Change lives. Change organizations. Change the world.
Thousands of senior global executives are beneficiaries of this unique opportunity: To tap into the innovation engine that powers Stanford/Silicon Valley. To have open access to the minds who’ve nurtured and educated successive generations of the world’s most successful business innovators. To profit from associating with other highly gifted peers selected from all over the world. To present their concepts face to face to leading real-world executives. To discover an invaluable catalyst for positive change in themselves, their companies, and their careers.
“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 | Executive Vice President | Intel Corporation
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 Schwab Residential Center 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 can assist in any way.

Sincerely,

Dave Weinstein
Associate Dean, Stanford Graduate School of Business, Executive Education
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Innovation
18 The Corporate Entrepreneur: Driving Innovation and New Ventures
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Marketing
25 Strategic Marketing Management

Negotiation
26 Influence and Negotiation Strategies Program

Organizational Leadership
27 Leading Change and Organizational Renewal
28 Managing Talent for Strategic Advantage
29 Managing Teams for Innovation and Success

Personal Leadership
32 Advanced Leadership Program for Asian-American Executives
33 Executive Program for Women Leaders
34 Executive Program in Leadership: The Effective Use of Power
35 Interpersonal Dynamics for High-Performance Executives
36 NEW! LGBTQ Executive Leadership Program

Strategy
37 Executive Program in Strategy and Organization
38 Strategies and Leadership in Supply Chains

Online
40 Stanford Innovation and Entrepreneurship Certificate
41 Stanford LEAD Certificate: Corporate Innovation

Take the Next Step
WORLDWIDE RECOGNITION AND ALUMNI BASE
With a global reputation for excellence, Stanford Graduate School of Business (GSB) Executive Education programs have attracted close to 50,000 senior executives from more than 18,000 companies, creating a vast network of alumni from around the world.

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.

RENOWNED FACULTY AND RESEARCH
Stanford Graduate School of Business faculty includes 3 Nobel laureates, 3 recipients of the John Bates Clark Medal in Economics, 5 members of the National Academy of Sciences, and 18 members of the American Academy of Arts and Sciences. Stanford GSB faculty members lead each executive program and are deeply engaged with the participants. Research emphasis changes to reflect the issues faced by business leaders today. Research centers have been established to study current topics. For more information, please visit centers.stanfordexeced.com.
GLOBALLY DIVERSE, SENIOR-LEVEL PARTICIPANTS
Faculty directors review all applications 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/LIVING COMMUNITY
The Knight Management Center, with 360,000 square feet in 8 buildings and half 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.

STANFORD RESIDENTIAL CENTERS
Most program participants reside on campus at the residential centers located across the street from the Knight Management Center. The centers offer residents concierge services with ample privacy for study and reflection while promoting collegial interaction. Enjoy comfortable private rooms that include a private bath, extra-long double bed, desk, personal computer with high-speed internet service, phone with direct outside line and voicemail, television, and ample study space. Each room is also wheelchair-accessible and shares a full kitchen with a neighboring room. Exercise more than just your mind with the center’s exercise room.

You will also be treated daily to the award-winning cuisine of Executive Chef Raul Lacara and the friendly and efficient service of the Executive Dining staff. Earning the coveted Financial Times Executive Dining Award nine years running, 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 senior 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.

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

**CONglomerate**
- ALFA
- Mitsubishi Corporation
- Siemens AG
- Sumitomo Corporation

**Energy, Utilities**
- Areva
- ATEL Capital Group
- OMV
- ScottishPower Ltd.
- Southern Company
- Westinghouse Electric Corporation

**FInancial services, Insurance**
- American Express
- AMP, Ltd.
- Bank of America
- Capital One Financial Corporation
- Citigroup, Inc.
- Credit Suisse Group AG
- Fidelity Investments
- GIC Private Limited
- Grupo Seguros, S.A.
- Munich Re
- OCBC Bank
- PT Bank Mandiri
- Pudong Institute
- Rabobank
- Saxo Bank
- State Farm Insurance
- Visa
- Westpac Banking Corporation

**GOvernment, Nonprofit**
- Bill & Melinda Gates Foundation
- Central Intelligence Agency
- Department of Defense
- Enterprise Ireland
- European Commission
- Federal Aviation Administration
- Government of Singapore
- Los Alamos National Laboratory
- Permanente Medical Group
- U.S. National Park Service
- U.S. Navy
- U.S. Postal Service
- World Bank Group

**Health Care, Pharmaceuticals**
- Affymetrix, Inc.
- Amgen
- Boston Scientific
- Genentech/Roche
- Johnson & Johnson
- Novo Nordisk A/S
- Pfizer, Inc.

**Manufacturing (Consumer)**
- Brickworks Limited
- Cargill, Inc.
- CEMEX
- Clorox Company
- Colgate-Palmolive Company
- Grupo Bimbo
- Kimberly-Clark Corporation
- Nestlé USA
- New Zealand Merino Wool
- Nike, Inc.

**Manufacturing (Industrial)**
- Boeing Company
- Daimler
- Lockheed Martin
- Mitsubishi Electric Corporation
- Monsanto Company
- Tenaris/Technifin

**Media, Printing, Publishing**
- EMI
- Finnish Broadcasting Company
- New York Times Company
- Penguin Group
- Time Warner Cable Inc.
- Wall Street Journal
- Washington Post

**Oil and Gas, Natural Resources**
- Apache Corporation
- BP
- Chevron Corporation
- CPC Corporation
- ExxonMobil
- Petróleo Brasileiro S.A. (Petrobras)
- Schlumberger Limited
- Shell Oil Company
- Total S.A.

**Professional Services**
- Bain & Company
- Capgemini
- Deloitte
- Hyatt
- KPMG
- PricewaterhouseCoopers
- White & Case

**Retail, Trade**
- CHANEL S.A.
- Gap, Inc.
- Mitsui & Co., Ltd.
- Rakuten
- SKF Eurotrade
- Target Corporation
- Wal-Mart Stores, Inc.
- Williams-Sonoma, Inc.

**Technology, Electronics**
- Adobe Systems Inc.
- Agilent Technologies, Inc.
- Apple Inc.
- Cadence Design Systems, Inc.
- Cisco Systems, Inc.
- Citrix
- Cypress Semiconductor
- Dolby Laboratories, Inc.
- Google Inc.
- Hewlett Packard Enterprise
- Hitachi Limited
- Infosys
- Intel Corporation
- Juniper Networks
- Maxim Integrated Products
- Mercado Libre
- Microsoft Corporation
- Oracle
- Salesforce
- SanDisk Corporation
- Singapore Technologies Engineering Ltd.
- Symantec Corporation
- Technicolor
- Toshiba Corporation
- Yahoo

**Telecommunications**
- Alcatel-Lucent
- AT&T Inc.
- China Mobile
- Deutsche Telekom
- Millicom International Cellular
- Motorola, Inc.
- Nippon Telegraph and Telephone (NTT)
- SK Telecom Company Ltd.
- Verizon Communications Inc.

**Transportation**
- A.P. Moller–Maersk
- Cathay Pacific
- FedEx Corporation
- Hertz Corporation
- JetBlue Airways Corporation
- LAN Airlines
We’ve all got experiences and biases from the past—we all have baggage. Try and leave that at home and come here with an open mind and absorb as much as possible from the course learnings, both from the professors and fellow participants. I would recommend SEP for anyone who is in a situation to influence the future of their organization and who wants to go back and implement what they’ve learned.”

