Thousands of senior global executives are beneficiaries of this unique opportunity: To tap into the innovation engine that powers 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
From the moment you step onto the Stanford campus, you will experience the powerful ideas and innovative practices that our participants describe as “life changing.”

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

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

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

Sincerely,

Dave Weinstein
Associate Dean, Stanford Graduate School of Business, Executive Education
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37 Executive Program in Strategy and Organization
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39 Supply Chain Management: Strategies and Innovations

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40 Stanford Innovation and Entrepreneurship Certificate
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Take the Next Step
RENOWNED FACULTY AND RESEARCH
Stanford Graduate School of Business (GSB) faculty includes 3 Nobel laureates, 5 recipients of the John Bates Clark Medal in Economics, 4 members of the National Academy of Sciences, and 19 members of the American Academy of Arts and Sciences. Stanford GSB faculty members lead each executive program and are deeply engaged with the participants. Research centers have been established to study current topics. For more information, please visit centers.stanfordexeced.com.

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

WORLDWIDE RECOGNITION AND ALUMNI BASE
With a global reputation for excellence, Stanford Graduate School of Business Executive Education programs have attracted close to 56,000 senior executives from more than 18,000 companies, creating a vast network of alumni from around the world.
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 50% of its 12.5-acre site preserved for open space, consolidates the facilities of Stanford Graduate School of Business into a vibrant and unified indoor/outdoor, living/learning community. The Knight Management Center is Platinum-certified by the U.S. Green Building Council’s Leadership in Energy and Environmental Design (LEED) program, and features tiered classrooms with extensive floor-to-ceiling glass, the latest in audiovisual technology, and numerous breakout and study rooms.

STANFORD GSB RESIDENCES
The residences are situated directly across the street from the Knight Management Center and are comprised of two buildings—Schwab Residential Center and Highland Hall. Residences offer individual rooms fully furnished and equipped with wireless high-speed internet connection and television. Services available include a business center, exercise room, dry cleaning, and daily housekeeping.

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

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

Custom Executive Programs
Stanford Graduate School of Business collaborates with select organizations to design and deliver custom executive programs that address an organization’s specific business challenges. To ensure maximum impact and relevance, these custom programs involve close cooperation between an organization’s executive leaders and 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.
## Participating Companies

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
- Liberty 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/Technint

### 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
Stanford Executive Program: Be a Leader Who Matters

Dates: June 24 – August 4, 2018
Final Application Deadline: April 6, 2018
Tuition: $73,000 USD
Program tuition includes private accommodations, all meals, and course materials.

PROGRAM OVERVIEW

Leading. Innovating. Scaling. At the Stanford Executive Program, you’ll focus on all three. In six weeks of immersive, thought-provoking learning, you’ll experience cutting-edge research and Silicon Valley innovation. Discover what it means to lead by design. Strengthen business fundamentals and transform them into actionable insights. Learn what it takes to transform as an organization and how to scale excellence. Then return to work—energized and inspired—with a plan and the tools to drive success.

For over 65 years, global business leaders have come to the Stanford Executive Program to learn from world-class Graduate School of Business (GSB) faculty, Silicon Valley business leaders, Stanford professors, and each other. You’ll develop a diverse and dynamic network of relationships that will last a lifetime, and you will earn GSB alumni status. The unique environment and amazing weather at Stanford will also energize your health with full access to Stanford athletic facilities, exercise classes every morning and evening, yoga and meditation in the evenings, award-winning food, and enriching extracurricular activities.

KEY BENEFITS

The Stanford Executive Program will help you:
• Lead by design, with authenticity, power, and a deeper understanding of human behavior
• Create and scale an organizational culture where innovation and excellence thrive
• Turn financial, marketing, customer, and economic data into breakthrough insights that drive global success
• Act strategically and proactively to navigate market and beyond-market forces

“Stanford is leveraging academia and business and finding the blend, and bringing together a very diverse set of people to provide a really rich learning experience.”

Saura Naim
Senior Director, Head of Business Operations,
Juniper Development and Innovation
Juniper Networks Inc.
“Stanford SEP gave me new insight about our business opportunities in the future. It also encouraged me to think about strategic direction and culture at the company, and to initiate new programs that were only ideas previously. The networking opportunities are impressive.”

Geoff A. Hunziker  |  President  |  eFlow LLC.

