Global Advanced Management Program
An innovative and entrepreneurial INSTITUTION

IE shapes leaders with a global vision, an entrepreneurial mindset and a humanistic approach. It drives innovation and change in organizations and provides a learning environment where technologies and diversity play a key role.
About

Focused on academic excellence since 1973

Over 1,000 executives enroll in our Open Programs every year

More than 500 professors from all continents

130 nationalities are represented on campus

More than 66,000 alumni hold management positions in over 165 countries

60% of students receive financial support from IE’s Financial Aid Department

More than 150 multinational organizations attend our annual International Careers fair

29 international offices around the globe

More than 180 student and alumni clubs and organizations
IE Global Presence

IE is present in countries worldwide:

- **29** offices around the world
- **583** people who work on improving the school daily
- **1500** events a year, around the world

**IE HUB / Campus**
International recognition

IE and its schools are recognized by the international press as being among the top international schools.

- **GLOBAL ADVANCED MANAGEMENT PROGRAM** / 2019
- **INTERNATIONAL recogntion**
- **IE and its schools are recognized by the international press as being among the top international schools.**
ACCREDITATIONS

AACSB INTERNATIONAL
ASSOCIATION
TO ADVANCE COLLEGIATE
SCHOOLS OF BUSINESS

AMBA ASSOCIATION OF MBA’S

EQUIS EUROPEAN QUALITY
IMPROVEMENT SYSTEM
Why
IE BUSINESS SCHOOL?

Ranked amongst the leading schools in the world, IE Business School is dedicated to educating business leaders through programs based on its core values of:

● **ENTREPRENEURSHIP:**
  Founded in 1973 by entrepreneurs for entrepreneurs, IE places the entrepreneurial and innovative mindset at the heart of its programs, and is home to many startup initiatives such as the Venture Lab, the Spain Startup & Investor Summit, and Wayra.

● **DIVERSITY AND GLOBAL FOCUS:**
  With over 100 nationalities making up its student body, IE provides business education with a global perspective. It supports talent from all over the world from admission to graduation and beyond, and through its Diversity and Equality Commission and Center for Diversity.

● **HUMANITIES AND SOCIAL RESPONSIBILITY:**
  As Secretariat of the United Nations Global Compact in Spain, IE places positive social impact at the forefront with its Corporate Social Responsibility programs and expert faculty in the areas of social entrepreneurship and microfinance, among others. It is also the proud birthplace of organizations such as Net Impact and Emzingo Group.
Markets are changing at an incredible speed. New technologies, new geographies, new customers, new businesses, and new solutions are all challenging organizations and their leaders to rethink, refocus and reinvent.

These changes are disruptive and dramatic and in the next 10 years, we will see more change than in the last 250 years.

What are the next opportunities for growth? Is globalization good for society? How will robots affect the world of work? What do your customers really want? How can strategy be applied in rapidly changing markets? Which path will lead to your best possible future?

And what does it take to be a successful leader in this new context?
ACCELERATED DEVELOPMENT FOR BUSINESS LEADERS.

IE Business School’s new flagship executive program has been designed specifically to prepare current and future business leaders for the challenges they face now and in the coming years. Focused on leadership in a world of disruptive change, the Global AMP will help you understand and take advantage of the underlying trends that are driving the future and shaking up your industry.

Divided into five core academic modules, each designed and orchestrated by expert faculty, the Global AMP will lead you through the challenge of understanding megatrends such as artificial intelligence and robotics (which are making many traditional jobs irrelevant); the scarcity of physical resources and changing demographics.

How will you shape the new markets formed by these trends to the advantage of your business? Where will you place your focus and how will you compete? How will you engage with future customers and those in markets that do not yet exist? Which new business models will drive speed, agility and profitable growth?