Alastair Hughes  |  Chief Executive Officer, Asia Pacific
Jones Lang LaSalle  |  SEP 2014
“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. | SEP 2011

**SAMPLE DAILY SCHEDULE**

**Morning Exercise**  
Boot camp (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 on Stanford campus

**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 Vidalakis Dining Room

**Evening**  
Individual study

- Act strategically and proactively to navigate market and beyond-market forces
- Return to work with strategic action plans and the leadership skills to effectively implement them
- Gain new perspectives and collaborate with a global network of highly-qualified 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**

Expose yourself to the latest thinking on business excellence and leadership—from design thinking and big data to negotiation, financial engineering, and strategic management. Then, put learning into action with weekly sessions designed to help you apply new insights to the specific challenges of your organization.

The program’s six-week curriculum is highly integrated and designed to maximize linkages across the following three key themes.

**Leading organizations:** Creating systems, building a culture where excellence thrives
- Winning Through Innovation
- Scaling Excellence
- Alternative Growth Strategies
- Leading by Design
- Big Data: Discoveries and Innovation

**Leading change:** Strategically addressing market and beyond-market forces for competitive advantage
- Political Institutions
- Economics and Public Policy
- What Every Leader Should Know About Macroeconomics
- Strategy Beyond Markets
- Strategic Crisis Management

**Leading people:** Understanding human behavior, developing models and mindsets for innovation
- Getting (More of) What You Want
- Decision Making and Communication
- The Effective Use of Power
- Design Thinking
- Power and Influence
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, Stanford Institute for Economic Policy Research

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

Robert Daines
Professor of Finance (by courtesy); Pritzker Professor of Law and Business, School of Law

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

George Foster
The Konosuke Matsushita Professor of Management

Charles I. Jones
The STANCO 25 Professor of Economics

David M. Kreps
The Adams Distinguished Professor of Management; Professor of Economics (by courtesy), School of Humanities and Sciences

Edward P. Lazear
The Jack Steele Parker Professor of Human Resources Management and 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 Thomas Professor of Operations, Information and Technology

Mark Leslie
Lecturer in Management

Brian Lowery
The Walter Kenneth Kilpatrick Professor of Organizational Behavior

William L. McLennan
Lecturer in Political Economy

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’Reilly III
The Frank E. Buck Professor of Management

Erica Plambeck
The Charles A. Holloway Professor of Operations, Information and Technology

Madhav V. Rajan
The Robert K. Jaedicke Professor of Accounting; Professor of Law (by courtesy), Stanford Law School

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

Condoleezza Rice
The Denning Professor in Global Business and the Economy; Thomas and Barbara Stephenson Senior Fellow on Public Policy, Hoover Institution; Professor of Political Science, 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. Sørensen
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. Streublavae
The David S. Lobel Professor of Private Equity

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

TYPICAL PARTICIPANT MIX

Management Function
5% Corporate Development
4% Finance/Accounting
66% General Management
1% Human Resources
6% Information Technology
1% Logistics
9% Operations/Production
7% Research/Development
5% Sales/Marketing

Industry
3% Aerospace/Defense
5% Agriculture/Food/Beverages
1% Biotechnology
1% Broadcasting
1% Chemicals
12% Computer/Peripherals/ Electronics/Software
1% Construction/Engineering/Materials
1% Consulting
3% Education
2% Entertainment/Leisure
21% Financial Services/Insurance/ Real Estate
3% Government
1% Health Care Services
2% Internet Services
9% Manufacturing
3% Mining/Metal Processing
1% Nonprofit
5% Petroleum/Oil/Gas
3% Pharmaceuticals/Medical Devices
2% Retail/Wholesale
13% Telecommunications/ Information Services
3% Transportation
4% Utilities

Region
1% Africa
20% Asia
8% Australia/New Zealand
26% Europe
4% Middle East
35% North America
6% South America
Executive Leadership Development: Analysis to Action

January 8 – 20 and April 23 – 28, 2017 (a two-module program)

Application Deadline: November 14, 2016

Tuition: $35,500 USD

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

OVERVIEW

Three weeks. Two modules. One incredibly rigorous general management program for executives on the verge of achieving great things. Executive Leadership Development: Analysis to Action prepares you to take the helm—to analyze critically, articulate strategically, think holistically, and lead with confidence.

Over the course of six months and two on-campus modules, you’ll interact with Stanford’s world-class Graduate School of Business faculty and gain insights from a diverse group of highly motivated peers. You’ll experience dynamic presentations, hands-on role playing, guest speakers, two 360-degree leadership assessments, three one-on-one coaching sessions, webinars, and more. It’s experiential and empowering. You’ll learn how to use critical analytical thinking to communicate an argument based on sound assumptions and sound logic. You’ll use design thinking principles to solve real-world business challenges. And you’ll develop and refine a set of personal leadership skills to achieve greater results.

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

WHO SHOULD ATTEND

Executive Leadership Development is ideal for emerging leaders preparing to take on more significant leadership roles. It’s specifically designed for:

• Mid- to senior-level executives with at least 10 years of work experience, and a minimum of 3 to 5 years of management experience—from any size company, any industry, and any country
• Executives who have recently been promoted to a position of significant managerial responsibility or are clearly on track for such a role

SAMPLE DAILY SCHEDULE

Breakfast
Full breakfast at Schwab Residential Center

Study Group Discussions

Morning Session I
Executive Decision Making

Morning Session II
Industry Analysis and Strategy

Lunch
Buffet lunch

Afternoon Session I
Accounting

Afternoon Session II
Strategy Beyond Markets: Self-Regulation

Late Afternoon
Capture Your Takeaways

Dinner
Cocktail reception followed by a served dinner

Evening
Networking with participants

“The course mixed rigour, intensity, and some fun, making for a conducive setting for learning. The quality of the teaching staff was excellent. Some of the principles taught served to confirm for me that I was proceeding along the right path for my organization, while others gave me new insights and ideas to apply. If you are a new leader, the course will provide you with much food for thought, and is highly recommended.”

Jill Tan  |  Official Assignee & Public Trustee  |  Insolvency & Public Trustee’s Office  |  Singapore  |  ELD 2015
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

William P. Barnett
The Thomas M. Siebel Professor of Business Leadership, Strategy, and Organizations; Affiliated Faculty, Stanford Woods Institute for the Environment

Steven 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

Charles Jones
The STANCO 25 Professor of Economics

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

Margaret A. Neale
The Adams Distinguished Professor of Management

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

Jeffrey Pfeffer
The Thomas D. Dee II Professor of Organizational Behavior

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

Carole Robin
The Dorothy J. King Lecturer in Leadership

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

Andrzej Skrzypacz
The Theodore J. Kreps Professor of Economics; Professor of Economics (by courtesy), School of Humanities and Sciences

Sarah A. Soule
The Morgenridge 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

Stefanos Zenios
The Investment Group of Santa Barbara Professor of Entrepreneurship and Professor of Operations, Information and Technology; Director, Center for Entrepreneurial Studies

TYPICAL PARTICIPANT MIX

Management Function
8% Corporate Development
4% Finance/Accounting
48% General Management
4% Human Resources
10% Information Technology
2% Logistics
10% Operations/Production
2% Research/Development
12% Sales/Marketing

Industry
2% Advertising/Marketing Services
6% Aerospace/Defense
4% Agriculture/Food/Beverages
2% Broadcasting
16% Computer/Peripherals/Electronics/Software
2% Construction/Engineering/Materials
6% Consulting
4% Education
2% Entertainment/Leisure
11% Financial Services/Insurance/Real Estate
2% Food Service/Lodging
2% Government
2% Health Care Services
2% Internet Services
4% Manufacturing
10% Military
2% Mining/Metal Processing
2% Pharmaceuticals/Medical Devices
2% Social Welfare
11% Telecommunications/Information Services
4% Transportation
2% Utilities

Region
9% Asia
4% Australia/New Zealand
14% Europe
7% Middle East
55% North America
11% South America
Executive Program for Growing Companies

Dates: July 9 – 20, 2017
Application Deadline: May 26, 2017
Tuition: $25,000 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.