SAMPLE DAILY SCHEDULE

Morning Exercise
Bootcamp (optional)

Breakfast
Full breakfast at the Schwab Residential Center

Study Groups
Prepare for the day with small discussion groups

Morning Session I
Alternative Growth Strategies

Morning Session II
Big Data: Discoveries and Innovations

Lunch
Outdoor lunch 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

- 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
- Design Thinking
- Alternative Growth Strategies
- 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
- Leading by Design
- 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

Peter M. DeMarzo
The Staehelin Family Professor of Finance

Yossi Feinberg
The John G. McCoy–Banc One Corporation Professor of Economics

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

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

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

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

Hayagreewa 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

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

Jesper B. Sorensen
The Robert A. and Elizabeth R. Jefferies Professor of Organizational Behavior; Professor of Sociology (by courtesy), School of Humanities and Sciences

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

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

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

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

TYPICAL PARTICIPANT MIX

Management Function

- 5% Corporate Development
- 4% Finance/Accounting
- 66% General Management
- 1% Human Resources
- 6% Information Technology
- 1% Logistics
- 5% 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 14 – 19 and April 22 – 27, 2018 (a two-module program)
Application Deadline: December 1, 2017
Tuition: $28,000 USD

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

OVERVIEW

Two 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, and more. It’s experiential and empowering. You’ll learn how to use strategies and frameworks designed to improve your executive decision making. 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
• Develop greater awareness of your leadership style and how it’s perceived by others
• Enhance your understanding of the critical interface between execution issues, and internal and external strategic challenges to the organization
• Apply design thinking principles to solve business problems—learn effective ways of designing teams, business operations, change management initiatives, and organizational structures and culture
• Understand relevant psychological principles needed to create high-performance teams and increase employee motivation
• Hone interpersonal skills to increase your impact within and outside of your organization

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

gsb.stanford.edu/exec-ed/eld
LEADERSHIP ASSESSMENT AND PERSONAL COACHING

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

FACULTY DIRECTORS

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

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

OTHER STANFORD GRADUATE SCHOOL OF BUSINESS FACULTY

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

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

Wesley R. Hartmann
Professor of Marketing

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

Brian Lowery
The Walter Kenneth Kilpatrick Professor of Organizational Behavior

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

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

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

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

Jesper B. Sorensen
The Robert A. and Elizabeth R. Jeffe Professor and 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

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

TYPICAL PARTICIPANT MIX

Management Function
13% Corporate Development
3% Finance/Accounting
47% General Management
5% Information Technology
10% Operations/Production
5% Research/Development
17% Sales/Marketing

Industry
3% Aerospace/Defense
3% Biotechnology
8% Construction/Engineering/Materials
6% Consulting
3% Education
11% Electronics/Software
28% Financial Services/Insurance/Real Estate
3% Health Care Services
6% Internet Services
6% Manufacturing
3% Mining/Metal Processing
3% Nonprofit
6% Retail/Wholesale
3% Telecommunications/Information Services
8% Transportation

Region
5% Africa
28% Asia
13% Australia/New Zealand
5% Europe
44% North America
5% South America
Executive Program for Growing Companies

**Dates:** August 5 – 16, 2018  
**Application Deadline:** June 22, 2018  
**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*

**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*

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

Dates: August 25 – September 8, 2018  
Application Deadline: July 13, 2018

Tuition: $19,900 USD

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

WHO SHOULD ATTEND

The Stanford–NUS Executive Program in International Management is ideal for senior-level and high-potential executives who conduct business in the Pacific Rim. It’s specifically designed for:

• General managers and other functional managers with 10 to 15 years of experience—from any size company, any industry, and any country

TYPICAL PARTICIPANT MIX

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<td>Computer/Software</td>
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<tr>
<td>Construction/Engineering/Materials</td>
<td>4%</td>
</tr>
<tr>
<td>Education</td>
<td>4%</td>
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<td>Financial Services/Insurance</td>
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<td>Government</td>
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<td>Manufacturing</td>
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<tr>
<td>Military</td>
<td>26%</td>
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<td>Petroleum/Oil/Gas</td>
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<td>Retail/Wholesale</td>
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<tr>
<td>Utilities</td>
<td>4%</td>
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<td>Asia</td>
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<tr>
<td>Australia/New Zealand</td>
<td>4%</td>
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<tr>
<td>Europe</td>
<td>29%</td>
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<tr>
<td>North America</td>
<td>14%</td>
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</tbody>
</table>
Directors’ Consortium

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

Dates: March 27 – 30, 2018
March 26, 2018: Finance and Accounting Basics Optional Session

Application Deadline: February 16, 2018
Applications reviewed on a rolling basis.

