication skills
• Assess and enhance your personal leadership style
• Drive innovation and lead cultural change

FACULTY DIRECTORS

Ilya A. Strebulaev, the David S. Lobel Professor of Private Equity, is an expert in corporate finance, venture and angel capital, innovation financing, corporate innovation, and financial decision making. His recent work has examined the valuation of VC-backed companies, decision making by startup investors, returns to VC investors, and impact of venture capital investments. Ilya’s work has been widely published in leading academic journals and has been awarded a number of prestigious academic awards. His research has also been featured in a variety of media, including the New York Times and the Wall Street Journal.

Amit Seru, the Steven and Roberta Denning Professor of Finance, focuses on issues related to financial intermediation and regulation, interaction of internal organization of firms with financing and investment, and incentive provision in firms. His papers in these areas have been published in several journals, including, the American Economic Review, the Quarterly Journal of Economics, the Journal of Political Economy, the Journal of Finance, the Journal of Financial Economics, and the Review of Financial Studies.

WHO SHOULD ATTEND

The Emerging CFO: Strategic Financial Leadership Program is ideal for those who aspire to become strategic CFOs. It’s specifically designed for:

• Senior finance executives with at least 10 years of work experience, at least 7 years of financial management experience, and a high level of managerial responsibility within their organization
• Examples of functions and titles may include CFO, treasurer, controller, VP of finance, and other senior level financial positions—from any size company, any industry, and any country

TYPICAL PARTICIPANT MIX

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<td>Consulting</td>
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<td>Government</td>
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Finance and Accounting for the Nonfinancial Executive

Dates: October 18 – 23, 2020
Application Deadline: September 4, 2020
Tuition: $13,000 USD

Program tuition includes private accommodations, all meals, and course materials.

OVERVIEW
Balance sheets and income statements. Cash flow and financial management. Many executives rise to positions of great responsibility with less knowledge of finance and accounting than they’d like to have. Finance and Accounting for the Nonfinancial Executive will demystify the data, clarify key concepts, and teach you important frameworks and fundamentals.

This highly focused curriculum taught by world-class faculty from Stanford Graduate School of Business will help you identify trends, make performance comparisons with competitors, and practice financial forecasting. You’ll explore how much debt a company should accept, the appropriate analysis for better investment decisions, the measurement of the cost of capital, and the payment of cash dividends to investors. Bottom line, you’ll learn how to make better financial management decisions to increase the value of your company in the marketplace.

KEY BENEFITS
Finance and Accounting for the Nonfinancial Executive will help you:
• Become a well-informed, strategic user of accounting and financial data
• Understand the core concepts, terms, and techniques of finance and accounting
• Utilize financial concepts to make more informed decisions and become a greater asset to your company
• Engage more effectively with the financial stakeholders in your company
• Communicate with the key sources of finance—banks, other lenders, and investors
• Gain a broad overview of the financial marketplace and the role a company plays within it

FACULTY DIRECTORS
George G. C. Parker, the Dean Witter Distinguished Professor of Finance, Emeritus, and Faculty Director of the Stanford Master of Science in Management for Experienced Leaders (MSx) program, is a recognized expert in financial services and is acclaimed for his spirited teaching of both MBA students and executives. He is the author of Risk Management: Problems and Solutions (McGraw-Hill College, 1995).

Anne Beyer, an Associate Professor of Accounting at the Stanford Graduate School of Business, is the Michelle R. Clayman Faculty Scholar for 2008-2009 and 2010-2013. Her research interest is in the area of financial accounting with a focus on corporate disclosure, capital market prices, and corporate governance.

WHO SHOULD ATTEND
Finance and Accounting for the Nonfinancial Executive is ideal for executives with little to no academic training in finance or accounting. It’s specifically designed for:
• Mid- to senior-level executives in general management, corporate planning, marketing and sales, or other functional areas—from any size company, any industry, and any country
• Anyone in a top-level position who doesn’t feel comfortable with the ability to understand financial statements, financial information, and making financially based decisions

TYPICAL PARTICIPANT MIX
Management Function
12% Corporate Development
34% General Management
5% Human Resources
5% Information Technology
17% Operations/Production
18% Sales/Marketing
9% Other

Industry
5% Advertising/Marketing Services
2% Aerospace/Defense
3% Agriculture/Food/Beverages
5% Biotechnology
4% Computer/Peripherals
4% Construction/Engineering/Materials
5% Electronics/Semiconductors
4% Entertainment/Leisure
7% Financial Services/Insurance
5% Government
10% Health Care Services
4% Internet Services
6% Manufacturing/Consumer Products
5% Nonprofit
6% Petroleum/Oil/Gas/Energy
2% Printing/Publishing
5% Real Estate
2% Software
5% Telecommunications/Information Services
2% Transportation
9% Other

Region
7% Asia
9% Australia/New Zealand
9% Europe
2% Middle East
71% North America
2% South America

FINANCIAL MANAGEMENT

16 EXECUTIVE EDUCATION / FINANCIAL MANAGEMENT

gsb.stanford.edu/exec-ed/fanfe
Mergers and Acquisitions

Dates: July 19 – 24, 2020
Application Deadline: June 5, 2020
Tuition: $13,500 USD

Program tuition includes private accommodations, all meals, and course materials.

OVERVIEW

Experiential. Immersive. Collaborative. Through a dynamic mix of lectures, case studies, class discussions, hands-on learning, and guest speakers, this program provides critical insights and powerful tools for the successful formulation and execution of an M&A strategy—one that creates true value for your organization. At the end of the day, you’ll put classroom learning into action, applying key concepts learned from a similar merger deal.

By combining the expertise of Stanford’s strategy, finance, accounting, and organizational behavior faculty, the Mergers and Acquisitions program offers a unique, interdisciplinary overview of the major elements of M&A transactions. You’ll examine all of the key aspects of a merger—target selection, alternative valuation and pricing models, deal design, negotiation strategies, accounting and tax planning, integration planning, and the post-merger retention of human and intellectual capital.

KEY BENEFITS

The Mergers and Acquisitions program will help you:
• Gain critical insights and powerful tools to formulate and execute a successful merger or acquisition
• Understand all aspects of M&A transactions (strategy, finance, accounting, negotiations, legal, and culture)
• Increase your awareness of the common pitfalls of failed M&As
• Develop the critical competencies needed for successful post-merger integration and performance
• Refresh your basic finance and accounting skills with optional online and classroom tutorials

FACULTY DIRECTOR

Ron Kasznik, the Paul L. and Phyllis Wattis Professor of Management at Stanford Graduate School of Business, specializes in financial accounting and its interactions with the capital markets. Specifically, his research looks at the determinants and outcomes of corporate discretionary disclosures, with particular emphasis on managerial incentives to manage expectations of future firm performance. These incentives are attributable to financial transactions such as M&A, and other corporate restructuring, as well as executive compensation plans.

WHO SHOULD ATTEND

The Mergers and Acquisitions program requires no prior M&A experience. It’s specifically designed for:
• Senior-level executives and entrepreneurs with at least 10 years of management experience, whose firms are potential acquirers or targets for acquisition by another firm
• Examples of functions and titles include business development, corporate development, finance, CEO, general manager, strategic planner, and banker

TYPICAL PARTICIPANT MIX

Management Function
35% Corporate Development
13% Finance/Accounting
35% General Management
2% Logistics
5% Operations/Production
4% Research/Development
6% Sales/Marketing

Industry
2% Advertising/Marketing Services
8% Aerospace/Defense
12% Agriculture/Food/Beverages
2% Chemicals
22% Computer/Peripherals/Electronics/Software
4% Construction/Engineering/Materials
6% Consulting
2% Education
2% Entertainment/Leisure
9% Financial Services/Insurance
2% Government
2% Health Care Services
12% Manufacturing
9% Petroleum/Oil/Gas/Energy
4% Pharmaceuticals/Med Devices
4% Telecommunications/Information Services
2% Transportation
2% Utilities

Region
3% Africa
8% Asia
7% Australia/New Zealand
18% Europe
3% Middle East
48% North America
13% South America
Customer-Focused Innovation

Dates: October 11 – 16, 2020
Application Deadline: August 28, 2020
Tuition: $16,000 USD

Program tuition includes private accommodations, all meals, and course materials.

OVERVIEW

Clean models. Dirty hands. Customer-Focused Innovation is the perfect blend of theory and practice, strategy and innovation—an opportunity to flex both your business and creative muscles. At Stanford, we teach innovation as a mindset, not a project.

Every morning, you’ll learn strategic frameworks and models based on cutting-edge research from Stanford’s world-renowned Graduate School of Business faculty. You’ll learn how to better understand customer experiences, develop deeper customer insights, and diffuse customer learning throughout the organization. You’ll discuss strategies for reducing the knowing-doing gap and building a customer-centric culture.

In the afternoon, you’ll work in small, diverse teams led by faculty and trained coaches from Stanford’s Hasso Plattner Institute of Design (d.school) to solve a real-world challenge utilizing design thinking methods and tools. You’ll also focus on the leader’s role in driving teams to develop more innovative output.

And because we’re committed to implementation, you’ll receive post-program coaching to help bring customer-focused innovation back to your company.

KEY BENEFITS

Customer-Focused Innovation will help you:

- Observe and understand the needs of customers, develop fast experiments and prototypes with users, and develop prediction markets
- Learn how to accept and overcome the risks and ambiguities inherent in innovation
- Harness the creativity of your employees and encourage empathy with your customers
- Develop strategies to create an ambidextrous culture to support innovation
- Refine your unique leadership style and assess your role in promoting innovation across your organization

FACULTY DIRECTORS

Hayagreeva Rao, the Atholl McBean Professor of Organizational Behavior and Human Resources at Stanford Graduate School of Business, is an expert in social and cultural causes of organizational change. His recent work investigates the role of social movements as motors of organizational change in professional and organizational fields. Rao is also Professor of Sociology (by courtesy), School of Humanities and Sciences; and Academic Codirector of Stanford Innovation and Entrepreneurship Certificate.

Robert I. Sutton, Professor of Management Science and Engineering at Stanford School of Engineering, is cofounder of the Hasso Plattner Institute of Design. He is also Professor of Organizational Behavior (by courtesy) at Stanford Graduate School of Business. Sutton studies the links between managerial knowledge and organizational action, innovation, and organizational performance.
Design Thinking Bootcamp: From Insights to Innovation

In collaboration with the Hasso Plattner Institute of Design at Stanford

Spring Program Dates: March 24 – 27, 2020
Application Deadline: February 7, 2020

Summer Program Dates: July 7 – 10, 2020
Application Deadline: May 22, 2020

Fall Program Dates: September 8 – 11, 2020
Application Deadline: July 24, 2020

In addition to the dates above, participants need to set aside one full day the month prior to Bootcamp for pre-work, and four hours each of the three work days following Bootcamp for post-work.

Tuition: $13,000 USD
Program tuition includes course materials, breakfast, and lunch on each day. Lodging not included in program tuition.

LOCATION
d.school at Stanford University
550 Panama Mall, Building 550, Peterson Laboratory

OVERVIEW
Add new innovation methods to your toolbox in a four-day design thinking workshop with the Stanford d.school.

Design Thinking Bootcamp is an immersive educational program designed for open-minded, collaborative, action-oriented individuals who recognize that innovation is mandatory to creatively solve challenges—both at work and in life. In four, intense days at the d.school and working in the field, you will live and breathe the d.school’s human-centered, prototype-driven approach to innovation.