OTHER STANFORD GRADUATE SCHOOL OF BUSINESS FACULTY

William P. Barnett
The Thomas M. Siebel Professor of Business Leadership, Strategy, and Organizations; Affiliated Faculty, Stanford Woods Institute for the Environment

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

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

Charles A. O’Reilly 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

Condoleezza Rice
The Denning Professor in Global Business and the Economy; Thomas and Barbara Stephenson Senior Fellow on Public Policy, Hoover Institution; Professor of Political Science, School of Humanities and Sciences

Baba Shiv
The Sanwa Bank, Limited, Professor of Marketing

Ilya A. Strebulaev
The David S. Lobel Professor of Private Equity
Executive Program in International Management

Dates: August 12 – 26, 2017
Application Deadline: July 3, 2017
Tuition: $19,900 USD
Lodging not included in program tuition. This program will take place in Singapore.

OVERVIEW

East meets West. Stanford meets the National University of Singapore. 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.

OTHER PROGRAM FACULTY

Francis J. Flynn
The Paul E. Holden Professor of Organizational Behavior, Stanford Graduate School of Business

Ho Yew Kee
Professor and Head, Department of Accounting, National University of Singapore

gsb.stanford.edu/exed/snusep
Directors’ Consortium

A joint offering with Stanford Law School and University of Chicago Booth School of Business

Dates: April 4 – 7, 2017
April 3, 2017: Finance and Accounting Basics Optional Session

Application Deadline: February 27, 2017
Applications reviewed on a rolling basis.

4-day Tuition: $12,000 USD / 5-day Tuition: $13,500 USD
Program tuition includes meals and materials. Lodging is not included. Housing is available on the Stanford campus. Please contact the Program Director for details.

OVERVIEW

Stanford Business. Stanford Law. Booth. Tuck. Three of the world’s most prestigious academic institutions. Four rigorous days of learning from world-class faculty combined with invaluable networking. Directors’ Consortium gives you the leading-edge strategies, frameworks, and best practices for making complex and crucial board decisions in uncertain times.

Big data, shareholder activism, social media, financial literacy, liability risk. The list of issues and responsibilities for board members is ever increasing and 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:
• Understand your fiduciary, legal, and ethical oversight responsibilities
• Explore shareholder activism and the impact of social media
• 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

FACULTY DIRECTOR

David F. Larcker, the James Irvin Miller Professor of Accounting at Stanford Graduate School of Business and Senior Faculty of the Arthur and Toni Rembe Rock Center for Corporate Governance at Stanford, is a leading researcher in executive compensation and corporate governance. He specializes in the design of compensation contracts and the evaluation of governance choices by firms. He is also Professor of Law (by courtesy), Stanford Law School.

OTHER FACULTY DIRECTORS

Steven N. Kaplan
Neubauer Family Distinguished Service Professor of Entrepreneurship and Finance, University of Chicago Booth School of Business

Michael Klausner
Nancy and Charles Munger Professor of Business and Professor of Law, Stanford Law School, Stanford University

Roman L. Weil
V. Duane Rath Professor Emeritus of Accounting, University of Chicago Booth School of Business

PAST GUEST SPEAKERS

Sarah Larcker
Vice President, Brand Strategy & Planning at Digitas Health

Katherine A. Schipper
Thomas F. Keller Professor of Accounting, Duke University Fuqua School of Business
The Emerging CFO: Strategic Financial Leadership Program

Dates: February 26 – March 3 and April 30 – May 5, 2017 (a two-module program)
Application Deadline: January 13, 2017
Tuition: $28,800 USD

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

OVERVIEW

Strategy, finance, leadership. You get it all in The Emerging CFO: Strategic Financial Leadership Program. Experience two 1-week modules on campus filled with dynamic lectures, guest speakers, a VC panel, and real business challenges. Enhance your learning over the course of six months with webinars, two 360-degree leadership assessments, and multiple personal coaching sessions. 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
• Learn new techniques and methodologies in finance, strategy, and leadership
• Gain a greater understanding of current trends in finance
• Improve negotiation, conflict management, and communication skills
• Develop long-term vision and strategy
• Assess and enhance your personal leadership style
• Drive innovation and lead cultural change

FACULTY DIRECTOR

Ilya A. Strebulaev, the David S. Lobel Professor of Private Equity, is an expert in corporate finance and credit risk. His current research explores dynamic financial decision making, financial innovation, and financial structure of corporations. His work has been published in major finance journals and his research has received prestigious academic awards, including the Brattle Award, the Treftzs Award, and the DFA-Fama Prize.

OTHER STANFORD GRADUATE SCHOOL OF BUSINESS FACULTY

William P. Barnett
The Thomas M. Siebel Professor of Business Leadership, Strategy, and Organizations; Affiliated Faculty, Stanford Woods Institute for the Environment

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

Margaret A. Neale
The Adams Distinguished Professor of Management

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

Management Function
4% Corporate Development
86% Finance/Accounting
6% General Management
4% Operations/Production

Industry
2% Aerospace/Defense
4% Agriculture/Food/Beverages
4% Biotechnology
4% Computer/Peripherals/Software
4% Construction/Engineering/Materials
4% Consulting
9% Electronics
2% Entertainment/Leisure
19% Financial Services/Insurance/Real Estate
2% Health Care Services
18% Manufacturing
2% Nonprofit
2% Petroleum/Oil/Gas
7% Pharmaceuticals/Medical Devices
4% Retail/Wholesale
13% Telecommunications/Information Services

Region
2% Africa
8% Asia
4% Australia/New Zealand
21% Europe
4% Middle East
53% North America
8% South America
Finance and Accounting for the Nonfinancial Executive

Dates: October 15 – 20, 2017
Application Deadline: September 1, 2017
Tuition: $12,500 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

TYPICAL PARTICIPANT MIX

Management Function
10% Corporate Development
4% Finance/Accounting
38% General Management
4% Human Resources
6% Information Technology
16% Operations/Production
6% Research/Development
16% Sales/Marketing

Industry
3% Advertising/Marketing Services
3% Biotechnology
7% Computer/Peripheral/Electronics/Software
2% Consulting
2% Education
5% Entertainment/Leisure
17% Financial Services/Insurance/Real Estate
3% Food Service/Lodging
2% Government
3% Health Care Services
2% Legal/Advocacy Services
19% Manufacturing
2% Nonprofit
7% Petroleum/Oil/Gas
5% Pharmaceuticals/Medical Devices
9% Telecommunications/Information Services
2% Transportation
7% Utilities

Region
8% Africa
3% Asia
3% Australia/New Zealand
3% Europe
2% Middle East
78% North America
3% South America

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).

Madhav V. Rajan is the Robert K. Jaedicke Professor of Accounting at the Stanford Graduate School of Business and Professor of Law (by courtesy) at Stanford Law School. He specializes in the economics-based analysis of management accounting issues. He is coauthor of Cost Accounting: A Managerial Emphasis (Pearson Prentice Hall, 2014), the leading text in the field.