4-day Tuition: $12,600 USD / 5-day Tuition: $14,550 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. 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.

Cybersecurity, 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

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

Anne Beyer
Associate Professor of Accounting, Stanford Graduate School of Business

PAST GUEST SPEAKERS

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

WHO SHOULD ATTEND

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

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

TYPICAL PARTICIPANT MIX

Management Function
76% General Management
8% Human Resources
8% Information Technology
4% Innovation
4% Operations/Production

Industry
3% Aerospace/Defense
6% Agriculture/Food/Beverages
3% Broadcasting
9% Consulting
28% Electronics/Software
3% Entertainment/Leisure
18% Financial Services/Insurance
3% Government
3% Internet Services
3% Manufacturing
3% Nonprofit
6% Petroleum/Oil/Gas
3% Pharmaceuticals/Med Devices
3% Retail/Wholesale
6% Telecommunications/Information Services

Region
9% Europe
89% North America
2% South America
The Emerging CFO: Strategic Financial Leadership Program

Dates: February 25 – March 2 and April 29 – May 4, 2018 (a two-module program)

Application Deadline: January 14, 2018

Tuition: $28,000 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 a webinar, 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 Trefftsz 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
5% Corporate Development
90% Finance/Accounting
3% General Management
2% Operations/Production

Industry
4% Agriculture/Food/Beverages
2% Biotechnology
2% Broadcasting
8% Construction/Engineering/Materials
2% Consulting
2% Cultural/Arts
8% Electronics/Software
2% Entertainment/Leisure
17% Financial Services/Insurance/Real Estate
2% Food Service/Lodging
6% Internet Services
15% Manufacturing
2% Mining/Metal Processing
4% Nonprofit
8% Pharmaceuticals/Med Devices
10% Telecommunications/Information Services
4% Transportation
2% Utilities

Region
2% Africa
16% Asia
2% Australia/New Zealand
11% Europe
8% Middle East
50% North America
11% South America
Finance and Accounting for the Nonfinancial Executive

Dates: November 11 – 16, 2018
Application Deadline: September 28, 2018
Tuition: $12,600 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
17% Corporate Development
2% Finance/Accounting
44% General Management
2% Human Resources
2% Information Technology
15% Operations/Production
5% Research/Development
13% Sales/Marketing

Industry
2% Advertising/Marketing Services
4% Chemicals
4% Construction/Engineering/Materials
4% Consulting
4% Education
13% Electronics/Software
4% Entertainment/Leisure
2% Environmental Services
17% Financial Services/Insurance/Real Estate
4% Food Service/Lodging
11% Health Care Services
2% Legal/Advocacy Services
9% Manufacturing
2% Mining/Metal Processing
2% Nonprofit
4% Petroleum/Oil/Gas
6% Retail/Wholesale
2% Telecommunications/Information Services
4% Utilities

Region
4% Asia
7% Australia/New Zealand
14% Europe
2% Middle East
68% North America
5% South America

WHO SHOULD ATTEND

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

FACULTY DIRECTORS

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

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

OTHER STANFORD GRADUATE SCHOOL OF BUSINESS FACULTY

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

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

Joseph D. Piotroski
Associate Professor of Accounting

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

Dates: July 29 – August 3, 2018
Application Deadline: June 15, 2018
Tuition: $12,600 USD
Optional Accounting & Finance Refresher: July 29, 2018

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
Peter M. DeMarzo
The Staehelin Family Professor of Finance
Margaret A. Neale
The 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. Strebulaev
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
35% Corporate Development
13% Finance/Accounting
35% General Management
2% Logistics
5% Operations/Production
4% Research/Development
6% Sales/Marketing

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

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

gsb.stanford.edu/exec-ed/maq
Customer-Focused Innovation

Dates: October 14 – 19, 2018
Application Deadline: August 31, 2018
Tuition: $16,000 USD

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

OVERVIEW

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

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

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

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

KEY BENEFITS

Customer-Focused Innovation will help you:

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

TYPICAL PARTICIPANT MIX

Management Function

<table>
<thead>
<tr>
<th>Function</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Corporate Development</td>
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<td>Information Technology</td>
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<td>Operations/Production</td>
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<tr>
<td>Research/Development</td>
<td>11%</td>
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<td>Sales/Marketing</td>
<td>31%</td>
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Industry