Working in small teams, d.school coaches will guide you through the design thinking process by tackling a real-world design challenge. At key points during the program, teams will come together for lectures, case studies, demonstrations, project assessment, and reflection led by Stanford faculty. After the program you’ll receive your coach’s support on your own design project back at work to help you immediately use what you learned, and begin an ongoing transformation of how you work.

KEY BENEFITS
Learn design thinking tools and get coaching to drive innovation at your own company.
• Understand how to have empathetic conversations with customers.
• Generate real insights that re-frame problems.
• Prototype low resolution concepts, test in context to gain meaningful feedback, iterate, and resolve.
• Identify what projects are appropriate for design thinking.
• See how diverse perspectives in teams are essential to innovative output.
• Bring new design thinking behaviors, tools, and methods back to work.

FACULTY DIRECTORS

Perry Klebahn is a founding faculty member of Stanford’s Hasso Plattner Institute of Design (d.school). He is the founder and former CEO of Atlas Snowshoes, former COO of Patagonia, and former CEO of Timbuk2.

Jeremy Utley is the Director of Executive Education of Stanford’s Hasso Plattner Institute of Design (d.school). He is a graduate of The University of Texas at Austin’s Red McCombs School of Business, and the Stanford University Graduate School of Business.

WHO SHOULD ATTEND
Design Thinking Bootcamp: From Insights to Innovation is for thinkers and doers—open-minded, action-oriented executives who want to implement and drive innovation at their organizations. It’s specifically designed for:
• Executives and managers responsible for tackling strategic challenges in their organizations
• Teams or individuals who want to learn design thinking and actively apply it at their company

TYPICAL PARTICIPANT MIX

Management Function
13% Corporate Development
1% Finance/Accounting
30% General Management
4% Human Resources
14% Information Technology
1% Logistics
5% Operations/Production
20% Research/Development
12% Sales/Marketing

Industry
1% Accounting
1% Advertising/Marketing Services
1% Agriculture/Food/Beverages
1% Biotechnology
21% Computer/Peripherals/Softwar
1% Construction/Engineering/Materials
2% Consulting
3% Education
7% Entertainment/Leisure
23% Financial Services/Insurance
2% Food Service/Lodging
6% Government/Military
6% Health Care Services
3% Internet Services
7% Manufacturing
2% Mining/Metal Processing
3% Nonprofit
1% Petroleum/Oil/Gas
2% Pharmaceuticals/Med Devices
1% Religious
1% Retail/Wholesale
4% Telecommunications/Information Services

Region
1% Africa
23% Asia
7% Australia/New Zealand
6% Europe
3% Middle East
55% North America
5% South America
Driving Innovation and New Ventures in Established Organizations

Dates: March 8 – 13 and May 17 – 22, 2020 (a two-module program)
Application Deadline: January 24, 2020
Tuition: $25,500 USD (per person)

Program tuition includes private accommodations, all meals, and course materials.

OVERVIEW

Finance, strategy, and marketing. Design thinking, leadership, and culture. Driving Innovation and New Ventures in Established Organizations covers all that and more—moving from idea to plan for execution so you can successfully drive change and innovate from within. Individuals and multiple participants from one company will experience two 1-week modules on campus filled with lectures, hands-on team projects, guest speakers, coaching sessions, and pitch presentations at the end. In between the modules, you can apply your newfound strategies and insights on the job and work to further develop your project with team members, supported by faculty.

Every morning, you’ll learn strategic frameworks based on cutting-edge research from Stanford’s world-renowned Graduate School of Business faculty. Every afternoon you’ll put theory into practice, working in small teams on an actual innovation project. You’ll start at the Hasso Plattner Institute of Design (d.school), where you’ll learn the fundamentals of design thinking. You’ll build a business model, develop project milestones, and create an action plan for implementation that addresses internal resistance. You’ll work with a communication coach to hone your presentation skills and then pitch your team project to senior executives. This is learning by doing; this is innovation in action.

KEY BENEFITS

Driving Innovation and New Ventures in Established Organizations program will help you:
• Ideate, evaluate, and plan for implementation of new ventures within your division or company—from developing a new product or market to introducing a new distribution channel or making a strategic pivot
• Learn key skills and frameworks to execute on innovation—finance, marketing, design thinking, strategy, value chain, leadership, storytelling, and culture—through lectures and by working on a hands-on project during the program
• Identify and overcome the challenges established companies face when trying to innovate, and learn how to sell your idea within your organization
• Potentially develop your company’s new venture or business challenge (guaranteed if 4–6 participants from one company attend)
• Build a strong network of peers with whom you can interact and exchange ideas

FACULTY DIRECTOR

Yossi Feinberg is The Adams Distinguished Professor of Management and Professor of Economics at Stanford Graduate School of Business. He works on the modeling of costly decision making, reasoning about unawareness, dynamic interactive decisions, and reasoning about high order uncertainties. His research centers on the analysis of information in strategic decision making. He is also Faculty Director, Stanford Ignite.

TYPICAL PARTICIPANT MIX

Management Function
22% Corporate Development
3% Finance/Accounting
36% General Management
3% Human Resources
6% Information Technology
6% Operations/Production
10% Research/Development
14% Sales/Marketing

Industry
7% Aerospace/Defense
5% Agriculture/Food/Beverages
3% Biotechnology
2% Broadcasting
2% Consulting
2% Education
8% Electronics
2% Entertainment/Leisure
33% Financial Services/Insurance
14% Manufacturing
5% Petroleum/Oil/Gas
5% Pharmaceuticals/Medical Devices
5% Telecommunications/Information Services
2% Transportation
5% Utilities

Region
7% Asia
14% Australia/New Zealand
30% Europe
42% North America
7% South America

INNOVATION
The Innovative Health Care Leader:
From Design Thinking to Personal Leadership

In collaboration with Stanford School of Medicine

Dates: June 7 – 12, 2020
Application Deadline: April 24, 2020
Tuition: $13,000 USD
Program tuition includes private accommodations, all meals, and course materials.

OVERVIEW

Innovation. Leadership. Resilience. Today’s successful health care leaders require all three. In this extraordinary one-week program, you’ll learn how design thinking and personal leadership skills can help you develop innovative solutions to the specific challenges facing health care leaders—from improving patient care and prioritizing physician wellness to developing negotiation skills and anticipating health care reform.

World-class faculty from both the GSB and Stanford Medicine will share their cutting-edge research and strategic insights to create a rigorous, relevant, and experiential curriculum. Find creative solutions to health care challenges with hands-on design thinking sessions. Develop personal leadership skills that inspire innovation in your team and across your organization. Learn about the key challenges facing health care organizations—from the ethical use of big data and the patient-physician relationship to measuring clinical outcomes. With guest speakers, case studies, and a professional network of thought leaders, The Innovative Health Care Leader will give you the tools, skills, and mindset to tackle uncertainty and drive change.

KEY BENEFITS

The Innovative Health Care Leader program will help you:
• Discover how your personal leadership style impacts those around you
• Use the design thinking process to drive innovation
• Develop deeper insights into the needs of patients, physicians, and other key stakeholders
• Build a strong network of peers with whom you can share ideas and experiences
• Develop a just-try-it mentality through rapid prototyping and iteration
• Learn how to embrace diversity of opinion using a common process for design
• Develop strategies for using personal power to build strong mutual-influence relationships within your organization

FACULTY DIRECTORS

Sarah A. Soule is the Morgridge Professor of Organizational Behavior and Senior Associate Dean for Academic Affairs at the Graduate School of Business and Professor of Sociology (by courtesy), School of Humanities and Sciences. She is currently a member of the Board of Advisors to the Hasso Plattner Institute of Design (the Stanford d.school) Fellowship program, and serves on the faculty advisory board to the Stanford Center for the Advancement of Women’s Leadership.

Abraham Verghese MD, MACP, FRCP (Edin), is the Linda R. Meier and Joan F. Lane Provostial Professor, and Vice Chair for the Theory and Practice of Medicine at the School of Medicine at Stanford University. He is also a best-selling author and a physician with an international reputation for his focus on attentiveness to the patient in an era where technology often overwhelms the human side of medicine.

WHO SHOULD ATTEND

The Innovative Health Care Leader: From Design Thinking to Personal Leadership is ideal for global executives who want to drive innovation in their health care organizations. It’s specifically designed for:
• Senior-level executives and policy makers with at least 10 years of experience—MDs and non-MDs—from medical schools, HMOs, PPOs, hospitals, and foundations
• Titles may include hospital CEO, COO, and CFO; academic deans, senior VPs, department chairs, and center directors

TYPICAL PARTICIPANT MIX

Management Function
19% Corporate Development
2% Finance/Accounting
34% General Management
6% Human Resources
9% Information Technology
5% Operations/Production
9% Research/Development
7% Sales/Marketing
9% Other

Industry
3% Consulting
5% Education
4% Financial Services/Insurance
76% Health Care Services
2% Manufacturing/Consumer Products
2% Military
3% Software
5% Other

Region
10% Asia
7% Australia/New Zealand
23% Europe
3% Middle East
47% North America
10% South America
The Innovative Technology Leader

Winter Program Dates: January 19 – 24, 2020  
Application Deadline: December 6, 2019

Summer Program Dates: July 12 – 16, 2020  
Application Deadline: May 29, 2020

Tuition: $13,000 USD
Program tuition includes private accommodations, all meals, and course materials.

OVERVIEW

Strategy. Innovation. Leadership. Today’s technology leaders require all three. With change as a constant, the key to success is learning how to keep pace on a global scale, to innovate, and to nurture and develop value-creating ideas across your organization. The Innovative Technology Leader gives senior technology leaders the data, tools, and techniques to drive change and leverage technology across the enterprise.

In six intense days, you’ll work with world-renowned Graduate School of Business faculty and peers from around the globe to explore the intersection of innovation and technology in Silicon Valley and beyond. Experience hands-on design thinking sessions at the Hasso Plattner Institute of Design, also called “the d.school.” Uncover the subtle and often unseen dynamics underlying technology trends. Learn how to recognize the key drivers of innovation and understand the critical role of effective leadership. This fast-paced program combines classroom learning, Silicon Valley speakers and panels, and a unique opportunity to interact with Stanford PhD students developing the latest and greatest technologies.

KEY BENEFITS

The Innovative Technology Leader program will help you:

• Explore how current technology changes are driving global growth and creating business opportunities

• Leverage technology changes for competitive advantage

• Observe and understand the needs of users and customers through design thinking principles

• Strategize on how to create an ambidextrous culture to support innovation

• Recognize how to build personal power and influence in your organization

WHO SHOULD ATTEND

The Innovative Technology Leader is ideal for those seeking fresh ideas, new perspectives, and new frameworks to solve real-world problems. It’s specifically designed for:

• Senior-level technology executives with at least 10 to 15 years of management experience

• Executives with responsibility for building and deploying technology to serve the enterprise

• Appropriate titles include chief information officer, chief technology officer, chief marketing officer, vice president of information technology, or vice president of product development

TYPICAL PARTICIPANT MIX

Management Function
7% Corporate Development
2% Finance/Accounting
17% General Management
2% Human Resources
40% Information Technology
6% Operations/Production
12% Research/Development
5% Sales/Marketing
9% Other

Industry
2% Aerospace/Defense
2% Biotechnology
1% Broadcasting
3% Education
8% Entertainment/Leisure
18% Financial Services/Insurance
9% Government
4% Health Care Services
9% Manufacturing
3% Military
3% Nonprofit
3% Petroleum/Oil/Gas/Energy
1% Printing/Publishing
2% Real Estate
2% Retail/Wholesale
15% Software
6% Telecommunications
9% Other

Region
3% Africa
8% Asia
8% Australia/New Zealand
23% Europe
9% Middle East
42% North America
7% South America

FACULTY DIRECTOR

Baba Shiv, the Sanwa Bank, Limited, Professor of Marketing at Stanford Graduate School of Business, specializes in the area of consumer decision making and decision neuroscience, with specific emphasis on the role of emotion, the neurological basis of emotion, and non-conscious mental processes in decision making.
Stanford Go-to-Market – Mexico City

Please see program website for more details.