OTHER STANFORD GRADUATE SCHOOL OF BUSINESS FACULTY

Maureen McNichols
The Marriner S. Eccles Professor of Public and Private Management, Professor of Law (by courtesy), Stanford Law School

Joseph D. Piotroski
Associate Professor of Accounting

Paul Pfeiferer
The C.O.G. Miller Distinguished Professor of Finance and Senior Associate Dean for Academic Affairs
Mergers and Acquisitions

Dates: July 30 – August 4, 2017
Application Deadline: June 16, 2017
Tuition: $12,500 USD

Optional Accounting & Finance Refresher: July 30, 2017
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.

OTHER STANFORD GRADUATE SCHOOL OF BUSINESS FACULTY

William P. Barnett
The David S. Lobel Professor of Private Equity
Leadership, Strategy, and Organizations; Affiliated Faculty, Stanford Woods Institute for the Environment

Thomas M. Siebel Professor of Business

Peter M. DeMarzo
The David S. Lobel Professor of Private Equity
Mizuho Financial Group Professor of Finance

Margaret A. Neale
The David S. Lobel Professor of Private Equity Adams Distinguished 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

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

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
39% Corporate Development
2% Finance/Accounting
51% General Management
2% Human Resources
2% Information Technology
2% Operations/Production
2% Sales/Marketing

Industry
2% Aerospace/Defense
2% Agriculture/Food/Beverages
2% Biotechnology
5% Chemicals
18% Computer Peripherals/Software
7% Construction/Engineering/Materials
5% Consulting
7% Entertainment/Leisure
16% Financial Services/Insurance/ Real Estate
2% Health Care Services
7% Manufacturing/Industrial Products
5% Petroleum/Oil/Gas
10% Pharmaceuticals/Medical Devices
5% Telecommunications/ Information Services
5% Transportation
2% Utilities

Region
13% Asia
4% Australia/New Zealand
20% Europe
5% Middle East
51% North America
7% South America

gsb.stanford.edu/exed/maq
The Corporate Entrepreneur: Driving Innovation and New Ventures

Dates: August 27 – September 1, 2017 and October 22 – 27, 2017
(a two-module program)
Application Deadline: July 7, 2017
Tuition: $25,000 USD
Price subject to change. Program tuition includes private accommodations, all meals, and course materials.

OVERVIEW

Bringing four to six employees from the same organization to The Corporate Entrepreneur offers a unique opportunity to work on a company-specific project using the insights, tools, and frameworks taught in the program while creating immediate value.

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 communication coaches 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

The Corporate Entrepreneur: Driving Innovation and New Ventures 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 organizing for innovation 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, the John G. McCoy-Banc One Corporation Professor of Economics at Stanford Graduate School of Business, 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.

OTHER STANFORD GRADUATE SCHOOL OF BUSINESS FACULTY

Jennifer L. Aaker
The General Atlantic Professor of Marketing

Charles A. O’Reilly III
The Frank E. Buck Professor of Management
Customer-Focused Innovation

Dates: October 1 – 6, 2017
Application Deadline: August 18, 2017
Tuition: $15,500 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.

Every afternoon you’ll work in small teams with faculty and trained coaches from Stanford’s Hasso Plattner Institute of Design (d.school) on a real-world innovation challenge from an outside company. Design thinking’s user-centered, prototype-driven process will teach you how to interview and observe customers in the field to understand what motivates them. Then, it’s time to embrace experimentation—ideating and prototyping to develop fresh, innovative solutions. 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:

• Develop strategies to reduce bureaucratic processes and create an ambidextrous culture to support innovation
• Observe and understand the needs of customers, develop fast experiments and prototypes with users, and develop prediction markets
• Gain cutting-edge insights on the sources of customer satisfaction and brand personality
• Create a culture of innovation that harnesses the creativity of your customers and employees

FACULTY DIRECTORS

Hayagreeva Rao, the Aholl 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.

OTHER PROGRAM FACULTY

Baba Shiv
The Sanwa Bank, Limited, Professor of Marketing, Stanford Graduate School of Business

Jeremy Utley
Lecturer and Director, Executive Education, Hasso Plattner Institute of Design at Stanford

WHO SHOULD ATTEND

Customer-Focused Innovation is for strategic and creative thinkers who strive to build organizations that are innovative and nimble. It’s specifically designed for:

• C-level and senior executives who are charged with planning and implementing innovation programs within their companies—no matter the size, industry, or country
• Executives with responsibility for research and development, product design and development, new business development, marketing, or brand management

TYPICAL PARTICIPANT MIX

Management Function
2% Corporate Development
46% General Management
4% Human Resources
8% Information Technology
6% Operations/Production
12% Research/Development
22% Sales/Marketing

Industry
2% Advertising/Marketing Services
2% Agriculture/Food/Beverages
4% Broadcasting
2% Construction/Engineering/Materials
2% Consulting
2% Corporate Foundation
2% Electronics
2% Entertainment/Leisure
26% Financial Services/Insurance
2% Government
12% Health Care Services
4% Internet Services
5% Manufacturing/Consumer Products
2% Mining/Metal Processing
4% Pharmaceuticals/Medical Devices
13% Software
9% Telecommunications/Information Services
5% Transportation

Region
2% Africa
3% Asia
10% Australia/New Zealand
31% Europe
8% Middle East
44% North America
2% South America
Tap into the innovation engine that powers Stanford and Silicon Valley. Access the minds who’ve nurtured and educated successive generations of the world’s most successful business innovators. Profit from associating with other highly gifted peers selected from all over the world. Present your concepts face to face to leading real-world executives. Discover an invaluable catalyst for positive change in yourself, your company, and your career.
Design Thinking Boot Camp: From Insights to Innovation

In collaboration with the Hasso Plattner Institute of Design at Stanford

Spring Program Dates: March 28 – 31, 2017
Application Deadline: January 5, 2017

Summer Program Dates: July 11 – 14, 2017
Application Deadline: May 4, 2017

Fall Program Dates: September 12 – 15, 2017
Application Deadline: June 29, 2017

Tuition: $12,500 USD
Program tuition includes course materials, breakfast, and lunch on each day. Lodging not included in program tuition.

OVERVIEW
Empathy and experimentation. Inspiration and ideation. Design Thinking Boot Camp: From Insights to Innovation is a dynamic mix of short instructional lectures, demonstrations, and guided, hands-on teamwork. With a 5:1 student/teacher ratio, you’ll learn the tools of this user-centered, prototype-driven process from world-renowned d.school faculty and trained coaches.

You’ll put those new tools into practice right away with a real-world innovation challenge from an outside company. You and your team will hit the ground running, interviewing and observing customers in the field to understand what motivates them. Then, you’ll head back to the d.school to ideate and prototype, test and re-test to develop fresh, innovative solutions. Implementing the design thinking principles and practices you’ve learned is our top priority. That’s why we help you create an action plan for real work projects and provide post-program coaching so you can successfully execute innovation in your own organization.

KEY BENEFITS
Design Thinking Boot Camp: From Insights to Innovation will help you:

• Empathize with the customer to develop deep consumer insights
• Improve your interview and observation techniques to better understand customer motivations
• Define and reframe a problem based on the emotional needs of customers
• Develop a just-try-it mentality through rapid prototyping and iteration
• Learn how to embrace diversity of opinion using a common process for design
• Empower others in your company to use design thinking to drive innovation

FACULTY DIRECTOR
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.

HASSO PLATTNER INSTITUTE OF DESIGN AT STANFORD
The program’s approach is team-focused and “hands-on”—to learn by doing. All work is done at the d.school, Stanford’s Hasso Plattner Institute of Design, where customized studio space fosters radical collaboration and provides ample resources for teams to tackle big projects and produce innovative outcomes.