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<tr>
<td>Advertising/Marketing Services</td>
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<tr>
<td>Agriculture/Food/Beverages</td>
<td>3%</td>
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<tr>
<td>Computer/Peripherals/Software</td>
<td>25%</td>
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<tr>
<td>Education</td>
<td>5%</td>
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<td>Financial Services/Insurance</td>
<td>28%</td>
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<tr>
<td>Legal/Advocacy Services</td>
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<tr>
<td>Manufacturing</td>
<td>13%</td>
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<td>Nonprofit</td>
<td>5%</td>
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<tr>
<td>Printing/Publishing</td>
<td>3%</td>
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<tr>
<td>Retail/Wholesale</td>
<td>5%</td>
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<tr>
<td>Telecommunications/Information</td>
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Region

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<th>Region</th>
<th>Percentage</th>
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<tbody>
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<td>Asia</td>
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<td>Australia/New Zealand</td>
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<td>Europe</td>
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<tr>
<td>North America</td>
<td>56%</td>
</tr>
<tr>
<td>South America</td>
<td>4%</td>
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Design Thinking Bootcamp: From Insights to Innovation

In collaboration with the Hasso Plattner Institute of Design at Stanford

Spring Program Dates: March 27 – 30, 2018
Application Deadline: February 9, 2018

Summer Program Dates: July 10 – 13, 2018
Application Deadline: May 25, 2018

Fall Program Dates: September 11 – 14, 2018
Application Deadline: July 27, 2018

Tuition: $12,600 USD
Program tuition includes course materials, breakfast, and lunch on each day. Lodging not included in program tuition.

OVERVIEW
Executives will take part in an immersive, real-world project to learn the d.school’s human-centered, prototype-driven approach to innovation. Design Thinking Bootcamp: From Insights to Innovation is a dynamic mix of short instructional lectures, demonstrations, and guided, hands-on teamwork.

Please note this program is taught in English.

KEY BENEFITS
Design Thinking Bootcamp: From Insights to Innovation provides:
• Useful tools and methods that can be applied to various internal and external business challenges
• Pre- and post-program to kick off your design practice back at work
• Key understanding of how and when to apply methods

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.

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

TYPICAL PARTICIPANT MIX

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

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

Region
- 1% Africa
- 23% Asia
- 7% Australia/New Zealand
- 6% Europe
- 3% Middle East
- 55% North America
- 5% South America

gsb.stanford.edu/exec-ed/dtbc
Tap into the innovation engine that powers 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.
The Innovative Health Care Leader:
From Design Thinking to Personal Leadership

In collaboration with Stanford School of Medicine

Dates: May 13 – 18, 2018
Application Deadline: April 2, 2018
Tuition: $12,600 USD

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

OVERVIEW

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

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

KEY BENEFITS

The Innovative Health Care Leader program will help you:

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

FACULTY DIRECTORS

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

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

WHO SHOULD ATTEND

The Innovative Health Care Leader: From Design Thinking to Personal Leadership is ideal for global executives who want to drive innovation in their health care organizations. It’s specifically designed for:

• Senior-level executives and policy makers with at least 10 years of experience—MDs and non-MDs—from medical schools, HMOs, PPOs, hospitals, and foundations
• Titles may include hospital CEO, COO, and CFO; academic deans, senior VPs, department chairs, and center directors

TYPICAL PARTICIPANT MIX

Management Function
18% Corporate Development
47% General Management
2% Human Resources
2% Information Technology
14% Operations/Production
13% Research/Development
4% Sales/Marketing

Industry
4% Consulting
12% Education
2% Financial Services/Insurance
2% Government
70% Health Care Services
10% Pharmaceuticals/Med Devices

Region
15% Asia
4% Australia/New Zealand
5% Europe
9% Middle East
64% North America
3% South America
The Innovative Technology Leader

Winter Program Dates: January 21 – 26, 2018
Application Deadline: December 8, 2017

Summer Program Dates: July 29 – August 3, 2018
Application Deadline: June 15, 2018

Tuition: $12,600 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

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

WHO SHOULD ATTEND
The Innovative Technology Leader is ideal for those seeking fresh ideas, new perspectives, and new frameworks to solve real-world problems. It’s specifically designed for:
• Senior-level technology executives with at least 10 to 15 years of management experience
• Executives with responsibility for building and deploying technology to serve the enterprise
• Appropriate titles include chief information officer, chief technology officer, chief marketing officer, vice president of information technology, or vice president of product development