BE THE DISRUPTER, NOT THE DISRUPTED
Quick facts

**DATES**
June 23rd - July 5th, 2019 & September 9th - 21st, 2019

**FORMAT**
Two residential modules in Madrid, each lasting two weeks

**LOCATION**
IE Business School Campus Madrid, Spain
LANGUAGE
English

PARTICIPANT PROFILE
Top-level managers, C level -1 or -2
The Global Advanced Management Program (Global AMP) focuses on devising new solutions, delivered by the right organizations and strategies, to succeed in this new world. Energizing and aligning your business to the strategic needs of the future will require becoming quicker and more agile.

Most significantly, you will learn to develop yourself as a leader in this dynamic world — to form a leadership platform and exploit it skillfully to build strong, competitive organizations. You will conclude the program with the set of skills you need to leverage your current position in order to become an effective top-tier manager in today’s business world.

Alongside these academic modules, the Global AMP also includes practical applications. Each participant will develop a GameChanger Project, a blueprint for the future of their industry and a plan for how their business can reinvent itself and their own role in successfully leading their company or division. A range of networking and social activities, taking advantage of our central Madrid location, will also form part of the program along with a guest speaker each week.

Finally, the Leadership Development Plan offers an opportunity for each participant to work with an advisor to focus on their own specific strengths, weaknesses and the actions they can take to become an effective leader and sustain high personal and business performance.

Overview

LEARN TO SET THE PACE IN RAPIDLY CHANGING GLOBAL MARKETS AND CREATE A GAME-CHANGING PLAN TO TURN YOUR COMPANY INTO AN IMPACTFUL INDUSTRY DISRUPTER.
The Global Advanced Management Program is designed for top international managers from multinational companies who are expecting to move to c-level positions. These managers and their companies recognize the pace of change and are looking for a program that is going to offer practical solutions and managerial skills that will help keep them one step ahead of the competition.
Program Structure

The subjects that make up the Global AMP are divided into five modules, each focused on an important aspect of the changing world of business and leadership. This is not a traditional general management program; Participants will look holistically at the future of the business world and develop the skills required to become a cutting-edge leader with an innovative vision.
Module 1
WORLD CHANGING

Making sense of change, exploring megatrends and their medium and long-term implications and choosing your future direction are all essential to successful leadership. The rise of emerging markets, new technologies and next-generation audiences is accompanied by the increasing scarcity of resources, social fragmentation and climate impact. The Fourth Industrial Revolution heralds a new era for business and society, from digitalization and automation to 3D printing, machine learning, artificial intelligence and robotics.

- POWER SHIFTS: economic and political power shifts across continents, generations and businesses.
- CHANGING TECHNOLOGY: harnessing the potential of new capabilities, from digital and big data to biotech and nanotech as well as AI and robotics.
- RESOURCE SCARCITY: changing sources of energy, the peak of rare metals, high-tech components, patented technologies, talent and creativity.
- HUMAN IMPACTS: rethinking work, education and employment, aging and healthcare, urbanization and belonging, wealth and happiness.
- FUTURE SHAPING: making sense of change and making better choices. Harnessing value drivers and scenario planning to shape the future you want.

Module 2
MARKET SHAPING

In increasingly complex landscapes, competition can now appear from seemingly unrelated industries, while new markets emerge and old ones disappear. Digital markets have no boundaries, allowing the smallest business to have a huge impact, as well as accelerating the convergence of sectors and businesses. In this context, the market shaping module will guide you in engaging with future customers, better understanding markets through the use of big data, molding markets to your advantage and developing a market map that can help position your business for success in future markets.

- FUTURE MARKETS: framing markets and how they work, exploring value drivers and emerging practices, challenges and opportunities. Finding and creating new market spaces based on new customers, new geographies and new solutions.
- CUSTOMER BEHAVIOUR AND INSIGHTS: understanding the aspirations and behavior of new and existing customers, finding new insights, needs and niches.
- ENGAGING PROPOSITIONS: rethinking value and how it is created, captured and delivered in terms of engagement and experiences.
- CUSTOMER EXPERIENCE: understanding customer journeys and experiences as a driver for translating intention to purchase into repeat consumption.
- NEW TECHNIQUES: understanding such concepts as neuromarketing and etnomarketing, building brands and loyalty in a world where customers communicate with and trust each other.
Module 3
DISRUPTIVE INNOVATION

Disruption comes from everywhere: entrepreneurial startups challenging established giants, new technologies replacing inefficient processes, simplicity outperforming complexity and customers challenging businesses to do better. The impact can be dramatic and reputations can be made and destroyed in days, while veteran companies are wiped off the map. The aim of this module is to learn how to turn the tables and become the disrupter by developing insights, ideas, innovative strategies and business models that can be delivered quickly and efficiently.