OVERVIEW

In this intensive six-day, hands-on program, participants will learn how to refine their business plan and develop a successful go-to-market strategy. Stanford Go-to-Market is taught by the same renowned Stanford Graduate School of Business (GSB) faculty who teach in the MBA program. The program includes lectures, group discussions, panels, and guest speakers. Participants also receive feedback on their business pitch from a panel of venture capitalists, business leaders, and entrepreneurs. Upon completion of the program, participants will receive a certificate from Stanford GSB.

KEY BENEFITS

Stanford Go-to-Market classes are taught by the same renowned faculty who teach the Stanford MBA Program. Instruction takes place through a combination of lectures, case evaluations, small-group discussions, panels, and guest speakers.

CURRICULUM

Leveraging Stanford’s deep connection to Silicon Valley, Stanford Go-to-Market exposes participants to leading-edge research and frameworks in areas that span all business operations, including:

Accounting – Dive deep into the elements of the financial reporting environment and the role of the primary financial statements to identify key relations among them. Then, take the high-level view to study the links between a firm’s economics and strategy and analysis of its financial statements

Pricing – Learn more about the unifying framework for value-based pricing, which focuses on understanding the economic value created by a company’s product or service to its target markets

Go-to-market strategy – Discuss the critical ingredients of the go-to-market strategy using a key framework as a lens through which to evaluate salesforce design

Marketing – Find out how market research enables participants to better understand customer needs, hone in on unmet client expectations, and validate your hypotheses about the market

Pitches – Refine and practice a pitch presentation to experts and business leaders

FACULTY DIRECTOR

Baba Shiv, the Sanwa Bank, Limited, Professor of Marketing at Stanford Graduate School of Business, specializes in the area of consumer decision making and decision neuroscience, with specific emphasis on the role of emotion, the neurological basis of emotion, and non-conscious mental processes in decision making.
Stanford Ignite – Full-Time

Dates: June 21 – July 15, 2020
Application Deadline: March 2020
Tuition: $14,950 USD; $500 USD for Stanford graduate students and postdoctoral scholars

OVERVIEW
Stanford Ignite – Full-Time is a four-week, full-time program on entrepreneurship and innovation offered in the summer for working professionals and graduate students.

KEY BENEFITS
Stanford Ignite is a certificate program that provides the business fundamentals necessary to succeed at any entrepreneurial or intrapreneurial venture. Business concepts learned in the classroom span core business skills and functional skills, and are reinforced through practical application with team venture projects, where participants work in teams of five or six to develop a new product or service for an existing organization or a new venture. Participants also learn how to successfully present their ideas during a daylong communications bootcamp and later apply these lessons by giving a brief elevator pitch. Then, at the culmination of the program, teams will give final presentations to a panel of venture capitalists, angel investors, industry experts, and experienced entrepreneurs. The goal of these presentations is to receive feedback from panelists, such as the viability of the venture idea business plan, for educational purposes.

CURRICULUM
Leveraging Stanford’s deep connection to Silicon Valley, Stanford Ignite – Full-Time exposes participants to leading-edge research and frameworks in areas that span all business operations, including:

Business Models – Gain an introduction to the process of business model development through a case-study analysis from a variety of industries
Marketing – Find out how market research enables participants to better understand customer needs, hone in on unmet client expectations, and validate hypotheses about the market
Product-Market Fit – Explore how consumers evaluate fit between company offerings and their needs, both functional and symbolic
Accounting and Financial Statements – Dive deep into the elements of the financial reporting environment and the role of the primary financial statements to identify key relations among them
Pricing – Learn more about the unifying framework for value-based pricing, which focuses on understanding the economic value created by a company’s product or service to its target markets

WHO SHOULD ATTEND
- Graduate students currently pursuing a master’s, MD, PhD, or post-doc program in a nonbusiness field
- Professionals with a bachelor’s degree and some professional experience (an advanced degree is preferred)

Note: If you have an MBA, graduate degree in management, and/or extensive managerial training, you are not eligible to apply.

FACULTY DIRECTOR
Yossi Feinberg is The Adams Distinguished Professor of Management and Professor of Economics at Stanford Graduate School of Business. He works on the modeling of costly decision making, reasoning about unawareness, dynamic interactive decisions, and reasoning about high order uncertainties. His research centers on the analysis of information in strategic decision making.
Stanford Ignite – Part-Time

Dates: January 14 – March 5, 2020
Application Deadline: October 10, 2019
Tuition: $14,950 USD; $1,525 USD for Stanford graduate students and postdoctoral scholars

OVERVIEW

Offered over eight weeks in the winter, Stanford Ignite – Part-Time is a program in entrepreneurship and innovation for working professionals and graduate students that provides the business fundamentals necessary to succeed at any entrepreneurial or intrapreneurial venture.

KEY BENEFITS

Stanford Ignite is a certificate program that provides the business fundamentals necessary to succeed at any entrepreneurial or intrapreneurial venture.

Business concepts learned in the classroom span core business skills and functional skills, and are reinforced through practical application with team venture projects, where participants work in teams of five or six to develop a new product or service for an existing organization or a new venture.

Participants also learn how to successfully present their ideas during a daylong communications bootcamp and later apply these lessons by giving a brief elevator pitch. Then, at the culmination of the program, teams will give final presentations to a panel of venture capitalists, angel investors, industry experts, and experienced entrepreneurs. The goal of these presentations is to receive feedback from panelists, such as the viability of the venture idea business plan, for educational purposes.

CURRICULUM

Leveraging Stanford’s deep connection to Silicon Valley, Stanford Ignite – Part-Time exposes participants to leading-edge research and frameworks in areas that span all business operations, including:

Business Models – Gain an introduction to the process of business model development through a case-study analysis from a variety of industries

Marketing – Find out how market research enables participants to better understand customer needs, hone in on unmet client expectations, and validate hypotheses about the market

Product-Market Fit – Explore how consumers evaluate fit between company offerings and their needs, both functional and symbolic

Accounting and Financial Statements – Dive deep into the elements of the financial reporting environment and the role of the primary financial statements to identify key relations among them

Pricing – Learn more about the unifying framework for value-based pricing, which focuses on understanding the economic value created by a company’s product or service to its target markets

FACULTY DIRECTOR

Yossi Feinberg is The Adams Distinguished Professor of Management and Professor of Economics at Stanford Graduate School of Business. He works on the modeling of costly decision making, reasoning about unawareness, dynamic interactive decisions, and reasoning about high order uncertainties. His research centers on the analysis of information in strategic decision making.

WHO SHOULD ATTEND

• Professionals with a bachelor’s degree and some professional experience (an advanced degree is preferred)
• Graduate students currently pursuing a master’s, MD, PhD, or post-doc program in a nonbusiness field

Note: Those with formal graduate business training (e.g., MBA) or extensive managerial experience to be reviewed on a case-by-case basis.

gsb.stanford.edu/exec-ed/sipt
Stanford Ignite –
Post-9/11 Veterans

Dates: June 21 – July 15, 2020
Application Deadline: March 2020
Tuition: $2,500 USD

OVERVIEW
Stanford Ignite offers a program tailored to recent U.S. veterans who want to bolster their know-how about innovation and entrepreneurship and ease their transition to civilian life.

KEY BENEFITS
Tailored exclusively for post-9/11 veterans, the program also features components such as career advising, visits to local Bay Area companies, and sessions with hiring managers. Stanford GSB alumni will be actively engaged as mentors, guest speakers, and panelists evaluating student presentations.

Business concepts learned in the classroom span core business skills and functional skills, and are reinforced through practical application with team venture projects, where participants work in teams of five or six to develop a new product or service for an existing organization or a new venture.

Participants also learn how to successfully present their ideas during a daylong communications bootcamp and later apply these lessons by giving a brief elevator pitch. Then, at the culmination of the program, teams will give final presentations to a panel of venture capitalists, angel investors, industry experts, and experienced entrepreneurs. The goal of these presentations is to receive feedback from panelists, such as the viability of the venture idea business plan, for educational purposes.

CURRICULUM
Leveraging Stanford’s deep connection to Silicon Valley, Stanford Ignite exposes participants to leading-edge research and frameworks in areas that span all business operations, including:

Business Models – Gain an introduction to the process of business model development through a case-study analysis from a variety of industries

Marketing – Find out how market research enables participants to better understand customer needs, hone in on unmet client expectations, and validate hypotheses about the market

Product-Market Fit – Explore how consumers evaluate fit between company offerings and their needs, both functional and symbolic

Accounting and Financial Statements – Dive deep into the elements of the financial reporting environment and the role of the primary financial statements to identify key relations among them

Pricing – Learn more about the unifying framework for value-based pricing, which focuses on understanding the economic value created by a company’s product or service to its target markets

FACULTY DIRECTOR
Yossi Feinberg is The Adams Distinguished Professor of Management and Professor of Economics at Stanford Graduate School of Business. He works on the modeling of costly decision making, reasoning about unawareness, dynamic interactive decisions, and reasoning about high order uncertainties. His research centers on the analysis of information in strategic decision making.
Innovative Marketing for Strategic Advantage

Dates: August 2 – 14, 2020
Application Deadline: June 19, 2020
Tuition: $25,500 USD
Program tuition includes private accommodations, all meals, and course materials.

OVERVIEW

Drive marketing innovation with an in-depth understanding of customer behavior and develop strategic plans to put learning into action.

What can neuroscience and customer psychology teach us about marketing strategy? Where can you identify and nurture marketing innovation in your organization? How can you guide customers through the clutter to embrace your product or service? Today’s marketing landscape is more crowded, complicated, and competitive than ever before. So, your marketing needs to be laser sharp and customer driven. The Innovative Marketing for Strategic Advantage program (formerly Strategic Marketing Management) helps you formulate innovative strategies and action plans that put your customer first and your company in the lead.

In this two-week, experiential, and interdisciplinary marketing program you will have a hands-on, deep dive into everything from customer mindsets and e-commerce competition to data analytics and design thinking methodologies that reveal the impact of emotions and context on customers. The curriculum goes far beyond a typical MBA marketing course, exploring both the business and user case for making key marketing decisions. And with two full weeks on campus, you’ll have a rare opportunity to immerse yourself in learning, reflecting on challenges and re-imagining solutions for transforming your marketing — within a division or across an entire organization. Most importantly, you’ll have the time to connect with faculty and develop meaningful relationships with like-minded peers.

Drawing on the Silicon Valley spirit of creative thinking and problem finding, Innovative Marketing for Strategic Advantage includes a full-day field project where you’ll interact with customers and work as a team to solve a real-world marketing challenge. At the end of each day, you’ll also meet with faculty and peers to “connect the dots” and explore how new learnings can translate into specific action.