The d.school community’s culture and personality are strongly embodied by its environment, which is driven by modularity and adaptability. The entire space functions as a prototype that is constantly being built and rebuilt to discover new ways to bolster classroom learning, support student teams, foster collaboration, and enhance the experience.
The Innovative Health Care Leader: From Design Thinking to Personal Leadership

In collaboration with Stanford School of Medicine

Dates: March 26 – 31, 2017
Application Deadline: February 13, 2017
Tuition: $12,500 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.
The Innovative Technology Leader

Dates: July 30 – August 4, 2017
Application Deadline: June 23, 2017
Tuition: $12,000 USD
Price subject to change. 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

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.

OTHER STANFORD GRADUATE SCHOOL OF BUSINESS FACULTY

Robert Burgelman
The Edmund W. Littlefield Professor of Management and Director of the Stanford Executive Program at Stanford University Graduate School of Business
Hau L. Lee
The Thoma Professor of Operations, Information and Technology

Charles A. O’Reilly III
The Frank E. Buck Professor of Management
Jeffrey Pfeffer
The Thomas D. Dee II Professor of Organizational Behavior
Hayagreeva Rao
The Atholl McBean Professor of Organizational Behavior and Human Resources; Professor of Sociology (by courtesy), School of Humanities and Sciences
Strategic Marketing Management

Dates: August 6 – 16, 2017
Application Deadline: June 23, 2017
Tuition: $18,500 USD
Program tuition includes private accommodations, all meals, and course materials.

OVERVIEW

“Business has only two functions: marketing and innovation.” Stanford’s Strategic Marketing Management program brings this famous Peter Drucker quote to life, making marketing theory actionable and innovation possible. This 11-day comprehensive marketing program combines strategic frameworks and fundamentals, site visits, group collaboration, and guest speakers to give you a real-world, hands-on learning experience. It’s a convergence of traditional and digital, theory and practice, B2B and B2C.

Drawing on the unique Silicon Valley spirit, this program includes content on innovation and decision making critical to marketers. You’ll examine core marketing fundamentals such as customer and competitor analysis, value pricing, relationship management, brand management, and digital marketing. And you’ll integrate these core elements to create a cohesive marketing strategy within the context of your overall business strategy. In-depth sessions explore competition and strategic interaction between firms, provide insights on executing change management initiatives, and teach frameworks for aligning a firm’s value proposition with its organizational culture.

KEY BENEFITS

The Strategic Marketing Management program will help you:
• Learn frameworks for analyzing customer preferences and enhancing customer intimacy
• Study marketing analytics and a collection of marketing data
• Obtain in-depth knowledge of competitive dynamics
• Integrate your digital, brand, and business strategies
• Gain exposure to Silicon Valley companies, ideas, and executives
• Develop an action plan to implement change in your organization

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.

Harikesh S. Nair, Professor of Marketing, is interested in marketing analytics. His research brings together applied economic theory and econometric tools with marketing data to better understand consumer behavior and to improve the strategic marketing decisions of firms.

OTHER STANFORD GRADUATE SCHOOL OF BUSINESS FACULTY

Jonathan Levav
Associate Professor of Marketing; Citi Faculty Director, Behavioral Lab

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

Sridhar Narayanan
Associate Professor of Marketing

Madhav V. Rajan
The Robert K. Jaedicke Professor of Accounting; Professor of Law (by courtesy), Stanford Law School

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

V. Seenu Srinivasan
The Adams Distinguished Professor of Management, Emeritus

WHO SHOULD ATTEND

Strategic Marketing Management will take your marketing to the next level. It’s specifically designed for:
• Marketing executives and managers with at least eight years of management experience—from any size company, any industry, and any country
• General managers with responsibility for marketing-related functions

TYPICAL PARTICIPANT MIX

Management Function
2% Corporate Development
2% Finance/Accounting
24% General Management
2% Research/Development
70% Sales/Marketing

Industry
2% Advertising/Marketing Services
2% Agriculture/Food/Beverages
2% Broadcasting
20% Computer/Peripherals/ Electronics/Software
4% Consulting
2% Education
11% Financial Services/Insurance/ Real Estate
2% Food Service/Lodging
6% Government
9% Health Care Services
2% Internet Services
23% Manufacturing
4% Petroleum/Oil/Gas
2% Printing/Publishing
9% Telecommunications/ Information Services

Region
13% Asia
6% Australia/New Zealand
26% Europe
7% Middle East
41% North America
7% South America

gsb.stanford.edu/exed/smm
INFLUENCE AND NEGOTIATION STRATEGIES PROGRAM

Dates: October 8 – 13, 2017
Application Deadline: August 28, 2017
Tuition: $12,500 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).

OTHER PROGRAM FACULTY

Nir Y. Halevy
Associate Professor of Organizational Behavior, Stanford Graduate School of Business

Brian S. Lowery
The Walter Kenneth Kilpatrick Professor of Organizational Behavior, Stanford Graduate School of Business

Gregory B. Northcraft
Professor, School of Labor and Employment Relations and Harry Gray Professor of Executive Leadership, Department of Business Administration, University of Illinois at Urbana-Champaign

WHO SHOULD ATTEND

The Influence and Negotiation Strategies Program is essential for today’s business leaders who must negotiate on a daily basis. It’s specifically designed for:

• Executives with 10 or more years of management experience—from any industry, any organization, and any functional area

TYPICAL PARTICIPANT MIX

Management Function
13% Corporate Development
10% Finance/Accounting
39% General Management
16% Information Technology
8% Operations/Production
3% Research/Development
11% Sales/Marketing

Industry
25% Computer/Peripherals/Electronics/Software
2% Construction/Engineering/Materials
2% Consulting
10% Education
22% Financial Services/Insurance/Real Estate
10% Government
5% Health Care Services
7% Manufacturing/Consumer Products
2% Nonprofit
2% Retail
11% Telecommunications/Information Services
2% Utilities

Region
9% Africa
9% Asia
5% Australia/New Zealand
9% Europe
16% Middle East
45% North America
7% South America

gsb.stanford.edu/exed/insp
Leading Change and Organizational Renewal

In collaboration with Harvard Business School

October 29 – November 3, 2017 (at Stanford)
Application Deadline: September 15, 2017
Dates: March 2017 (at Harvard)
Tuition: $15,000 USD

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

OVERVIEW


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 DIRECTOR

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).

OTHER PROGRAM FACULTY

Robert A. Burgelman
The Edmund W. Littlefield Professor of Management, Stanford Graduate School of Business

Francis J. Flynn
The Paul E. Holden Professor of Organizational Behavior, Stanford Graduate School of Business

Jeffrey Pfeffer
The Thomas D. Dee II Professor of Organizational Behavior, Stanford Graduate School of Business

Michael Tushman
The Paul R. Lawrence MBA Class of 1942 Professor of Business Administration, Harvard Business School, Harvard University

WHO SHOULD ATTEND

Leading Change and Organizational Renewal is ideal for executives responsible for strategic change initiatives within their own organizations. It’s specifically designed for:

• Senior-level executives with at least 10 to 15 years of management experience, working in larger organizations, including governmental and nonprofit organizations

TYPICAL PARTICIPANT MIX

Management Function
8% Corporate Development
6% Finance/Accounting
54% General Management
12% Human Resources
2% Information Technology
2% Logistics
12% Operations/Production
2% Research/Development
2% Sales/Marketing

Industry
2% Advertising/Marketing Services
2% Aerospace/Defense
4% Agriculture/Food/Beverages
4% Biotechnology
2% Broadcasting
2% Chemicals
9% Computer/Peripherals/Software
2% Construction/Engineering/Materials
2% Consulting
4% Education
2% Entertainment/Leisure
31% Financial Services/Insurance
2% Food Service/Lodging
4% Government
2% Internet Services
2% Manufacturing/Industrial Products
2% Nonprofit
2% Pharmaceuticals/Medical Devices
6% Retail/Wholesale
6% Telecommunications/Information Services
4% Transportation
4% Utilities

Region
5% Africa
7% Asia
16% Australia/New Zealand
16% Europe
5% Middle East
49% North America
2% South America
Managing Talent for Strategic Advantage

Dates: August 20 – 25, 2017
Application Deadline: July 27, 2017
Tuition: $12,000 USD

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

OVERVIEW

Talent recruitment. Talent management. Talent development. Managing Talent for Strategic Advantage explores all three, in depth. It’s one academically packed week of lectures, cutting-edge social science, hands-on simulations, study groups, Silicon Valley guest speakers, and sessions to put theory into practice.