- **MARKET DISRUPTION**: transforming value equations by rethinking the way markets work, the sources of advantage, pain points and profit pools.

- **BUSINESS MODELS**: rethinking how organizations work to deliver innovative propositions, from licensing to subscription, low-cost to luxury.

- **FAST INNOVATION**: turning ideas into impact more efficiently through quick and lean innovation, whether incremental or breakthrough; managing portfolios to create the future.

- **INNOVATION PORTFOLIOS**: translate strategic objectives and priorities into project-based innovation activities.

- **CREATIVITY**: Creativity can seem innate, but it is actually a balance of nature and nurture. Creative thinking can be enhanced by external forces, and isn’t necessarily reliant on natural ability. We will look at new research which points the way to a variety of mental and environmental approaches that can improve our creative output.

Module 4
ENERGIZING ORGANIZATIONS

Business thrives on an inspiring purpose, an alignment towards action, priorities and incentives that engage people and encourage strong performance. Organizations also need the agility to adapt continually and respond to changing markets, develop new capabilities and partnerships, and reach new markets. The objective of this module is to help you energize your organization and develop a strategy with metrics to measure its implementation, and align resources to create value effectively.

- **CREATING YOUR WINNING STRATEGY**: defining the right direction and priorities, guided by an inspiring purpose, and harnessing the drivers of value.

- **MANAGING STRATEGIC CONVERSATIONS & DECISIONS**: making better decisions, strategically every day, matched by the right metrics and rewards that ensure performance.

- **AGILE & ADAPTIVE ORGANIZATIONS**: shaping organizations and processes to be agile and efficient, leveraging strengths and addressing weaknesses both within it and outside.

- **ENERGIZING PEOPLE**: mobilizing your employees to think and deliver strategy in innovative and profitable ways, harnessing the power of teams and humanity in a positive corporate culture.

- **SUSTAINING IMPACT**: ensuring that the organization has the ongoing renewal and adaptability to deliver shared value, over both the short and long term.
Module 5
AMPLIFIED LEADERSHIP

The best leaders amplify the impact of their people and their business. Developing a leadership style that is effective for them and their organization, they inspire, engage, connect and support to deliver against long-term directions and short-term priorities. Leaders of the future must be able to manage change in a way that unlocks talent and performance. The aim of this module is to empower participants so they can lead themselves, their teams and their business towards a common purpose by linking ideas to actions.

- **LEADERSHIP MATTERS:** business is obsessed with leadership, but how do leaders really add value, engage people effectively and deliver better results?

- **SUSTAINING EXECUTIVE PERFORMANCE:** There is an inarguable business case for pursuing better health. By improving our current physical and mental condition science shows us that we may improve creativity, energy, decision-making and empathy. Investments in our own health and wellbeing therefore become strategies to sustain our executive performance and improve our resilience.

- **AUTHENTIC ORGANIZATIONS:** from corporate to personal reputations, how do you build trust and authenticity inside and outside the business?

- **TALENT BEACONS:** in an idea-driven world, the best companies have the best people. So how do you attract, motivate and retain the best talent?

- **FIND YOUR OWN LEADERSHIP STYLE:** Why should you be the leader of your business? What skills do you possess that you can contribute to a successful company?