KEY BENEFITS

Discover, develop, and drive customer-centric marketing strategies in your organization.

• Understand how customer psychology and design thinking methodologies can influence and improve your marketing efforts
• Explore the possibilities and limitations of how technology can inform customer behavior
• Gain hands-on experience working in the field and on a real-world marketing challenge
• Learn how data analytics can uncover customer insights and shape strategy
• Immerse yourself in Silicon Valley innovation, companies, and ideas
• Build a strong network of peers with whom you can share ideas and experiences

FACULTY CODIRECTORS

Baba Shiv, the Sanwa Bank, Limited, Professor of Marketing at Stanford Graduate School of Business, specializes in the area of consumer decision making and decision neuroscience, with specific emphasis on the role of emotion, the neurological basis of emotion, and nonconscious mental processes in decision making.

Jonathan Levav is Associate Professor of Marketing at Stanford Graduate School of Business, and the Citi Faculty Director of the Behavioral Lab. Professor Levav studies consumer behavior and behavioral decision theory. He combines laboratory and field experiments, as well as secondary data analysis, in order to study the factors that influence people’s choices and judgments.

WHO SHOULD ATTEND

• Global marketing and business leaders who are motivated to learn, inspired to innovate, and driven to transform their organizations
• Senior-level executives—from any size company, any industry, and any country—with at least eight years of management experience

TYPICAL PARTICIPANT MIX

Management Function
14% Corporate Development
2% Finance/Accounting
12% General Management
2% Information Technology
2% Operations/Production
68% Sales/Marketing

Industry
4% Advertising/Marketing Services
13% Agriculture/Food/Beverages
2% Chemicals
4% Construction/Engineering/Materials
2% Consulting
2% Education
13% Electronics/Software
13% Financial Services/Insurance/Real Estate
2% Health Care Services
19% Manufacturing
10% Pharmaceuticals/Med Devices
10% Retail/Wholesale
6% Telecommunications/Information Services

Region
18% Asia
2% Australia/New Zealand
16% Europe
9% Middle East
45% North America
10% South America
Influence and Negotiation Strategies Program

**Dates:** October 4 – 9, 2020
**Application Deadline:** August 21, 2020
**Tuition:** $13,000 USD

Program tuition includes private accommodations, all meals, and course materials.

**OVERVIEW**

Think. Re-think. Negotiate. Debrief. From strategies to simulations, we pack a lot of learning and negotiating into one week. In this intensive program led by world-class Graduate School of Business faculty, you’ll spend most of your time actively negotiating with fellow classmates—all experienced business leaders from around the globe. This isn’t just about the theoretical. It’s about learning from successes and failures and building practical skills you can take back to your workplace. You’ll learn how to get more of what you want, how to influence without authority, and know when it’s wise to walk away.

At Stanford GSB we look beyond cases. We rely on empirically validated research to give us insight into the art and science of negotiation. Then, we use those findings to build effective frameworks for successful negotiations. You’ll examine the social psychology and economics of influence and delve into complex deal negotiations involving cultural differences, coalitions, and ethical challenges.

**KEY BENEFITS**

The Influence and Negotiation Strategies Program will help you:

- Rethink your approach to negotiation—from adversarial to collaborative; from winning to problem solving
- Develop powerful, practical strategies to improve your influence and effectiveness in one-to-one, multi-party, and multi-issue negotiations
- Gain advanced negotiation and dispute resolution strategies, including skills for when negotiations break down
- Develop skills and strategies to advance reciprocal influence for mutual gain
- Learn highly effective methods of interpersonal influence and persuasion
- Build frameworks that emphasize a rational and ethical approach to negotiation
- Gain a global perspective by negotiating with fellow participants who are experienced business leaders from around the world

**FACULTY DIRECTOR**

Margaret A. Neale, the Adams Distinguished Professor of Management at Stanford Graduate School of Business, is known worldwide for her research into distributed team and learning environments. Her research interests include decision making, distributed collaboration, team-based learning, negotiation, and team performance. She is coauthor of *Getting (More of) What You Want: How the Secrets of Economics and Psychology Can Help You Negotiate Anything, in Life and in Business* (Basic Books, 2015).
Big Data, Strategic Decisions: Analysis to Action

Dates: August 2 – 7, 2020
Application Deadline: June 19, 2020
Tuition: $13,000 USD

Program tuition includes private accommodations, all meals, and course materials.

OVERVIEW
Ask. Analyze. Act. Big Data, Strategic Decisions: Analysis to Action gives you the frameworks, tools, and confidence to ask the right questions, interpret the analysis, and use both to transform your data into strategic decisions. No technical or statistical expertise is required, just a desire to use data more effectively to make an impact on your organization—from marketing and operations to HR, supply chain, and business models.

Every morning you will learn conceptual frameworks and tools from world-renowned Stanford faculty to help you make smarter data-driven decisions. Every afternoon you will put learning into action, working on a real data challenge with a small team and a seasoned data analyst who will translate the technical into the actionable. Immerse yourself in design thinking and Agile methodologies to creatively manage your data initiatives. Silicon Valley leaders at the forefront of data analytics will share their experiences on how to best leverage data in a business context. And, Stanford faculty will provide insight into machine learning, the future of artificial intelligence, as well as explore the risks, perils, and ethics of using big data.

KEY BENEFITS
Learn and practice creative data-driven strategies to enhance decision making across every facet of your organization.

• Uncover hidden or unexpected connections, correlations, patterns, and trends to drive better decisions
• Apply design thinking and Agile methodologies to develop big data solutions that are usable and deliver value
• Explore the future of big data, machine learning, and artificial intelligence
• Use conceptual frameworks and tools to recognize the power and potential of data to implement strategic initiatives and drive competitive advantage
• Practice what you learn everyday with Stanford’s experiential, team-based data simulation projects
• Network with peers from diverse industries and functional areas to get fresh ideas about how data can be used effectively

FACULTY DIRECTOR
Paul Oyer, the Mary and Rankine Van Anda Entrepreneurial Professor and Professor of Economics at Stanford Graduate School of Business, focuses his research on the economics of organizations and human resource practices. He is also a Research Associate with the National Bureau of Economics and the Editor-in-Chief of the Journal of Labor Economics. His recent research includes how firms identify and recruit workers in high-skill and competitive labor markets, with a focus on the markets for newly minted lawyers and MBAs.
The Emerging COO: Driving Innovation and Operational Excellence

**Online:** March 30 – May 9, 2020  
**On Campus:** May 10 – 15, 2020  
**Online + On the Job:** May 18 – July 14, 2020

**Application Deadline:** February 7, 2020

**Tuition:** $15,200 USD

Program tuition includes private accommodations, all meals, and course materials.

**OVERVIEW**

Drive and sustain innovation and operational excellence. Strengthen collaboration with C-suite leaders to translate strategies into actionable plans.

Agile. Creative. Innovative. And yes, strategic, too. The demands on today’s chief operating officers have expanded far beyond optimizing resources and efficiencies. Successful COOs must also encourage and implement change in their organizations and create a culture that accelerates rather than hinders innovation. The Emerging COO: Driving Innovation and Operational Excellence will give you the strategies and leadership skills to innovate, collaborate, and execute.

Designed for emerging and experienced COOs, this hands-on program blends immersive online learning with six experiential days on the Stanford Graduate School of Business campus, in the heart of Silicon Valley. When you return to the office, you will put learning into action working on a specific business challenge for your organization. Over the course of the three-month program, you’ll learn from Stanford GSB faculty with expertise in everything from agile manufacturing and supply chain to design thinking, lean startup, and storytelling. It’s a unique opportunity to develop, deepen, and apply your learning.

**KEY BENEFITS**

Learn to achieve operational excellence, instill and inspire innovation, and foster collaboration across your organization.

- Develop strategic thinking and frameworks to achieve operational excellence
- Learn design thinking methodology and mindsets to lead operational innovation
- Explore how to integrate effective new operational routines into your organization’s culture
- Enhance communication and leadership skills to get buy-in at the C-suite level and across the organization
- Network with peers from diverse industries and functional areas to gain new insights that can be applied to your organization

**FACULTY DIRECTOR**

Stefanos Zenios is the Investment Group of Santa Barbara Professor of Entrepreneurship and Professor of Operations, Information and Technology. He is also the faculty codirector of Stanford GSB’s Center for Entrepreneurial Studies. An innovative teacher and researcher, Zenios is the main architect of Startup Garage, a popular GSB course that each year helps hundreds of Stanford GSB students and executives learn and apply the innovation processes that are at the center of the Silicon Valley ecosystem.
Harnessing AI for Breakthrough Innovation and Strategic Impact

Stanford | Human-Centered Artificial Intelligence Initiative
In collaboration with the Stanford Institute for Human-Centered Artificial Intelligence

Dates: July 19 – 24, 2020
Application Deadline: June 5, 2020
Tuition: $13,000 USD

Program tuition includes private accommodations, all meals, and course materials.

OVERVIEW

Artificial Intelligence is rapidly shaping the future of industry, government, and society. Harnessing AI for Breakthrough Innovation and Strategic Impact will help you explore the power and potential of this transformative technology, what it means for your organization, and how to leverage it to gain a competitive edge.

For the first time ever, faculty members from Stanford GSB, Engineering, Law School, Medical School, and School of Humanities and Sciences will come together to share their research and strategic insights on artificial intelligence and its impact. This holistic approach will help you examine how computers and people can collectively solve business problems.

KEY BENEFITS

Learn about the real-world applications, innovations, and implications of artificial intelligence and how to leverage it for a competitive advantage.

• Gain a better understanding of AI technologies, current uses, and strategic applications for your own organization
• Discover how AI can support your organization to improve efficiencies, cut costs, provide customer insights, and generate new product ideas
• Strategize on how to thoughtfully harness AI tools, weighing the ethical, legal, workforce, and social implications
• Learn how to communicate and align your organization’s strategic vision with AI technological goals
• Collaborate with peers to think through potential AI applications for your organization

FACULTY DIRECTORS

Paul Oyer, the Mary and Rankine Van Anda Entrepreneurial Professor and Professor of Economics, focuses his research on the economics of organizations and human resource practices. He is also a Research Associate with the National Bureau of Economics and the Editor-in-Chief of the Journal of Labor Economics. His recent research includes how firms identify and recruit workers in high-skill and competitive labor markets, with a focus on the markets for newly minted lawyers and MBAs.

Mykel J. Kochenderfer is Assistant Professor of Aeronautics and Astronautics and Assistant Professor, by courtesy, of Computer Science at Stanford University. He is the director of the Stanford Intelligent Systems Laboratory (SISL), conducting research on advanced algorithms and analytical methods for the design of robust decision making systems. Of particular interest are systems for air traffic control, unmanned aircraft, and automated driving where decisions must be made in uncertain, dynamic environments while maintaining safety and efficiency.

gsb.stanford.edu/exec-ed/aip
Leading Change and Organizational Renewal

In collaboration with Harvard Business School

Dates: March 15 – 20, 2020 (at Harvard)
Dates: October 25 – 30, 2020 (at Stanford)
Application Deadline: September 11, 2020
Tuition: $15,500 USD

Program tuition includes private accommodations, all meals, and course materials.

OVERVIEW

A systematic framework. Silicon Valley innovation. Real-world implementation. Leading Change and Organizational Renewal leverages cutting-edge research, proven methodologies, and design thinking to help you innovate around the strategic business challenges you face. Led by Stanford’s Charles O’Reilly and Harvard’s Michael Tushman, co-creators of the LCOR framework, this program teaches you how to diagnose strategically, think creatively, and execute effectively.