TYPICAL PARTICIPANT MIX

Management Function
7% Corporate Development
1% Finance/Accounting
20% General Management
57% Information Technology
3% Operations/Production
9% Research/Development
3% Sales/Marketing

Industry
2% Aerospace/Defense
2% Agriculture/Food/Beverages
3% Computer/Peripherals
8% Construction/Engineering/Materials
5% Consulting
13% Electronics/Semiconductors
2% Entertainment/Leisure
22% Financial Services/Insurance
6% Government
10% Manufacturing
2% Military
3% Pharmaceuticals/Med Devices
5% Retail/Wholesale
9% Telecommunications/Information Services
5% Transportation
3% Utilities

Region
18% Asia
7% Australia/New Zealand
20% Europe
3% Middle East
40% North America
12% South America
Strategic Marketing Management

Dates: August 5 – 17, 2018
Application Deadline: June 22, 2018
Tuition: $25,000 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 13-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 confluence 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.

Jonathan Levav, Associate Professor of Marketing, focuses on understanding consumer’s judgments and choices by using tools from experimental psychology and behavioral economics. In particular, he studies the contextual factors that influence people’s choices and judgments.

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

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

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

**Dates:** October 7 – 12, 2018  
Application Deadline: August 24, 2018  
**Tuition:** $12,600 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**
  - 17% Corporate Development
  - 30% General Management
  - 4% Information Technology
  - 36% Operations/Production
  - 13% Sales/Marketing

- **Industry**
  - 7% Agriculture/Food/Beverages
  - 4% Construction/Engineering/Materials
  - 7% Consulting
  - 4% Entertainment/Leisure
  - 25% Financial Services/Insurance/Real Estate
  - 15% Government
  - 4% Health Care Services
  - 4% Mining/Metal Processing
  - 4% Petroleum/Oil/Gas
  - 15% Software
  - 4% Telecommunications/Information Services
  - 7% Utilities

- **Region**
  - 19% Asia
  - 19% Australia/New Zealand
  - 19% Europe
  - 7% Middle East
  - 45% North America
  - 5% South America

gsb.stanford.edu/exec-ed/insp
Big Data, Strategic Decisions: Analysis to Action

Dates: August 5 – 10, 2018
Application Deadline: June 22, 2018
Tuition: $12,600 USD

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

OVERVIEW

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

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

KEY BENEFITS

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

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

FACULTY DIRECTOR

Paul Oyer, the Fred H. Merrill Professor of Economics at Stanford Graduate School of Business, focuses his research on the economics of organizations and human resource practices. He is also a Research Associate with the National Bureau of Economics and the Editor-in-Chief of the *Journal of Labor Economics*. His recent research includes how firms identify and recruit workers in high-skill and competitive labor markets, with a focus on the markets for newly minted lawyers and MBAs.
Leading Change and Organizational Renewal

In collaboration with Harvard Business School

Dates: October 28 – November 2, 2018 (at Stanford)
Application Deadline: September 14, 2018
Dates: March 18 – 23, 2018 (at Stanford)
Tuition: $15,500 USD

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

OVERVIEW

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

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

KEY BENEFITS

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

FACULTY DIRECTORS

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

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

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
2% Corporate Development
2% Finance/Accounting
54% General Management
8% Human Resources
12% Information Technology
4% Operations/Production
8% Research/Development
10% Sales/Marketing

Industry
2% Aerospace/Defense
3% Agriculture/Food/Beverages
2% Biotechnology
2% Chemicals
20% Computer/Peripherals/Electronics/Software
2% Consulting
12% Education
3% Entertainment/Leisure
15% Financial Services/Insurance/Real Estate
2% Food Service/Lodging
5% Government
2% Health Care Services
2% Legal/Advocacy Services
8% Manufacturing
2% Mining/Metal Processing
3% Petroleum/Oil/Gas
2% Pharmaceuticals/Med Devices
3% Retail/Wholesale
3% Telecommunications/Information Services
2% Transportation
5% Unknown

Region
13% Asia
7% Australia/New Zealand
25% Europe
2% Middle East
41% North America
12% South America
Managing Teams for Innovation and Success

**Dates:** June 3 – 8, 2018
**Application Deadline:** April 20, 2018
**Tuition:** $12,600 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 renowned faculty to explore evidence-based research and discover the counter-intuitive findings of team building. You’ll explore how to leverage diversity, stimulate engagement, influence without authority, harness collective intelligence, and implement change. And you’ll use design thinking principles to foster team innovation.