Talent is key to a company’s success. So, it’s critical to both human resources and business leaders to recruit and retain the very best. That is the fundamental premise of Managing Talent for Strategic Advantage. Working with Stanford’s world-class Graduate School of Business faculty you’ll cover topics such as leadership, compensation, and culture. You’ll examine the strategic impact of human resources and learn dynamic frameworks to enable your organization to adapt quickly and seize new opportunities. By bringing together HR executives and business leaders, you’ll also gain diverse insights that will benefit your entire organization.

KEY BENEFITS

Managing Talent for Strategic Advantage will help you:

• Understand how to connect the talent brand of your organization with the customer brand
• Design or redesign jobs, executive compensation agreements, and hiring practices
• Develop more effective negotiation, decision-making, and communication skills relevant to HR processes
• Develop talent-related initiatives and sell them to business leaders
• Gain a diversity of perspectives, learning from a cross-fertilization of HR and business interests, skills, and abilities
• Network and exchange information and ideas with HR practitioners and business leaders

FACULTY DIRECTOR

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. He is coauthor of Scaling Up Excellence: Getting to More Without Settling for Less (Crown Business, 2014).

OTHER STANFORD GRADUATE SCHOOL OF BUSINESS FACULTY

Jonathan Levav
Associate Professor of Marketing; Citi Faculty Director, Behavioral Lab

Jeffrey Pfeffer
The Thomas D. Dee II Professor of Organizational Behavior

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
Managing Teams for Innovation and Success

Dates: June 18 – 23, 2017
Application Deadline: May 5, 2017
Tuition: $12,000 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 teams 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. Managing Teams for Innovation and Success 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 world-renowned Graduate School of Business 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).

OTHER PROGRAM FACULTY

Brian S. Lowery
The Walter Kenneth Kilpatrick Professor of Organizational Behavior, Stanford Graduate School of Business

Gregory B. Northcraft
Professor, School of Labor and Employment Relations and Harry Gray Professor of Executive Leadership, Department of Business Administration, University of Illinois at Urbana-Champaign

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

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

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

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<tr>
<td>General Management</td>
<td>40%</td>
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<tr>
<td>Human Resources</td>
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<tr>
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<tr>
<td>Operations/Production</td>
<td>6%</td>
</tr>
<tr>
<td>Research/Development</td>
<td>17%</td>
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<tr>
<td>Sales/Marketing</td>
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<td>Construction/Engineering/Materials</td>
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<td>Consulting</td>
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<td>Education</td>
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<td>Internet Services</td>
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<td>Legal/Advocacy Services</td>
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<tr>
<td>Manufacturing</td>
<td>5%</td>
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<tr>
<td>Mining/Metal Processing</td>
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<td>Nonprofit</td>
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<tr>
<td>Petroleum/Oil/Gas</td>
<td>2%</td>
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<td>Pharmaceuticals/Medical Devices</td>
<td>4%</td>
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<tr>
<td>Transportation</td>
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<table>
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<tr>
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<td>North America</td>
<td>41%</td>
</tr>
<tr>
<td>South America</td>
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</tr>
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</table>
At Stanford you will happily discover that innovation is not a stripe on a chromosome—but that the minds that routinely solve the big problems can teach you how to innovate and how to build a corporate culture of innovation.
Advanced Leadership Program for Asian-American Executives

In partnership with

Dates: August 6 – 11, 2017
Application Deadline: June 23, 2017
Tuition: $12,500 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.

Stanford’s Advanced Leadership Program for Asian-American Executives 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 Advanced Leadership Program for Asian-American Executives 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 a partnership with Ascend and Asia Society

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.

OTHER STANFORD GRADUATE SCHOOL OF BUSINESS FACULTY
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

Nir Y. Halevy
Associate Professor of Organizational Behavior

James M. Lattin
The Robert A. Magowan Professor of Marketing

Jeffrey Pfeffer
The Thomas D. Dee II Professor of Organizational Behavior

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

John D. Schramm
The MBA Class of 1978 Lecturer in Organizational Behavior
Executive Program for Women Leaders

Dates: May 7 – 12, 2017
Application Deadline: March 24, 2017
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 for Women Leaders 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 for Women Leaders 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).

OTHER STANFORD GRADUATE SCHOOL OF BUSINESS FACULTY

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

Baba Shiv
The Sanwa Bank, Limited, Professor of Marketing

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

WHO SHOULD ATTEND

The Executive Program for Women Leaders 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

TYPICAL PARTICIPANT MIX

Management Function
9% Corporate Development
16% Finance/Accounting
11% General Management
7% Human Resources
7% Information Technology
9% Operations/Production
9% Research/Development
32% Sales/Marketing

Industry
4% Aerospace/Defense
2% Agriculture/Food/Beverages
6% Biotechnology
2% Chemicals
12% Computer/Peripherals/Software
8% Education
2% Entertainment/Leisure
32% Financial Services/Insurance/Real Estate
6% Government
4% Health Care Services
2% Legal/Advocacy Services
12% Manufacturing
4% Military
4% Pharmaceuticals/Medical Devices

Region
4% Africa
7% Asia
5% Australia/New Zealand
11% Europe
2% Middle East
69% North America
2% South America
Executive Program in Leadership: The Effective Use of Power

Dates: October 15 – 20, 2017
Application Deadline: September 1, 2017
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. It all starts with a pre-program Leadership Style Questionnaire sent to your team and ends with a personalized 100-day action plan you create to keep you accountable and increase your success.

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. Throughout the week you’ll use the results of the questionnaire and new insights to develop a leadership action plan tailored to your personal objectives and the needs of your company.

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, the Walter Kenneth Kilpatrick Professor of Organizational Behavior at Stanford Graduate School of Business, 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.