Leading Change and Organizational Renewal is packed with thought-provoking curriculum, business challenge work groups, and a focus on innovation that you’ll only find at Stanford. You’ll learn how to overcome the inertial forces that plague big organizations and design an ambidextrous organization that can generate streams of innovation. You’ll put design thinking tools and techniques into action at the Hasso Plattner Institute of Design, also known as the “d.school.” And you’ll leave with an action plan to help you implement real change and empower others in your organization to do the same.

KEY BENEFITS

Leading Change and Organizational Renewal will help you:

• Identify and overcome barriers to strategic change
• Analyze and design a comprehensive strategy for promoting innovation and strategic change throughout your organization
• Develop models and frameworks for meeting today’s business performance challenges while innovating for the future
• Apply the program’s insights to your organization’s specific short- and long-term business challenges through facilitated business challenge work groups

FACULTY DIRECTORS

Charles A. O’Reilly III, the Frank E. Buck Professor of Management at Stanford Graduate School of Business, is a world-renowned expert in human resource management and in the areas of managing culture, innovation, and change. He is the coauthor of Winning Through Innovation: A Practical Guide to Leading Organizational Change and Renewal (Harvard Business School Press, 2002) and Hidden Value: How Great Companies Achieve Extraordinary Results with Ordinary People (Harvard Business School Press, 2000).

Michael Tushman is the Paul R. Lawrence MBA Class of 1942 Professor of Business Administration at Harvard Business School and Chair of the Program for Leadership Development. He holds degrees from Northeastern University (BSEE), Cornell University (M.S.), and the Sloan School of Management at MIT (PhD). Tushman was on the faculty of the Graduate School of Business, Columbia University, from 1976 to 1998 where he was the Phillip Hettleman Professor of Business from 1989 to 1998. He has also been a visiting professor at MIT (1982, 1996) and INSEAD (1995-1998, 2011).
Managing Teams for Innovation and Success

Dates: May 31 – June 5, 2020
Application Deadline: April 17, 2020
Tuition: $13,000 USD

Program tuition includes private accommodations, all meals, and course materials.

OVERVIEW

Teamwork. Team dynamics. Team effort. Managing Teams for Innovation and Success takes a strategic, global approach to every aspect of teams—creating, managing, and leading them. Great units can stimulate creativity and innovation, make an organization more adaptive to market forces, and drive breakthrough results. But building and developing successful teams is complex. This program provides strategies, skills, and hands-on simulations to challenge your assumptions and transform your teams.

In six highly intensive and experiential days, you’ll work with renowned faculty to explore evidence-based research and discover the counter-intuitive findings of team building. You’ll explore how to leverage diversity, stimulate engagement, influence without authority, harness collective intelligence, and implement change. And you’ll use design thinking principles to foster team innovation.

KEY BENEFITS

Managing Teams for Innovation and Success will help you:
• Create, motivate, and lead more effectively local, global, and virtual teams
• Accelerate team innovation using design thinking principles
• Develop strategies for building high-performance teams and eliminating obstacles to effective teamwork
• Define and communicate manager and team member roles
• Learn methodologies to manage the complexities of group dynamics, including decision making, power, and conflict

FACULTY DIRECTOR

Margaret A. Neale, the Adams Distinguished Professor of Management at Stanford Graduate School of Business, is known worldwide for her research into distributed team and learning environments. Her research interests include decision making, distributed collaboration, team-based learning, negotiation, and team performance. She is coauthor of Getting (More of) What You Want: How the Secrets of Economics and Psychology Can Help You Negotiate Anything, in Life and in Business (Basic Books, 2015).

WHO SHOULD ATTEND

Managing Teams for Innovation and Success is essential for today’s business leaders who must rely on teams to drive success in their companies. It’s specifically designed for:
• Executives or senior managers who are responsible for the performance of teams, task forces, or autonomous work groups
• Team leaders and members—from any industry, any organization, and any country

TYPICAL PARTICIPANT MIX

Management Function
2% Corporate Development
10% Finance/Accounting
32% General Management
5% Human Resources
12% Information Technology
2% Operations/Production
17% Research/Development
17% Sales/Marketing
3% Other

Industry
2% Biotechnology
3% Chemicals
7% Computer/Peripherals
2% Construction/Engineering/Materials
5% Consulting
8% Education
5% Electronics/Semiconductors
20% Financial Services/Insurance
5% Government
3% Health Care Services
2% Internet Services
3% Manufacturing/Consumer Products
2% Nonprofit
3% Real Estate
2% Retail/Wholesale
6% Software
5% Telecommunications/Information Services
8% Transportation
9% Other

Region
11% Asia
4% Australia/New Zealand
21% Europe
7% Middle East
57% North America
People, Culture, and Performance: Strategies from Silicon Valley

**Dates:** August 16 – 21, 2020

**Application Deadline:** July 3, 2020

**Tuition:** $13,000 USD

Program tuition includes private accommodations, all meals, and course materials.

**OVERVIEW**

Gain a competitive advantage using Silicon Valley models and mindsets to recruit, retain, and inspire people for performance and growth.

Talented people are your company’s most valuable asset and, bottom line, your key to success. Silicon Valley companies have proven this again and again. People, Culture, and Performance: Strategies from Silicon Valley helps you rethink, reinvent, and retool your approach to talent management using a startup mindset, and models for scaling up performance.

There’s no better place to learn about innovative talent management than on the Stanford Graduate School of Business campus, in the heart of Silicon Valley. Apply design thinking principles and processes to re-imagine how jobs and organizations can be structured.

Learn how to create an ownership culture that drives top performance and innovation. Explore how diversity can be leveraged as a competitive advantage. And discover how data and people analytics can impact everything from hiring to incentives.

This one-week people-centric program brings world-class Stanford GSB faculty together with Silicon Valley leaders, founders, and funders. You’ll also collaborate with other senior executives like you who are inspired to improve their company’s talent strategy, culture, and performance.

**KEY BENEFITS**

Reinvent the way you attract and empower your people based on cutting-edge research and a Silicon Valley approach to talent management.

- Gain insights, strategies, and tools to think more creatively and holistically about talent management — beyond headcount, legal, liability, and compensation issues
- Discover best practices on talent growth, culture, and performance based on some of the most innovative companies in Silicon Valley
- Experience how the design thinking process can drive innovation in all aspects of talent management
- Learn how data analytics can inform hiring, performance, incentives, and talent development
- Discover why diversity enhances performance and helps you compete
- Develop a personal action plan to implement what you’ve learned
- Network and exchange ideas with like-minded peers and Silicon Valley practitioners

**FACULTY DIRECTOR**

Hyagreewa Rao, the Atholl McBean Professor of Organizational Behavior and Human Resources at Stanford Graduate School of Business, is an expert in social and cultural causes of organizational change. His recent work investigates the role of social movements as motors of organizational change in professional and organizational fields. Rao is also Professor of Sociology (by courtesy), School of Humanities and Sciences; and Academic Codirector of Stanford Innovation and Entrepreneurship Certificate. He is coauthor of *Scaling Up Excellence: Getting to More Without Settling for Less* (Crown Business, 2014).
Asian American Executive Program

In collaboration with

Dates: August 2 – 7, 2020
Application Deadline: June 19, 2020
Tuition: $13,000 USD

Program tuition includes private accommodations, all meals, and course materials.

OVERVIEW

Curriculum. Confidence. Connections. Community. In six days you’ll learn global business leadership skills from world-class Graduate School of Business faculty. You’ll meet successful Asian American leaders and hear how they have overcome obstacles. You’ll have a unique opportunity to build a strong community based on shared experiences. And together you’ll develop a personal action plan to transform classroom learning into personal and professional success.

The Asian American Executive Program at Stanford GSB is the first of its kind to address the gap in effective training for high-achieving Asian American executives. Learn how to lead cross-functional teams to compete for tomorrow’s global assignments. Develop personal strategies for building power and influence. Recognize Asian and Western cultural biases and competencies. And find out how to get more of what you want. At Stanford, the learning happens everywhere—both inside and outside the classroom.

KEY BENEFITS

The Asian American Executive Program will help you:
• Advance your career in a world where very few Asian Americans hold senior leadership positions
• Achieve better results through more effective influence, negotiations, and communications
• Lead in dynamic and uncertain competitive environments
• Manage cross-functional teams to succeed on a global scale
• Build professional and personal relationships with peers who face similar challenges and opportunities
• Connect with a vital network of professionals through access to guest speakers from Fortune 500 companies and Ascend, a nonprofit Pan-Asian organization for business professionals in North America

FACULTY DIRECTOR

Seungjin Whang, the Jagdeep and Roshni Singh Professor of Operations, Information and Technology at Stanford Graduate School of Business, is an expert in supply chain management and the economics of information systems.

WHO SHOULD ATTEND

The Asian American Executive Program is essential for today’s aspiring leaders. It’s specifically designed for:
• Asian American executives with 10 to 15 years of professional experience in U.S. or global companies, from a wide range of industries. Most participants hold titles of senior vice president, vice president, director, partner, or above
• Participants who are interested in advancing Asian American leadership in business

TYPICAL PARTICIPANT MIX

Management Function
4% Corporate Development
6% Finance/Accounting
35% General Management
3% Human Resources
13% Information Technology
8% Operations/Production
9% Research/Development
13% Sales/Marketing
9% Other

Industry
4% Aerospace/Defense
24% Computer/Peripherals
2% Consulting
2% Electronics/Semiconductors
3% Entertainment/Leisure
2% Environmental Services
19% Financial Services/Insurance
2% Internet Services
8% Manufacturing/Consumer Products
4% Manufacturing/Industrial Products
2% Petroleum/Oil/Gas/Energy
3% Pharmaceuticals/Med Devices
9% Software
9% Telecommunications/Information Services
3% Utilities
4% Other

Region
21% Asia
79% North America
At Stanford you will happily discover that the minds that routinely solve the big problems can teach you how to build a corporate culture of innovation.
Executive Program in Leadership: The Effective Use of Power

Dates: September 27 – October 2, 2020
Application Deadline: August 14, 2020
Tuition: $13,500 USD

Program tuition includes private accommodations, all meals, and course materials.

OVERVIEW

Power. Collaboration. Communication. Great leadership requires all three. In this six-day transformative program you’ll focus on developing a personal leadership style that inspires innovation in others—your team, your organization, and the outside world.

Day One begins in the classroom where you’ll interact with world-class Graduate School of Business faculty and peers from around the globe. You’ll explore the sources and uses of power, learn new methods for developing personal influence through collaboration, and understand the role of confrontation and coaching to empower your teams.

KEY BENEFITS

The Executive Program in Leadership: The Effective Use of Power will help you:

• Learn how your personal leadership style impacts those around you
• Develop strategies for using personal power to build strong mutual-influence relationships within your organization
• Build a strong, cohesive team by leveraging the leadership potential of all members
• Create a personalized leadership action plan to make you more effective and accountable back at work

FACULTY DIRECTOR

Brian Lowery is the Walter Kenneth Kilpatrick Professor of Organizational Behavior and Senior Associate Dean for Academic Affairs at Stanford Graduate School of Business. He focuses his research on seeking to extend knowledge of individuals’ experiences of inequality and fairness. His work suggests that individuals distinguish between inequalities framed as advantage as opposed to disadvantage. This finding affects how individuals perceive inequality and the steps they take, if any, to reduce it. Thus, his work sheds light on intergroup conflict and the nature of social justice.
Executive Program in Women’s Leadership

Dates: May 3 – 8, 2020
Application Deadline: March 20, 2020
Tuition: $13,500 USD

Program tuition includes private accommodations, all meals, and course materials.