**KEY BENEFITS**

Managing Teams for Innovation and Success will help you:

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

**FACULTY DIRECTOR**

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

**OTHER PROGRAM FACULTY**

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

Gregory B. Northcraft
Professor Emeritus and former Harry J. 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
People, Culture, and Performance: Strategies from Silicon Valley

Dates: August 19 – 24, 2018
Application Deadline: July 6, 2018
Tuition: $12,600 USD

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

OVERVIEW

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

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

There’s no better place to learn about innovative talent management than on the Stanford Graduate School of Business (GSB) campus, in the heart of Silicon Valley. Apply design thinking principles and processes to re-imagine how jobs and organizations can be structured. Learn how to create an ownership culture that drives top performance and innovation. Explore how diversity can be leveraged as a competitive advantage. And discover how data and people analytics can impact everything from hiring to incentives.

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

KEY BENEFITS

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

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

FACULTY DIRECTOR

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).

WHO SHOULD ATTEND

• Senior leaders who have a stake in the company’s talent strategy, culture, and overall business performance
• Business leaders, functional heads, HR leaders, or entire teams who are inspired to bring new ideas and perspectives to talent management — from any size company, any industry, and any country
• SVP, VP, and Director titles with responsibility for Human Resources, Talent Management, Talent Development, or other functional areas such as engineering, sales, R&D, etc.

TYPICAL PARTICIPANT MIX

<table>
<thead>
<tr>
<th>Management Function</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance/Accounting</td>
<td>3%</td>
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<tr>
<td>General Management</td>
<td>18%</td>
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<tr>
<td>Human Resources</td>
<td>67%</td>
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<tr>
<td>Information Technology</td>
<td>3%</td>
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<tr>
<td>Operations/Production</td>
<td>3%</td>
</tr>
<tr>
<td>Research/Development</td>
<td>3%</td>
</tr>
<tr>
<td>Sales/Marketing</td>
<td>3%</td>
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<table>
<thead>
<tr>
<th>Industry</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Agriculture/Food/Beverages</td>
<td>5%</td>
</tr>
<tr>
<td>Chemicals</td>
<td>5%</td>
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<tr>
<td>Construction/Engineering/Materials</td>
<td>5%</td>
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<tr>
<td>Consulting</td>
<td>5%</td>
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<tr>
<td>Education</td>
<td>5%</td>
</tr>
<tr>
<td>Financial Services/Insurance</td>
<td>9%</td>
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<tr>
<td>Government</td>
<td>5%</td>
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<tr>
<td>Internet Services</td>
<td>5%</td>
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<tr>
<td>Manufacturing</td>
<td>23%</td>
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<tr>
<td>Pharmaceuticals/Med Devices</td>
<td>5%</td>
</tr>
<tr>
<td>Retail/Wholesale</td>
<td>9%</td>
</tr>
<tr>
<td>Software</td>
<td>5%</td>
</tr>
<tr>
<td>Telecommunications/Information Services</td>
<td>5%</td>
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<tr>
<td>Utilities</td>
<td>9%</td>
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</table>

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<tr>
<th>Region</th>
<th>Percentage</th>
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</thead>
<tbody>
<tr>
<td>Asia</td>
<td>13%</td>
</tr>
<tr>
<td>Australia/New Zealand</td>
<td>3%</td>
</tr>
<tr>
<td>Europe</td>
<td>13%</td>
</tr>
<tr>
<td>Middle East</td>
<td>11%</td>
</tr>
<tr>
<td>North America</td>
<td>53%</td>
</tr>
<tr>
<td>South America</td>
<td>7%</td>
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</tbody>
</table>
At Stanford you will happily discover 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 5 – 10, 2018
Application Deadline: June 22, 2018
Tuition: $12,600 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

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

Margaret A. Neale
The Adams Distinguished Professor of Management

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

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

Dates: May 6 – 11, 2018
Application Deadline: March 23, 2018
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