OTHER STANFORD GRADUATE SCHOOL OF BUSINESS FACULTY

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

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

Jeffrey Pfeffer
The Thomas D. Dee II Professor of Organizational Behavior

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

Carole Robin
The Dorothy J. King Lecturer in Leadership

WHO SHOULD ATTEND

The Executive Program in Leadership: The Effective Use of Power will help you take your leadership to the next level. It’s specifically designed for:

• Senior-level executives and general managers with at least seven years of management experience—from any size company, any industry, and any country
• Leaders with direct reports

TYPICAL PARTICIPANT MIX

Management Function
10% Administration
14% Finance/Accounting
40% General Management
5% Human Resources
2% Information Technology
2% Operations/Production
10% Research/Development
17% Sales/Marketing

Industry
2% Aerospace/Defense
5% Agriculture/Food/Beverages
11% Computer/Peripherals/Software
5% Consulting
5% Education
25% Financial Services/Insurance
9% Government
2% Health Care Services
2% Legal/Advocacy Services
11% Manufacturing
11% Petroleum/Oil/Gas
2% Pharmaceuticals/Medical Devices
5% Retail/Wholesale
5% Telecommunications/Information Services

Region
13% Africa
6% Asia
13% Australia/New Zealand
6% Europe
13% Middle East
41% North America
8% South America
Interpersonal Dynamics for High-Performance Executives

Dates: June 26 – July 1, 2016
Application Deadline: May 20, 2016
Tuition: $14,500 USD
Location: Chaminade Executive Conference Center in Santa Cruz, California

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. Held in Santa Cruz, California, with views of the Pacific Ocean, it’s the only program we offer that takes place at an off-campus retreat so that you can disconnect, talk openly, and reach beyond your comfort zone.

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 DIRECTOR

Carole Robin, PhD, the Dorothy J. King Lecturer in Leadership at Stanford Graduate School of Business, is the director of the Arbuckle Leadership Fellows program and winner of the 2011-2012 MBA Distinguished Teaching Award. As a consultant and executive coach, she has been helping people and organizations thrive in the business, nonprofit, and public sectors. Her courses combine a high degree of experiential-based activities with case method, theory, and research to ensure rigor, relevance, and practicality.

OTHER STANFORD GRADUATE SCHOOL OF BUSINESS FACULTY

David L. Bradford
The Eugene D. O’Kelly II Senior Lecturer in Leadership, Emeritus

Mary Ann Huckabay
Lecturer in Organizational Behavior, Emeritus

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

Management Function

<table>
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<tr>
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<tbody>
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<td>Finance/Accounting</td>
<td>7%</td>
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<tr>
<td>General Management</td>
<td>59%</td>
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<td>Human Resources</td>
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<td>Information Technology</td>
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<td>Operations/Production</td>
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<td>Research/Development</td>
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<td>Sales/Marketing</td>
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Industry

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<td>Computer/Peripherals/Software</td>
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<tr>
<td>Construction/Engineering/Materials</td>
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<td>Food Service/Lodging</td>
<td>3%</td>
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<td>Government</td>
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<td>Manufacturing</td>
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</tr>
<tr>
<td>Pharmaceuticals/Medical Devices</td>
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<tr>
<td>Retail/Wholesale</td>
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<tr>
<td>Telecommunications/Information Services</td>
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<tr>
<td>Transportation</td>
<td>15%</td>
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<td>Utilities</td>
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Region

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<th>Percentage</th>
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<tr>
<td>North America</td>
<td>61%</td>
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LGBTQ Executive Leadership Program

Dates: July 30 – August 4, 2017
Application Deadline: June 23, 2017
Tuition: $12,000 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 personal leadership assessments and insights 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 interactive classroom sessions, 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. It all starts with a pre-program leadership assessment and on-campus debrief to guide your own personal development. 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
• Assess and refine your interpersonal skills to become a more authentic leader
• 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 (The Harvard Business School Press, 2000) on how digital technologies change business strategy. He is also an Adjunct Professor of Strategy at the UCLA Anderson School of Management.
Executive Program in Strategy and Organization

Dates: August 6 – 18, 2017
Application Deadline: June 23, 2017
Tuition: $25,000 USD

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

OVERVIEW

Strategic Management. Organizational Theory. Design Thinking. The Executive Program in Strategy and Organization focuses on all three. Through pioneering multidisciplinary research from preeminent Graduate School of Business faculty, you’ll learn how to create a strategy that’s aligned with your organization, culture, and the environment in which you compete. It’s two academically rigorous weeks packed with lectures, exercises, case studies, discussion groups, talks with Silicon Valley executives, and other notable guest speakers.

At Stanford, we focus on frameworks that help you think in new ways about the strategic challenges and opportunities you face. Rather than getting a checklist of best practices, you’ll come away with the skills necessary to design and build powerful, winning action plans. You’ll gain insight into why certain strategies work and others fail. And, you’ll explore cutting-edge research on human motivation and economic incentives, game theory, and the role of power and influence. It’s a unique opportunity to learn things you won’t find in the news or business books, and to see how researchers and other executives look at business to spark new ideas.

KEY BENEFITS

The Executive Program in Strategy and Organization will help you:

• Explore how your organization’s competencies and shortcomings translate into strategic challenges and opportunities
• Develop skills to build appropriate action plans
• Gain alignment between your firm’s strategy, the way in which it’s organized, and the environment in which it competes
• 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.

OTHER STANFORD GRADUATE SCHOOL OF BUSINESS FACULTY

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

David M. Kreps
The Adams Distinguished Professor of Management; Professor of Economics (by courtesy), School of Humanities and Sciences

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

Condoleezza Rice
The Denning Professor in Global Business and the Economy; Thomas and Barbara Stephenson Senior Fellow on Public Policy, Hoover Institution; Professor of Political Science, School of Humanities and Sciences

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 10 to 15 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

<table>
<thead>
<tr>
<th>Management Function</th>
<th>Industry</th>
<th>Region</th>
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</thead>
<tbody>
<tr>
<td>17% Corporate Development</td>
<td>Aerospace/Defense</td>
<td>3% Africa</td>
</tr>
<tr>
<td>5% Finance/Accounting</td>
<td>Agriculture/Food/Beverages</td>
<td>13% Asia</td>
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<tr>
<td>47% General Management</td>
<td>Computer/Peripherals/ Electronics/Software</td>
<td>13% Australia/New Zealand</td>
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<td>3% Human Resources</td>
<td>Consulting</td>
<td>19% Europe</td>
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<tr>
<td>3% Information Technology</td>
<td>Financial Services/Insurance</td>
<td>3% Middle East</td>
</tr>
<tr>
<td>5% Logistics</td>
<td>Government</td>
<td>43% North America</td>
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<tr>
<td>7% Operations/Production</td>
<td>Health Care Services</td>
<td>6% South America</td>
</tr>
<tr>
<td>3% Research/Development</td>
<td>Manufacturing</td>
<td>16% South America</td>
</tr>
<tr>
<td>10% Sales/Marketing</td>
<td>Military</td>
<td>2% Utilities</td>
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<th>Industry</th>
<th>Region</th>
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<tbody>
<tr>
<td>2% Aerospace/Defense</td>
<td>2% Agriculture/Food/Beverages</td>
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<tr>
<td>6% Computer/Peripherals/ Electronics/Software</td>
<td>6% Consulting</td>
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<td>23% Financial Services/Insurance</td>
<td>2% Consulting</td>
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<tr>
<td>9% Government</td>
<td>2% Consulting</td>
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<tr>
<td>2% Health Care Services</td>
<td>2% Consulting</td>
</tr>
<tr>
<td>9% Manufacturing</td>
<td>6% Financial Services/Insurance</td>
</tr>
<tr>
<td>9% Military</td>
<td>6% Government</td>
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<tr>
<td>2% Nonprofit</td>
<td>2% Health Care Services</td>
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<tr>
<td>6% Pharmaceuticals/Medical Devices</td>
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<tr>
<td>6% Retail/Wholesale</td>
<td>6% Pharmaceuticals/Medical Devices</td>
</tr>
<tr>
<td>6% Telecommunications/ Information Services</td>
<td>6% Retail/Wholesale</td>
</tr>
<tr>
<td>2% Transportation</td>
<td>6% Telecommunications/ Information Services</td>
</tr>
<tr>
<td>2% Utilities</td>
<td>2% Transportation</td>
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Strategies and Leadership in Supply Chains

**Dates:** August 13 – 18, 2017  
*Application Deadline: July 7, 2017*

**Tuition:** $12,000 USD  
Program tuition includes private accommodations, all meals, and course materials.

**OVERVIEW**

Information and ideas. Logistics and relationships. It’s the powerful mix of these interdependent flows that drives supply chain excellence. Taught by supply chain pioneers and thought leaders, including the founder of AAA and Bull Whip theories, Strategies and Leadership in Supply Chains focuses on the innovative ways in which organizations can leverage the supply chain to create and capture value.