---

**Leaders are, of course, much more than functional managers. They see the bigger picture, work across the organization and connect activities for more impact. The five Global AMP modules will intersect throughout the program to demonstrate the opportunities and implications of every decision and action across the business.**
GAMECHANGERS PROJECT

Participants will work on an evaluated individual project throughout the program. This Gamechanger Project is designed to draw on the materials from every module and will be applied directly to the challenges and opportunities of the participant’s business. It will deliver five specific outcomes, in the form of maps, that will be of great value to you and to your company. Together they form a blueprint for the future.

- **FUTURE MAP**: developing a vision of the future for your industry. Define how you will shape it to your business’s advantage and seize the best growth opportunities.

- **MARKET MAP**: shaping your markets, how you work and your propositions to engage current and future customers.

- **INNOVATION MAP**: reinventing your business model to deliver future propositions in practical, efficient and profitable ways.

- **ORGANIZATION MAP**: aligning your direction and strategy, your processes, people, metrics and performance to deliver results.

- **IMPACT MAP**: defining your role in leading your company or division towards a bright, inspiring and successful future.

Progress on the project will be monitored in peer-to-peer presentations and participants will have access to tutors to guide their work. This work will be supported by the Leadership Development Plan, which guides each student as they develop and take steps to deliver the project effectively.

Ready to lead your business - and lead the future.
Leadership Development Plan

The Leadership Development Plan (LDP) has been designed to help each participant gain the maximum benefit from the program and construct a roadmap for development beyond the Global AMP. We have always been highly focused on diversity and, therefore, understand that each participant joins the program with his or her unique set of strengths, weaknesses and objectives. For this reason, the LDP has been structured to allow for individual guidance by:

- identifying your talents, strengths and skills
- Orienting you towards wiser career decisions through a deeper understanding of your underlying motivations
- Recognizing and managing “derailers”: negative traits that could hinder your progress towards a senior executive position

With the help of a personal advisor, each participant will work directly with their advisor in order to achieve individualized and concrete results during and after the program.

BEFORE

The LDP begins with a set of online tests (CDR-3D) that will serve as a lifelong tool for measuring character, drivers and risks by:

- furthering development and personal growth
- understanding talent capacity
- navigating career paths
- maximizing personal fulfillment

We recommend that each person complete these tests no less than three weeks before the beginning of the program. It is important to secure your place in the program at least three to four weeks prior to the start date.

DURING

During the program, each participant will be assigned a personal advisor who will give individual feedback on each of the leadership tests and help you design, implement and measure results of a development pathway, a step-by-step plan to improve one or two leadership behaviors.

Along with the CDR test, participants will have access to additional tests such as the Leadership Styles Grid and 360º stakeholder evaluation tool.

AFTER

Three months after the conclusion of the program, each participant will have an individual follow-up session with his or her advisor that will involve the following:

- an optional follow-up survey completed by the participant’s colleagues in order to assess improvement in areas included in the action plan.
- a discussion of results to date and recommendations for future steps.
HIGH IMPACT LEARNING

Global Lead Faculty

IE Business School faculty is composed of an international group of experts and professionals who possess profound conceptual knowledge, extensive experience and a fierce dedication to academic excellence.

In addition to our internal faculty, Global AMP participants will enjoy unparalleled access to a specially lead faculty made up of executives from some of the world’s top companies and organizations. They have been selected to lead Global Advanced Management Program modules and offer their real-world business experience, including successes, failures, and obstacles similar to those our participants face. This visionary group of internationally recognized professionals will provide indispensable insight, innovative ideas and fresh perspectives.

Peter Fisk

Program Director

Peter Fisk is a bestselling author, keynote speaker and expert consultant focused on strategy, leadership, innovation and marketing. He leads GeniusWorks, a specialist consulting firm based in London, where his clients have included American Express, Coca Coca, Microsoft, Shell and the United Nations. He is also a professor of Strategy, Innovation and Marketing at IE Business School and features in the prestigious Thinkers50 Radar list as one of the best new business thinkers.