OVERVIEW

Power. Influence. Persuasion. We pack a lot of learning—lectures and simulations, techniques and tactics—into six dynamic days. Gain insights from some of the world’s leading Graduate School of Business faculty who make it their business to challenge your assumptions, confront your fears, and turn obstacles into opportunities. And experience it all in the company of other dedicated and daring women to create a personal and professional network you can leverage throughout your career.

The Executive Program in Women’s Leadership uses research to understand the perceptions, behaviors, stereotypes, and backlash women uniquely face. And then transforms those empirical results into effective strategies and solutions. The program tackles negotiation, team effectiveness, power and relationships, social networks, and influence. These are the most critical and complicated issues. These are the essential skills you need—to enhance your power, navigate the workplace, and take the lead.

KEY BENEFITS

The Executive Program in Women’s Leadership will help you:

• Develop expertise as a negotiator and grasp the complicated dynamics of successful negotiation
• Enhance team effectiveness by analyzing team composition, leveraging information sharing, and resolving leadership issues
• Interpret the subtle messages of power and recognize and react to the organizational impact of diverse management styles
• Learn about and leverage social networks and techniques to influence individuals and groups
• Build a strong personal and professional network with peers from various industries and continents who face similar challenges and opportunities

FACULTY DIRECTORS

Deborah H. Gruenfeld, the Joseph McDonald Professor and Professor of Organizational Behavior at Stanford Graduate School of Business, is a social psychologist whose research shows how social structure affects the working of the mind. Her current research examines the psychological consequences of having power, which include an action orientation, the tendency to objectify others, effects on ideological beliefs, and disinhibited behavior.

Margaret A. Neale, the Adams Distinguished Professor of Management at Stanford Graduate School of Business, is known worldwide for her research into distributed team and learning environments. Her research interests include decision making, distributed collaboration, team-based learning, negotiation, and team performance. She is coauthor of Getting (More of) What You Want: How the Secrets of Economics and Psychology Can Help You Negotiate Anything, in Life and in Business (Basic Books, 2015).

WHO SHOULD ATTEND

The Executive Program in Women’s Leadership is an incredible opportunity for senior female leaders with 8 to 12 years of experience in a leadership role. It’s specifically designed for:

• Executives and functional managers who aspire to positions of greater influence and authority in their organizations
• Women identified as high-potential talent by their organizations
• New mid-level and senior-level managers leading teams with direct reports
• Entrepreneurs and business owners
• Participants of all genders who are interested in advancing executive women leadership in business

TYPICAL PARTICIPANT MIX

Management Function
9% Corporate Development
5% Finance/Accounting
30% General Management
5% Human Resources
9% Information Technology
2% Operations/Production
12% Research/Development
19% Sales/Marketing
9% Other

Industry
4% Agriculture/Food/Beverages
4% Biotechnology
2% Computer/Peripherals
2% Construction/Engineering/Materials
2% Consulting
9% Education
9% Electronics/Semiconductors
10% Financial Services/Insurance
3% Food Service/Lodging
5% Government
2% Health Care Services
15% Internet Services
5% Manufacturing/Consumer Products
4% Manufacturing/Industrial Products
2% Nonprofit
7% Software
4% Telecommunications/Information Services
2% Utilities
9% Other

Region
10% Africa
11% Asia
7% Australia/New Zealand
10% Europe
59% North America
3% South America

gsb.stanford.edu/exec-ed/epwl

EXECUTIVE EDUCATION / PERSONAL LEADERSHIP 39
Interpersonal Dynamics for High-Performance Executives

Dates: June 21 – 26, 2020
Application Deadline: April 24, 2020
Tuition: $16,000 USD

Program tuition includes private accommodations, all meals, and course materials.

OVERVIEW

Immersive. Experiential. Insightful. Interpersonal Dynamics for High-Performance Executives delivers a highly personalized learning experience with the ultimate goal of creating more productive, professional relationships. The program includes lectures from the Stanford faculty who pioneered and developed the course as well as “T-Group” sessions in which small, intimate groups of 12 experience personalized facilitation from Stanford faculty and Stanford-trained executive coaches.

In six emotionally charged, academically rigorous days, you’ll observe how your individual behavior affects others in real time, practice key leadership skills with peer feedback, and learn to connect across differences. With other senior executives in your T-Groups, you’ll learn through experiential-based activities and improve your abilities to authentically engage, communicate, and influence. It’s truly a unique opportunity to hone the essential soft skills needed to ascend the corporate ladder and transition from a good leader to a remarkable one.

KEY BENEFITS

Interpersonal Dynamics for High-Performance Executives will help you:

• Assess and develop your personal style and behavior to engage with a wider range of constituents for more effective leadership
• Learn to give and receive constructive feedback to strengthen performance and relationships
• Engage in more productive interpersonal exchanges
• Develop greater self-awareness to become a more effective and authentic leader
• Learn practical skills to help improve your emotional intelligence
• Apply program learnings to your specific work situation and commit to a set of concrete implementation goals

FACULTY DIRECTORS

Brian Lowery is the Walter Kenneth Kilpatrick Professor of Organizational Behavior and Senior Associate Dean for Academic Affairs at Stanford Graduate School of Business. He focuses his research on seeking to extend knowledge of individuals’ experiences of inequality and fairness. His work suggests that individuals distinguish between inequalities framed as advantage as opposed to disadvantage. This finding affects how individuals perceive inequality and the steps they take, if any, to reduce it. Thus, his work sheds light on intergroup conflict and the nature of social justice.

WHO SHOULD ATTEND

Interpersonal Dynamics for High-Performance Executives is an intense, personal leadership program. It’s specifically designed for:

• Senior-level executives and general managers with at least seven years of management experience—from any industry, any size organization, and any functional area
• High-potential executives and leaders who have recently ascended into powerful leadership roles

TYPICAL PARTICIPANT MIX

<table>
<thead>
<tr>
<th>Management Function</th>
<th>Industry</th>
<th>Region</th>
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<tbody>
<tr>
<td>Corporate Development</td>
<td>Agriculture/Food/Beverages</td>
<td>Africa</td>
</tr>
<tr>
<td>6% Finance/Accounting</td>
<td>Chemicals</td>
<td>4% Asia</td>
</tr>
<tr>
<td>41% General Management</td>
<td>Consulting</td>
<td>20% Australia/New Zealand</td>
</tr>
<tr>
<td>6% Human Resources</td>
<td>Education</td>
<td>28% Europe</td>
</tr>
<tr>
<td>8% Information Technology</td>
<td>Electronics/Semiconductors</td>
<td>8% Middle East</td>
</tr>
<tr>
<td>8% Operations/Production</td>
<td>Financial Services/Insurance</td>
<td>28% North America</td>
</tr>
<tr>
<td>6% Research/Development</td>
<td>Government</td>
<td>4% South America</td>
</tr>
<tr>
<td>14% Sales/Marketing</td>
<td>Internet Services</td>
<td></td>
</tr>
<tr>
<td>8% Other</td>
<td>Manufacturing/Consumer Products</td>
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<tr>
<td></td>
<td>Manufacturing/Industrial Products</td>
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<td>Mining/Metal Processing</td>
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<td>Nonprofit</td>
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<td>Pharmaceuticals/Med Devices</td>
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<td>Real Estate</td>
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<td>Software</td>
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<td>Telecommunications/Information Services</td>
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<td>Utilities</td>
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<td></td>
<td>Other</td>
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PERSONAL LEADERSHIP

gsb.stanford.edu/exec-ed/ipd
Interpersonal Dynamics Weekend Lab: Leadership from the Inside Out

Dates: March 19 – 22, 2020 (in Paris)
Application Deadline: February 7, 2020

Dates: August 27 – 30, 2020 (in New York City)
Application Deadline: July 17, 2020
Tuition: $7,000 USD

OVERVIEW
Immerse yourself in a “T-Group” Weekend Lab focused on interpersonal dynamics, real-time feedback, and effective leadership behaviors.

Being a successful leader in today’s interdependent and global workplace requires a broad range of interpersonal skills—from productively engaging with others and communicating clearly to exchanging influence and connecting across differences. Interpersonal Dynamics Weekend Lab: Leadership from the Inside Out gives you a personalized, intimate, and safe setting where you can take risks, create openness, and lead with authenticity.

Over the course of one intensive weekend you’ll be introduced to the power of the “T-group” learning methodology designed to increase self-awareness and interpersonal effectiveness. Two Stanford-trained facilitators will guide 12 participants as they learn more about themselves and how to lead from the inside out. It’s a training lab for creating more productive, professional, influential, and personal relationships.

KEY BENEFITS
Understand your impact and influence on others through real-time feedback, and develop stronger interpersonal skills.

• Learn to give and receive constructive and positive peer feedback
• Practice key leadership skills such as building trust, deep listening, expressing empathy and vulnerability, and influencing others
• Navigate difficult conversations and achieve positive outcomes with relationships in tact
• Develop greater self-awareness to become a more effective and authentic leader
• Learn practical skills to further develop your emotional intelligence skills and understand how emotions drive behaviors—in yourself and others

FACULTY DIRECTOR
Brian Lowery is the Walter Kenneth Kilpatrick Professor of Organizational Behavior and Senior Associate Dean for Academic Affairs at Stanford Graduate School of Business. He focuses his research on seeking to extend knowledge of individuals’ experiences of inequality and fairness. His work suggests that individuals distinguish between inequalities framed as advantage as opposed to disadvantage. This finding affects how individuals perceive inequality and the steps they take, if any, to reduce it. Thus, his work sheds light on intergroup conflict and the nature of social justice.

WHO SHOULD ATTEND
• Emerging leaders who are open to feedback, willing to take risks, and motivated to learn and grow
• Senior-level executives and general managers — from any industry, any size organization, and any functional area
• GSB alumni who either missed out on “touchy feely” or are ready for a refresh

gsb.stanford.edu/exec-ed/idwl
LGBTQ Executive Leadership Program

Dates: July 26 – 31, 2020
Application Deadline: June 12, 2020
Tuition: $13,000 USD

Program tuition includes private accommodations, all meals, and course materials.

OVERVIEW

Lead with strength. Lead with impact. The LGBTQ Executive Leadership Program teaches you how to do both. Authentically. Effectively. Confidently. This highly-specialized, one-week program combines interactive classroom sessions with design thinking innovation. Best of all, you’ll share this experience with other lesbian, gay, bisexual, and transgender executives, and people who consider themselves queer and questioning, and build a powerful network to support you and your career for a lifetime.

Your week will be filled with hands-on experiential workshops, small group discussions, roundtable forums, and guest speakers—all in a stimulating environment on the Stanford campus, led by world-class Graduate School of Business faculty. Explore the art of influence and decision making. Discover how mindsets can drive innovation. Learn how to transform insights into outcomes. Share best practices and capture your learnings to extend the experience to your organization and support the next generation of LGBTQ leaders.