<table>
<thead>
<tr>
<th>Management Function</th>
<th>Region</th>
<th>Industry</th>
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<tbody>
<tr>
<td>4% Corporate Development</td>
<td>2% Africa</td>
<td>8% Advertising/Marketing Services</td>
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<tr>
<td>6% Finance/Accounting</td>
<td>7% Australia/New Zealand</td>
<td>4% Agriculture/Food/Beverages</td>
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<tr>
<td>43% General Management</td>
<td>12% Europe</td>
<td>2% Biotechnology</td>
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<tr>
<td>8% Human Resources</td>
<td>8% North America</td>
<td>2% Chemicals</td>
</tr>
<tr>
<td>11% Information Technology</td>
<td>3% South America</td>
<td>24% Computer/Peripherals/Software</td>
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<tr>
<td>2% Operations/Production</td>
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<td>6% Consulting</td>
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<tr>
<td>8% Research/Development</td>
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<td>14% Education</td>
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<tr>
<td>18% Sales/Marketing</td>
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<td>2% Entertainment/Leisure</td>
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<td>4% Financial Services/Insurance</td>
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<td>8% Health Care Services</td>
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<td>2% Legal/Advocacy Services</td>
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<td>2% Manufacturing</td>
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<td>4% Nonprofit/Social Welfare</td>
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<td>2% Petroleum/Oil/Gas</td>
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<td>2% Retail/Wholesale</td>
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<td>8% Telecommunications/Information Services</td>
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<td>2% Utilities</td>
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gsb.stanford.edu/exec-ed/epwl
Executive Program in Leadership: The Effective Use of Power

Dates: September 30 – October 5, 2018
Application Deadline: August 20, 2018
Tuition: $13,500 USD

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

OVERVIEW

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

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

KEY BENEFITS

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

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

FACULTY DIRECTOR

Brian Lowery, 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

Shelley Correll
Professor of Organizational Behavior (by courtesy); Professor of Sociology, School of Humanities and Sciences; The Barbara D. Finberg Director, Clayman Institute for Gender Research
Benoit Monin
The Bowen H. and Janice Arthur McCoy Professor of Leadership Values
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
Interpersonal Dynamics for High-Performance Executives

Dates: June 24 – 29, 2018
Application Deadline: May 11, 2018
Tuition: $15,500 USD
Program tuition includes private accommodations, all meals, and course materials.

OVERVIEW

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

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

KEY BENEFITS

Interpersonal Dynamics for High-Performance Executives will help you:

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

FACULTY DIRECTORS

David L. Bradford, the Eugene D. O’Kelly II Senior Lecturer in Leadership, Emeritus, specializes in the areas of leadership, interpersonal influence, and executive teams. In all of these, he has focused on the question, “What does it take to achieve high performance?” His recent work on influence has led to exploring the conditions for a “feedback rich organization” where team members, through a structured process, give each other face-to-face feedback to improve individual and team performance.

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.

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

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Industry

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<td>Electronics/Semiconductors/Software</td>
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<td>Health Care Services</td>
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<td>Manufacturing</td>
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<tr>
<td>Pharmaceuticals/Med Devices</td>
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<td>Telecommunications/Information Services</td>
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Region

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<tr>
<td>Australia/New Zealand</td>
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<td>Europe</td>
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<td>Middle East</td>
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<tr>
<td>North America</td>
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LGBTQ Executive Leadership Program

Dates: July 29 – August 3, 2018
Application Deadline: June 15, 2018
Tuition: $12,600 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. Explore the art of influence and decision making. Discover how mindsets can drive innovation. Learn how to transform insights into outcomes. Share best practices and capture your learnings to extend the experience to your organization and support the next generation of LGBTQ leaders.

KEY BENEFITS

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

FACULTY DIRECTORS

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

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

Dates: August 12 – 24, 2018
Application Deadline: June 29, 2018
Tuition: $25,000 USD

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

OVERVIEW

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

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

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

KEY BENEFITS

The Executive Program in Strategy and Organization will help you:

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

FACULTY DIRECTORS

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

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

WHO SHOULD ATTEND

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

• Senior executives from any industry with 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

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

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

Region
2% Africa
17% Asia
7% Australia/New Zealand
22% Europe
2% Middle East
42% North America
8% South America
Strategy Beyond Markets: Building Competitive Advantage Through Government Relations and Public Affairs

Dates: August 19 – 24, 2018
Application Deadline: July 6, 2018
Tuition: $12,600 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

WHO SHOULD ATTEND

Strategy Beyond Markets: Building Competitive Advantage Through Government Relations and Public Affairs is ideal for executives who formulate and implement the strategic direction of their organizations. It’s specifically designed for:

• Senior-level executives with at least 10 years of experience—from any size company, any industry, and any country
• Executives from large global companies that face challenges in a variety of different institutional arenas
• Leaders of startups or smaller organizations seeking creative ways to build competitive advantage
• Examples of other roles include senior functional leaders transitioning into general management, and division-level leaders who will soon assume corporate-level positions