Mia De Kuijper

Dr. Mia de Kuijper is an SVP and Strategic Advisor at Salesforce. She has extensive experience in building and managing global companies and provides strategic and economic consulting to international clients. She was elected a Fellow of Cambridge University’s Churchill College and also of the London School of Economics and has served as the Dean of the Duisenberg School of Finance in Amsterdam. Mia is the Chair of the Alumni Council and Alumni Association of Harvard’s Graduate School of Arts and Sciences. She holds and Ph.D. and MA in Economics from Harvard. Her former roles include senior management positions at Morgan Stanley, Credit Suisse First Boston, Royal Dutch Shell, PepsiCo and AT&T. She was also formerly a strategy consultant at Bain & Co. and at McKinsey.
Mark Esposito

Dr. Mark Esposito, founder of AI studio startup Nexus Frontier Tech, is an Adjunct Professor of Strategy at IE Business School and a Professor of Business and Economics at Harvard University’s Division of Continuing Education and Grenoble School of Management. He also serves as Institutes Council Co-Leader, for the Microeconomics of Competitiveness program (MOC) at the Institute of Strategy and Competitiveness, at Harvard Business School. He is a Research Fellow at the Judge Business School, University of Cambridge and a fellow of the Mohammed bin Rashid School of Government in Dubai.

Norman Kurtis

Norman Kurtis holds a degree in French literature and business administration with a specialty in finance from the University of Notre Dame, as well an MBA in strategy from London Business School. He is a Vice Dean of Behavior & Human Development and a professor of Consumer Insights & Behavior at IE Business School. He has more than 20 years’ non-academic experience, including roles such as Senior Board Advisor for Roamler Iberica, CEO Spain with Ipsos, CEO of Spain Research International for Kanter and Associate Partner with Accenture.
Information

OF INTEREST

Dates and place

Dates: June 23rd - July 5th, 2019 & September 9th - 21st, 2019

Two residential modules in Madrid, each lasting two weeks

CLASSES TAKE PLACE AT:

IE’s Executive Education campus located at Serrano 99, Madrid.

Tuition costs

The total cost of tuition for the Global Advanced Management Program is €36,500 includes breakfasts, lunches and other extra curricular activities.

FINANCIAL AID

We are committed to helping students who wish to apply for financial aid. Thanks to our partnerships with some of the largest financial institutions, we are able to offer student loans with exceptional conditions and interest rates.

PROGRAM REIMBURSEMENT

Companies, who have participants registered in the Spanish Social Security, can claim back the wage cost of the working hours they authorize through an Individual Training Permit (PIF).

The admissions process

Candidates must submit THE APPLICATION FORM

The admissions team CONDUCTS PERSONAL INTERVIEWS

ADMISSIONS COMMITTEE EVALUATES applications

ADMISSIONS DECISIONS are communicated

Participants reserve THEIR PLACES
Benefits

FOR COMPANIES

The Global AMP is designed to have a positive impact not only on participants, but also on the companies supporting them.

Aside from the clear advantages for companies of helping a valued employee grow through a Global Advanced Management Program, other important benefits include:

Participants will gain a progressive vision of business that will prepare them to excel in the strategic positions they hold or aspire to.

They will also gain a thorough understanding of the opportunities and threats that are developing due to technological disruption in all industries, however unrelated they might seem at first glance.

The Leadership Development Program will help participants hone their leadership skills as they become responsible for larger and higher-level teams.

The Gamechangers Project will result in an actionable plan focused on the participant’s industry and business. Each participant will be able to consider the future of the sector, suggest innovative strategies for competing in new markets and design practical plans for implementing these changes.

While the participants apply the new concepts learned in class on their day-to-day job, they will also be sharing their expertise and engaging with their teams on a daily basis.
For more information, please contact

Marta Gibert  
Associate Director of Admissions,  
Top Management Programs  
Marta.Gibert@ie.edu  
Tel.: +34 91 568 97 83

Janna Wetter Coraspe  
Associate Director of Admissions,  
Top Management Programs  
Janna.Wetter@ie.edu  
Tel: +34 91 568 97 83

EXECUTIVE EDUCATION  
Top Management Programs  
Calle Serrano nº99  
28006 Madrid  
topmanagement.ie.edu

@IEExecEducation