KEY BENEFITS

The LGBTQ Executive Leadership Program will help you:

• Learn how being LGBTQ influences and strengthens your personal leadership style
• Develop new models and mindsets for innovation using design thinking
• Strengthen non-verbal and verbal communication skills
• Identify best practices for building LGBTQ employee networks within your organization
• Build a strong network of LGBTQ peers with whom you can share ideas and experiences

FACULTY DIRECTORS

Sarah A. Soule is the Morgridge Professor of Organizational Behavior and Senior Associate Dean for Academic Affairs at the Stanford Graduate School of Business. She is also Professor of Sociology (by courtesy), School of Humanities and Sciences. Her major areas of interest are organizational theory, social movements, and political sociology. She is currently a member of the Board of Advisors to the Hasso Plattner Institute of Design (the Stanford d.school) Fellowship program, and serves on the faculty advisory board to the Stanford Center for the Advancement of Women’s Leadership.

Thomas S. Wurster is a Lecturer in Management at Stanford Graduate School of Business. He is a former Senior Partner and Managing Director with The Boston Consulting Group (BCG), a leading global management consulting firm, where he most recently led the West Coast. He has more than 35 years of experience consulting to leading companies with a specialization in technology and media. Mr. Wurster is coauthor of the book Blown to Bits (Harvard Business School Press, 2000) on how digital technologies change business strategy. He is an Adjunct Professor of Strategy at the UCLA Anderson School of Management.

WHO SHOULD ATTEND

The LGBTQ Executive Leadership Program is ideal for LGBTQ executives preparing to take on more significant leadership roles. It’s specifically designed for:

• Mid- to senior-level executives with a minimum of 10 years of professional experience and 5 years of management experience
• Executives with significant levels of managerial responsibility—from any size industry or any country

TYPICAL PARTICIPANT MIX

Management Function
14% Corporate Development
36% General Management
8% Human Resources
8% Information Technology
8% Operations/Production
17% Sales/Marketing
9% Other

Industry
5% Advertising/Marketing Services
3% Agriculture/Food/Beverages
3% Computer/Peripherals
8% Consulting
15% Education
3% Entertainment/Leisure
12% Financial Services/Insurance
8% Government
5% Health Care Services
3% Internet Services
5% Manufacturing/Consumer Products
8% Nonprofit
3% Retail/Wholesale
5% Software
5% Utilities
9% Other

Region
14% Australia/New Zealand
17% Europe
55% North America
14% South America

gsb.stanford.edu/exec-ed/lgbtq
Executive Program for Nonprofit Leaders

Dates: May 24 – 29, 2020
Application Deadline: April 10, 2020
Tuition: Please see website for more details.
Program tuition includes private single-room accommodations, all meals, and course materials

OVERVIEW

The Executive Program for Nonprofit Leaders, is a six-day residential program designed to further the professional development of leaders in the nonprofit sector.

KEY BENEFITS

Leveraging in-class lectures, discussions, and exercises led by Stanford MBA faculty, the Executive Program for Nonprofit Leaders gives you:

• A richer understanding of how to integrate organizational mission and strategy
• An increased confidence in your ability to lead and scale your organization
• A new perspective on your organization’s potential and impact
• A strong network of relationships with a diverse group of nonprofit leaders

CURRICULUM

Leveraging the depth of expertise of Stanford Graduate School of Business faculty, the Executive Program for Nonprofit Leaders exposes you to leading-edge research and frameworks in areas that span all business operations, including:

• Strategy and Organizational Design: Take a look at how organizational design affects the execution of an organization’s strategy and reflect on a framework for thinking about organizational design.
• Crisis Management: Examine the nature of crisis and develop a deeper understanding of where they come from, how they evolve, and what we can do about them.
• Negotiations: Delve into the strategy and psychology of conflict and further hone your skills by role-playing in a simulated negotiation.

FACULTY DIRECTOR

Professor Dale Miller is the Class of 1968 / Ed Zschau Professor of Organizational Behavior. His research interests include the impact of social norms on behavior, the role that justice considerations play in individual and organizational decisions, and the conditions under which individuals and organizations can be induced to change course.

WHO SHOULD ATTEND

• EPNL targets decision makers in nonprofit organizations, ideally CEO or Executive Director level or sometimes COO or VP level, who are employed full-time by a nonprofit organization
• Participants represent a range of organizations that hold nonprofit (or their country’s equivalent) status

TYPICAL PARTICIPANT MIX

Management Function
- 25% Corporate Development
- 52% General Management
- 12% Operations/Production
- 9% Sales/Marketing
- 9% Other

Industry
- 18% Education
- 5% Environmental Services
- 10% Health Care Services
- 3% Legal/Advocacy Services
- 5% Manufacturing/Industrial Products
- 28% Nonprofit
- 3% Real Estate
- 13% Social Welfare
- 3% Transportation
- 3% Youth Programs
- 9% Other

Region
- 7% Africa
- 3% Asia
- 9% Australia/New Zealand
- 5% Europe
- 2% Middle East
- 72% North America
- 2% South America
Executive Program in Social Entrepreneurship

Dates: February 2 – 7, 2020
Application Deadline: December 12, 2019
Tuition: Please see program website for more information.

Program tuition includes private single-room accommodations, all meals, and course materials.

OVERVIEW

The Executive Program in Social Entrepreneurship is a six-day residential program designed to help social entrepreneurs take enterprises and innovative models to the next level.

KEY BENEFITS

Leveraging in-class lectures, discussions, and exercises led by Stanford MBA faculty, the Executive Program in Social Entrepreneurship gives you:

• A richer understanding of how to integrate organizational mission and strategy
• An enhanced understanding of the mechanisms, opportunities, and challenges of social entrepreneurship
• Practical methodologies such as design thinking to spur innovation and solve real, complex problems
• A strengthened ability to grow an organization while sustaining the culture
• An international network of brilliant social innovators across nonprofit, public, and private-sector boundaries

CURRICULUM

Where do you want your social impact organization to be in five years, and what will it take from you and your team to get there?

Leveraging the depth of expertise of Stanford GSB’s faculty, the Executive Program in Social Entrepreneurship exposes you to leading-edge research in strategy and organizational behavior so you can strengthen and develop your organization across all business units.

PROGRAM HIGHLIGHTS

Strategy and Organizational Design – Take a look at how organizational design affects the execution of an organization’s strategy and reflect on a framework for thinking about organizational design.

Design Thinking Bootcamp – Experience design thinking—a human-centered, prototype-driven process for innovation—through a hands-on exercise, after which you’ll work in small teams to craft solutions to different design challenges.

Storytelling – Learn the elements of successful stories and how, when data and story are used together, you take your listeners on a journey where they are moved intellectually and emotionally from one perspective to another.

Scaling Up – Understand what it takes to spread a mindset, not just a footprint, as a program or organization expands, and glean best practices from leaders and teams who successfully spread constructive beliefs, behaviors, and practices.

FACULTY DIRECTORS

Sarah A. Soule is the Morgridge Professor of Organizational Behavior and Senior Associate Dean for Academic Affairs at the Stanford Graduate School of Business. She is also Professor of Sociology (by courtesy), School of Humanities and Sciences. Her major areas of interest are organizational theory, social movements, and political sociology. She is currently a member of the Board of Advisors to the Hasso Plattner Institute of Design (the Stanford d.school) Fellowship program, and serves on the faculty advisory board to the Stanford Center for the Advancement of Women’s Leadership.
Executive Program in Strategy and Organization

Dates: August 9 – 21, 2020
Application Deadline: June 26, 2020
Tuition: $25,500 USD

Program tuition includes private accommodations, all meals, and course materials.

OVERVIEW

Strategic Management. Organizational Theory. Personal Leadership. The Executive Program in Strategy and Organization focuses on all three. Through pioneering multidisciplinary research from Stanford Graduate School of Business faculty, you’ll learn how to create a strategy that aligns with your organization, culture, and the environment in which you compete. Experience two academically rigorous weeks packed with lectures, hands-on exercises, case studies, and discussion groups.

At Stanford, we focus on frameworks that help you think in new ways about the strategic challenges and opportunities you face—why some strategies work and others fail. We’ll examine the different aspects and approaches to strategy, while engaging in topics such as economic incentives, game theory, organizational culture, and being a successful leader. Rather than getting a checklist of best practices, you’ll come away with the skills you need to create powerful, winning action plans.

It’s a unique opportunity to learn things you won’t find in the news or business books, and immerse yourself with fellow executives in a learning environment that cultivates an innovative mindset to bring back to your organization.

KEY BENEFITS

The Executive Program in Strategy and Organization will help you:

• Explore how your organization’s shortcomings and competencies translate into strategic challenges and opportunities to sustain competitive advantage
• Identify and improve alignment between the competitive environment and your company’s strategy and organizational structure
• Use analytical tools to identify and evaluate your business’s strategy and its position in the industry
• Develop effective frameworks for executing change-management initiatives

FACULTY DIRECTORS

Andrzej Skrzypacz, the Theodore J. Kreps Professor of Economics at Stanford Graduate School of Business, and Professor of Economics (by courtesy), School of Humanities and Sciences, is known for his research in the area of microeconomic theory. His focus is on the areas of information economics, market design, and dynamic games. His recent papers consider auction design, bargaining theory, repeated games, and collusion in markets.

Jesper B. Sørensen, the Robert A. and Elizabeth R. Jeffe Professor and Professor of Organizational Behavior at the Stanford Graduate School of Business, and Professor of Sociology (by courtesy), School of Humanities and Sciences, specializes in the dynamics of organizational and strategic change, and their implications for individuals and their careers. He is also Faculty Director of the Stanford Institute for Innovation in Developing Economies.

WHO SHOULD ATTEND

The Executive Program in Strategy and Organization is ideal for anyone who has, or is about to take on, responsibility for the strategic direction of their organization. It’s specifically designed for:

• Senior executives from any industry with at least 10 years of experience in larger global organizations
• Senior functional leaders transitioning into general management
• Division-level managers who will soon assume corporate-level positions

TYPICAL PARTICIPANT MIX

Management Function

6% Corporate Development
2% Finance/Accounting
42% General Management
6% Human Resources
6% Information Technology
8% Logistics
10% Operations/Production
10% Research/Development
10% Sales/Marketing

Industry

6% Agriculture/Food/Beverages
2% Broadcasting
2% Construction/Engineering/Materials
2% Consulting
17% Electronics/Software
4% Entertainment/Leisure
19% Financial Services/Insurance
4% Food Service/Lodging
13% Government/Military
2% Health Care Services
2% Internet Services
13% Manufacturing
2% Petroleum/Oil/Gas
4% Pharmaceuticals/Med Devices
8% Retail/Wholesale

Region

2% Africa
17% Asia
7% Australia/New Zealand
22% Europe
2% Middle East
42% North America
8% South America
Strategy Beyond Markets: Building Reputation and Competitive Advantage

Dates: August 16 – 21, 2020  
Application Deadline: July 3, 2020  
Tuition: $13,000 USD

Price subject to change. Program tuition includes private accommodations, all meals, and course materials.

OVERVIEW

Legislators. Regulators. Interest groups. Activists. Plus, a 24/7 news cycle … and you thought customers and competitors were your only concern. Strategy Beyond Markets: Building Reputation and Competitive Advantage addresses it all—from learning how to mitigate risk when a crisis strikes to understanding the motivations of activists and anticipating the actions of politicians. This one-week intensive program provides concrete tools, analytical frameworks, and leadership skills to help you develop a more holistic business strategy in order to proactively manage risk and seize new opportunities.