In six academically rigorous days, you’ll learn supply chain strategies and systems that are agile, adaptable, and aligned. You’ll question, consider, and reconsider every facet of your supply chain—from product design and manufacturing to sourcing, distribution, sustainability, even product recycling. Using research-driven frameworks and best practices, you’ll develop a comprehensive, strategic, global approach to supply chain management, enabling you to expand into new markets faster, accelerate product development cycles, leverage partnerships, and develop new services. And most importantly, influence the strategic and organizational direction of your company.

**KEY BENEFITS**

Strategies and Leadership in Supply Chains will help you:

- Think strategically, holistically, and globally about every facet of your supply chain
- Learn strategies and systems for creating and managing market-leading global supply chains
- Uncover business strategies to create value and increase customer happiness
- Develop leadership skills to transform the supply chain to new levels of excellence by motivating and mobilizing internal and external teams
- Create a strong professional network of peers you can leverage beyond the classroom

**FACULTY DIRECTOR**

Hau L. Lee, the Thoma Professor of Operations, Information and Technology at Stanford Graduate School of Business, is one of the world’s leading experts in supply chain management. Lee’s research focuses on value chain innovations to develop new business models and networks for value creation through effective management of the value chain. His work spans global enterprises in developed and emerging countries, as well as entrepreneurs in developing economies.

**OTHER STANFORD GRADUATE SCHOOL OF BUSINESS FACULTY**

**William P. Barnett**  
The Thomas M. Siebel Professor of Business Leadership, Strategy, and Organizations; Affiliated Faculty, Stanford Woods Institute for the Environment

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

**Haim Mendelson**  
The Kleiner Perkins Caufield & Byers Professor of Electronic Business and Commerce, and Management
Strategy Beyond Markets: Building Competitive Advantage Through Government Relations and Public Affairs

Dates: August 20 – 25, 2017
Application Deadline: July 14, 2017
Tuition: $12,000 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 Competitive Advantage Through Government Relations and Public Affairs 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

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, reports to the president of the university and 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.

Gain a broad perspective on the business of innovation and entrepreneurship with a wide range of multidisciplinary courses including: design thinking, entrepreneurship and business planning, team building and leadership, creativity and innovation, marketing, and negotiation. The self-paced, customizable format allows you to take any number of courses, in any order, at any pace. Select one or two courses to focus on a particular need or complete eight courses and receive a prestigious certificate from Stanford University to document your skills and success.

KEY BENEFITS
The Stanford Innovation and Entrepreneurship Certificate will help you:

• Understand how ideas are created and launched through an exchange between faculty, entrepreneurs, and business experts in Silicon Valley
• Apply new skills, strategies, and frameworks on the job— in real time to make an immediate impact on your company … and your career
• Hear seasoned entrepreneurs and CEOs tell stories and share insights from their successes and failures

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
• Highly motivated professionals who want to increase their skillset and thrive in a self-paced environment
• Entrepreneurs planning to start their own venture
• Intrapreneurs from large and small companies developing new products and services
• Engineers and leaders of innovation teams
• Project team leaders in any field or organization—public or private
• Professionals who want to create a culture of entrepreneurship in their organization

HOW IT WORKS
• All courses contain self-paced video lectures and assignments that can be accessed from any location with an internet connection, 24 hours a day, 7 days a week.
• Access the course materials you need, when you need them.
• Combine the courses you need to meet your business challenges.
• Take any number of courses, in any order, at any pace; eight courses earn a certificate.
Stanford LEAD Certificate: Corporate Innovation

Dates: Spring Program Starts March 14, 2017
Application Deadline: February 7, 2017
Fall Program Starts September, 2017
Application Deadline: August, 2017
Tuition: $16,000 USD
Price subject to change, limited enrollment.

OVERVIEW


Stanford’s unique blend of technology platforms brings the intensity, engagement, and academic rigor of Stanford GSB learning to you—wherever you are. We have employed a suite of cutting-edge technologies that provide self-paced learning, peer group collaboration, and a cloud-based immersive space for interactive group experiences. The end result is an intimate, demanding, and impactful educational journey that gives learners the freedom to chart their own course.

LEAD enables participants to learn new skills, apply what was learned, and repeat. This powerful formula has proven to enact true change in organizations because it bridges the gap between theory and practice, knowing and doing. Assignments and project work can be tailored to the specific, real-world business challenges organizations face.

KEY BENEFITS

The Stanford LEAD Certificate will help you:
• Gain new skills and strategies and immediately apply what you learn to drive innovation in your organization
• Learn business tools and techniques to accelerate and implement change in your organization
• Collaborate and innovate with a small and select group of peers through team projects, class discussions, and ongoing feedback
• Iterate and innovate on the job, applying new learnings to real-world business challenges
• Showcase your success and demonstrate your skills and leadership with a prestigious Stanford GSB certificate
• Build a valuable network of highly qualified peers from around the globe

FACULTY DIRECTOR

Peter DeMarzo, the Mizuho Financial Group Professor of Finance at Stanford Graduate School of Business and Faculty Director for Educational Technology, focuses his research in the areas of corporate finance, asset securitization, and contracting, as well as market structure and regulation. His recent work has examined issues of the optimal design of securities, the regulation of insider trading and broker-dealers, and the influence of information asymmetries on corporate investment.

WHO WILL BENEFIT

The Stanford LEAD Certificate: Corporate Innovation is for highly motivated professionals who are committed to creating and sustaining change in their organizations. It’s specifically designed for:
• Highly motivated professionals from around the world who crave an intense, immersive learning experience from Stanford GSB
• Professionals who are committed to driving change in their organizations
• Aspiring leaders from large and small companies who are developing new products, services, and markets or embarking on strategic pivots or cultural changes within their organization

HOW IT WORKS

• The Stanford LEAD Certificate: Corporate Innovation begins with three foundation courses in finance, strategy, and creative thinking to give you the strategic business tools and techniques to accelerate change and transformation in your organization.
• Deepen your knowledge with the courses you find most relevant. Select five electives to match your specific interests, goals, and business challenges — from design thinking and negotiation, to building business models, and overcoming resistance to change.
• Each course is eight weeks in duration and typically two courses are taken per quarter for completion of the program in one year. However, the workload is demanding, with an average of four hours per week per course consuming the material and completing the assignments. Should more flexibility be required to complete the 8-course curriculum, you may have up to 24 months to complete the program.

gsb.stanford.edu/exed/lead
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 or a downloadable PDF version that can be emailed or faxed.

APPLICATION PROCESS
Prospective participants may submit their application materials at any time before the application deadline. Our application coordinator will confirm receipt of your application by email or fax within 72 hours. Applicants will be notified of their admission status no later than six weeks after submitting the application. 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.
Stanford GSB saved the following resources by using New Leaf Reincarnation paper, made with 100% recycled fiber, 50% post-consumer waste, and processed chlorine-free: 2,120 fully grown trees, 469,505 gallons of water, 973 million BTUs of energy, 1,220,455 pounds of greenhouse gases.