TYPICAL PARTICIPANT MIX

Management Function
38% Corporate Development
54% General Management
8% Research/Development

Industry
14% Agriculture/Food/Beverages
17% Construction/Engineering/Materials
14% Consulting
17% Government
5% Health Care Services
5% Mining/Metal Processing
14% Software
9% Telecommunications/Information Services
5% Transportation

Region
7% Asia
7% Europe
81% North America
5% South America

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.
Supply Chain Management: Strategies and Innovations

Dates: August 12 – 17, 2018
Application Deadline: June 29, 2018
Tuition: $12,600 USD
Program tuition includes private accommodations, all meals, and course materials.

OVERVIEW
Supply chains are becoming more and more complex as the number of products, players, customer demands, geographies, and uncertainties increase—with issues ranging from trade and technology to taxes and politics. The key to success is developing the right strategies to both manage and mitigate risks while also capitalizing on new opportunities created by innovation and disruption. This is the unique focus of Supply Chain Management: Strategies and Innovations.

In this academically rigorous program you will learn frameworks and strategies for containing costs, improving margins, and reducing your time to market. But that’s just the beginning. You’ll also explore how an innovative mindset can help you create and capture even more value in your supply chain—to accelerate product development, expand into new markets, leverage partnerships, hone in on the right signals, and delight your customers.

Today’s best practices from leading companies can teach us a lot. But because change is a constant, those practices may be outdated or even obsolete tomorrow. Supply Chain Management: Strategies and Innovations focuses on forward-thinking strategies that enable you to understand and leverage the impact of these uncertainties and to proactively seize opportunities—before your competition does. This is the kind of innovative thinking you will explore at Stanford GSB with world-renowned supply chain pioneers and thought leaders in political economy, sustainability, and data analytics as your teachers. Together, with a network of highly motivated peers from multiple industries and geographies, you’ll tackle the most pressing issues facing your supply chain and learn how to innovate for the future.

KEY BENEFITS
Supply Chain Management will help you:

• Think strategically, holistically, and proactively about every facet of your supply chain
• Understand the impact of geopolitical and technological forces and how to leverage them for competitive advantage
• Bring innovation to your entire supply chain—from how you work with partners and where you locate factories to how you leverage outsourcing, offshoring, or re-shoring
• Promote and support innovation across your company to enable faster new product development and more effective market expansion
• Learn design thinking principles to better understand customer needs and build a customer-centric supply chain
• Develop a value-creation mindset that helps you position your supply chain as a weapon for strategic advantage
• 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.

WHO SHOULD ATTEND
 Strategies and Leadership in Supply Chains is ideal for organizations—of any size or industry—that are faced with the challenges of managing complex global supply chains. It’s specifically designed for:

• Functional executives and general managers who have strategic responsibilities for supply chain management, manufacturing, operations, logistics, distribution, or procurement
• Individuals whose functional areas and responsibilities are directly involved in and/or affected by the supply chain process

TYPICAL PARTICIPANT MIX

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<td>General Management</td>
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<td>Information Technology</td>
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gsb.stanford.edu/exec-ed/ssc
Stanford Innovation and Entrepreneurship Certificate

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

**OVERVIEW**

Industry insights. Proven research models.

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

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

**KEY BENEFITS**

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

**WHO WILL BENEFIT**

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

**HOW IT WORKS**

The courses:

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

To earn the certificate, complete eight of the courses.

**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.
Stanford LEAD Certificate: Corporate Innovation

Dates: Program Starts March 14, 2018
Application Deadline: February 7, 2018

Also offered in September 2018
Application Deadline: August 2018

Tuition: $19,000 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 peer group collaboration and cloud-based immersive space for interactive group experiences, combined with self-paced learning. 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, iterate, 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:
• Learn new skills and strategies, and immediately apply what you learn to drive innovation in your organization
• Acquire business tools and techniques to implement and accelerate change in your organization
• Collaborate and innovate with a small and select group of peers through team projects, class discussions, and ongoing faculty and peer 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 and 24 Continuing Education Units (CEUs)
• Build a valuable network of highly qualified peers from around the globe

FACULTY DIRECTOR
Peter M. DeMarzo, the Staehelin Family 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.
TAKE THE NEXT STEP

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

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

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

APPLICATION PROCESS
Prospective participants may submit their application materials 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.
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