Strategy Beyond Markets combines cutting-edge academic research and relevant, real-time cases—from Uber and BP to ObamaCare and EU Privacy. Led by Stanford Graduate School of Business faculty in partnership with Stanford University’s VP for Public Affairs, you’ll gain invaluable strategic and practical insights to positively impact your firm’s performance and profitability.

KEY BENEFITS

Strategy Beyond Markets will help you:

• Proactively manage risk from policymakers and interest groups, stakeholders, and the media
• Analyze, integrate, and take ownership of your firm’s beyond-market strategy
• Formulate and implement strategies to promote and sustain your firm’s interests and turn potential threats into competitive opportunities
• Dissect real-world cases—from Uber to European Union privacy—and learn from their examples
• Build a strong network of peers with whom you can share ideas and experiences

TYPICAL PARTICIPANT MIX

<table>
<thead>
<tr>
<th>Management Function</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
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<td>Corporate Development</td>
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<tr>
<td>General Management</td>
<td>54%</td>
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<tr>
<td>Research/Development</td>
<td>8%</td>
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<td>Construction/Engineering/Materials</td>
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<td>Government</td>
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<td>Health Care Services</td>
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<td>Mining/Metal Processing</td>
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<td>Software</td>
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<td>Telecommunications/Information Services</td>
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<td>Transportation</td>
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<td>Europe</td>
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<tr>
<td>North America</td>
<td>81%</td>
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<tr>
<td>South America</td>
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FACULTY DIRECTORS

Steven Callander, the Herbert Hoover Professor of Public and Private Management and Professor of Political Economy at Stanford Graduate School of Business, uses the tools of game theory to build models of political and economic institutions (legislatures, bureaucracies, markets, etc.) to understand how they work, how they can be designed better, and how business strategy can incorporate “beyond market” issues. His research interests lie at the intersection of business, politics, and society.

Ken Shotts, the David S. and Ann M. Barlow Professor of Political Economy at Stanford Graduate School of Business, uses game theory to analyze how elections and political institutions influence policy choices made by government officials. He is currently doing research on several topics, including electoral accountability, policy entrepreneurship, political risk, and industry-level self-regulation.

PROGRAM ADVISOR

David Demarest, Vice President for Public Affairs at Stanford University, oversees university communications, government relations, community initiatives, and special events. He previously served as White House Communications Director for President H. W. Bush and is also a senior lecturer at Stanford Graduate School of Business.
Stanford Innovation and Entrepreneurship Certificate

Dates: Start any course, at any time
Program Format: Online
Tuition: Per Course: $995 USD; Full Certificate: $8,035 USD
(plus one-time enrollment fee of $75 USD)

OVERVIEW

Industry insights. Proven research models.

The Stanford Innovation and Entrepreneurship Certificate is a unique collaboration between world-renowned faculty from Stanford Graduate School of Business and Stanford School of Engineering. The program exposes you to the skills, mindset, and culture that have fueled the most innovative global organizations. Blending industry insights and proven research models, this flexible, online program teaches you how to think like an entrepreneur and innovate like the most successful leaders in the world. And, because you’re learning while you work, you can apply new skills and insights on the job, making an immediate impact on your company ... and your career.

Through this program, you will discover new ways of thinking and acting that will help solve many of your business challenges. You will study design thinking, business planning, leadership, customer empathy, collaboration, and much more. Break free from the way things have always been done, and make real changes to your organization, regardless of your field.

KEY BENEFITS

• Develop new ways of thinking and acting that will help you solve your business challenges
• Learn from Stanford faculty and Silicon Valley industry experts with deep experience driving innovation and disruption
• Select the classes that most interest you and complete them online, at your pace

FACULTY DIRECTORS

Hayagreeva Rao, the Atholl McBean Professor of Organizational Behavior and Human Resources at Stanford Graduate School of Business, is an expert in social and cultural causes of organizational change. His recent work investigates the role of social movements as motors of organizational change in professional and organizational fields. Rao is also Professor of Sociology (by courtesy), School of Humanities and Sciences.

Robert I. Sutton, Professor of Management Science and Engineering at Stanford School of Engineering, is cofounder of the Hasso Plattner Institute of Design. He is also Professor of Organizational Behavior (by courtesy) at Stanford Graduate School of Business. Sutton studies the links between managerial knowledge and organizational action, innovation, and organizational performance.

WHO WILL BENEFIT

• Individuals and teams from any industry who want to work smarter, unleash potential, achieve better results, and generate and execute breakthrough ideas
• Leaders in large and small companies who want their teams to embrace change
• Entrepreneurs who are starting their own ventures

HOW IT WORKS

The courses:
• Are online—including video lectures, readings, exercises, and written assignments
• Are self-paced—materials available on demand for 60 days after course enrollment
• Take roughly 10-12 hours to complete depending on your familiarity with the topic and experience with online learning
• Include a multiple choice exam that takes about 15-20 minutes

To earn the certificate, complete eight of the courses.
“Coming through LEAD actually changed my why statement. Stanford LEAD changed what my purpose and beliefs were. So I’m leaving here wanting to inspire passionate people to innovate so our whole team can move at the speed of trust. And, to me, that’s what LEAD gave me and that’s what I want to come back to my organization with.”

Andrew Christian | Vice President Business Development and Defense | Nikola

“I’m just so confident to shift from this topic to that topic, whether it’s finance, whether it’s customer experience, whether it’s managing change. I find that what I learned is beginning to impact ... my new role, and I’m getting more success in that role because I have learned so much from the LEAD program.”

Esijolone Okorodudu | Executive Director, Relationship Manager | BS Switzerland

Stanford LEAD
LEARN. ENGAGE. ACCELERATE. DISRUPT.

Spring Program Dates: March 11, 2020 – March 3, 2021
Application Deadline: February 2020

Fall Program Date: September 2020
Application Deadline: August 2020
Tuition: $19,000 USD
Price subject to change, limited enrollment.

OVERVIEW
Prepare to thrive in a state of constant change as you learn, engage, accelerate, and disrupt in Stanford LEAD, our year-long flagship online business program.

LEAD leverages the very best of Stanford GSB to provide you with the tools and techniques to reach your leadership potential by unlocking higher purpose in yourself, your teams, and your organization. Bringing together a global cohort of leaders, LEAD creates a vibrant community of change agents prepared to transform organizations, industries, and the world.

WHO WILL BENEFIT
• Mid- to senior-level leaders who are committed to driving change and accelerating transformation in their organizations
• Highly engaged leaders who are focused on team management and have a desire to become more purposeful leaders
• Collaborative individuals who are motivated to exchange ideas and implement feedback from qualified peers from around the globe
• Individuals who wish to master the foundations of leadership and whose success and impact depends on effective interactions with others in their organizations

KEY BENEFITS
• The strength of Stanford in a flexible format
• Research-based, academically rigorous curriculum taught by world-class Stanford GSB faculty, in interactive, virtual sessions
• An immersive, integrated education where new skills are continually developed and applied real-time for immediate and high-impact results
• Direct, real-time engagement with and personalized feedback from GSB faculty and seasoned peers
• A global community of peers, offering a diverse set of perspectives for efficient knowledge transfer, networking, and support
• 24 CEUs and a prestigious Stanford GSB Professional Certificate

FACULTY DIRECTORS

Peter M. DeMarzo is the Staehelin Family Professor and Professor of Finance, and Faculty Director for Educational Technology, and former Senior Associate Dean for the GSB. His recent work has examined the optimal design of securities, compensation mechanisms, regulation of insider trading and broker-dealers, bank capital regulation, and the influence of information asymmetries on corporate disclosures and investment.

Sarah Soule is the Morgridge Professor of Organizational Behavior and Senior Associate Dean for Academic Affairs at the Graduate School of Business and Professor of Sociology (by courtesy), School of Humanities and Sciences. She is currently a member of the Board of Advisors to the Hasso Plattner Institute of Design (the Stanford d.school) Fellowship program, and serves on the faculty advisory board to the Stanford Center for the Advancement of Women’s Leadership.
## 2020 Calendar

### GENERAL MANAGEMENT PROGRAMS

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<tr>
<td>Stanford Executive Program</td>
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<td>Executive Leadership Development: Analysis to Action</td>
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<td>Executive Program for Growing Companies</td>
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<td>Executive Program in International Management in collaboration with the National University of Singapore</td>
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### SPECIALIZED PROGRAMS

#### CORPORATE GOVERNANCE
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<td>Directors’ Consortium A joint offering with Stanford Law School</td>
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#### FINANCIAL MANAGEMENT
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<td>The Emerging CFO: Strategic Financial Leadership Program</td>
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<td>Finance and Accounting for the Nonfinancial Executive</td>
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<td>Mergers and Acquisitions</td>
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#### INNOVATION
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<tbody>
<tr>
<td>Customer-Focused Innovation</td>
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<td>Design Thinking Bootcamp in collaboration with the Hasso Plattner Institute of Design at Stanford</td>
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<td>7 - 10</td>
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<td>Driving Innovation and New Ventures in Established Organizations</td>
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<td>The Innovative Health Care Leader: From Design Thinking to Personal Leadership in collaboration with Stanford School of Medicine</td>
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<td>Stanford Ignite — Full-Time</td>
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<td>Stanford Ignite — Part-Time</td>
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<td>Stanford Ignite — Post-9/11 Veterans</td>
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#### MARKETING
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<tr>
<td>Innovative Marketing for Strategic Advantage</td>
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#### NEGOTIATION
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<td>Influence and Negotiation Strategies Program</td>
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#### ORGANIZATIONAL LEADERSHIP
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<tr>
<td>Big Data, Strategic Decisions: Analysis to Action</td>
<td>6 days</td>
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<tr>
<td>NEW! The Emerging COO: Driving Innovation and Operational Excellence</td>
<td>3.5 months</td>
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<td>NEW! Harnessing AI for Breakthrough Innovation and Strategic Impact</td>
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<td>19 - 24</td>
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<td>Leading Change and Organizational Renewal in collaboration with Harvard Business School</td>
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<tr>
<td>Managing Teams for Innovation and Success</td>
<td>6 days</td>
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<td>People, Culture, and Performance: Strategies from Silicon Valley</td>
<td>6 days</td>
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#### PERSONAL LEADERSHIP
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<td>Interpersonal Dynamics for High-Performance Executives</td>
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<td>NEW! Interpersonal Dynamics Weekend Lab: Leadership from the Inside Out — Paris</td>
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<td>Strategy Beyond Markets</td>
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Please check website for the latest dates and tuition information.
TAKE THE NEXT STEP

For more information or to apply to a program, please contact Stanford Graduate School of Business Executive Education at:

Phone: +1.650.723.3341
Toll Free: +1.866.542.2205 (USA & Canada)
executive_education@gsb.stanford.edu

Please visit our website at stanfordexeced.com and click on the “apply now” link to access an online application form.

APPLICATION PROCESS

Prospective participants may submit their application materials online at any time before the application deadline. Our application coordinator will confirm receipt of your application by email within 72 hours. Applicants will be notified of their admission status no later than six weeks after submitting the application, unless otherwise stated in the program material. Application does not guarantee admission; an Admissions Committee will review all complete applications. Applications received after the application deadline will be considered on a space-available basis.

If you do not receive confirmation of receipt of your application within 72 hours, please email executive_education@gsb.stanford.edu or call +1.866.542.2205 (toll free, USA and Canada only) or +1.650.723.3341.

Program dates, fees, and faculty are subject to change. If a program is cancelled, Stanford will refund the program tuition in full but is not responsible for travel, accommodations, or other expenses incurred by the participant.