



WE ARE HERE TO HELP YOU

- Build Your People's Leadership Capabilities
- Embrace Digital Transformation
- Accelerate Innovation and Business Excellence

TALK WITH US

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PROGRAMS

Organizational Learning

Organizational Learning in Action (OLA)

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FOCUSED....



GENERAL MANAGEMENT PROGRAMS

General management programs prepare you for bigger responsibilities, help you lead your team more effectively, and give you the latest tools to deliver better business strategies. You will find specific programs at all levels of management responsibility.

NEW FORMAT Building on Talent (BOT)

Developing the next generation of leaders For functional experts or managers with around 5-10 years of experience

Accelerate your career:

- Strengthen your business acumen: finance, marketing, operations, strategy, and innovation
- Enhance your leadership skills: self-awareness, team building, conflict management, and resilience
- Understand the challenges of tomorrow: digital transformation, disruption & sustainability
- Work with professional, executive coaches to master and implement what you learn back at work

www.imd.org/bot

Foundations for Business Leadership (FBL)

Accelerating mastery of cross-functional capabilities
For experienced functional managers aspiring
to move into business leadership positions

- Get confident in marketing, operations, finance, strategy, industry analysis, business models and entrepreneurship
- Understand how value is created by integrating functions, and apply your new and enhanced capabilities to complex business issues
- Get assessed on your understanding of business fundamentals, and your effectiveness as a team member
- Get ready for IMD's Program for Executive Development or Executive MBA

www.imd.org/fbl

Transition to Business Leadership (TBL)

Turning experienced managers into business leaders For experienced functional managers moving into business leadership positions

- Assess your strengths and development priorities relative to leading a business
- Design business unit strategy, structure, systems and skills to deliver results
- Cultivate your executive presence and ability to communicate and inspire
- Be ready to lead change and organizational transformations more effectively

www.imd.org/tbl

Program for Executive Development (PED = FBL + TBL)

Transforming managers into leaders
For experienced functional managers moving into business leadership positions

- Get up to speed with the concepts and capabilities you need to successfully transition to general management and business leadership
- Understand how to provide a guiding vision, to pull together various functions, businesses or country teams to create value
- Leverage the strengths of your different team members to create an integrated whole that is focused on winning
- Become a confident, fulfilled general manager and business leader
- Qualify for your PED Diploma

www.imd.org/ped

Advanced Management Program (AMP)

Propel business growth, turbocharge your career For seasoned leaders, either individually or as a team, with proven management experience, possibly overseeing multiple products or countries

- Rethink your company's strategic possibilities in changing times
- Reframe your organizational roadmap to seize new opportunities
- Boost your leadership skills to lead large-scale organizational transformations
- Catapult your career to new heights

www.imd.org/amp

NEW FORMAT

www.imd.org/bpse

Breakthrough Program for Senior Executives (BPSE) Do what matters

For senior managers at executive committee, group or divisional level

- Develop a new level of self-confidence in what you can and want to contribute to your organization
- Define concrete plans to conquer personal leadership and organizational issues that matter
- Formulate new responses to some of the persistent, complex problems your organization faces
- Become familiar with big external changes and what they mean for you and your business

40+ NEW TOPICS

Orchestrating Winning Performance (OWP)

Rethink, refresh and transform your business – discover the latest hot topics and trends in the business world!

For individuals and teams at all career stages and every industry

- Solve your management and leadership challenges with face-to-face learning from world-class faculty
- Join as a team and build the right dynamics, get clarity and turn your strategy into action
- Get maximum exposure to top executives and business leaders, new contacts, to help you create winning performance

www.imd.org/owp

	FEE		JAN.	FEB.	MAR.	APR.	MAY	JUN.	JUL.	AUG.	SEP.	OCT.	NOV.	DEC.
NEW FORMAT Building on Talent (BOT)	CHF	19,900	14.1-		4.3–15.3	25.3–3.5	15.4–24.5	3.6–14.6	24.6–2.8		2.9–11.		-1.11 11.11-	20.12
			Distar learnii		On campus	Back at work	Distance learning	On campus	Back at work		Distance learning	On campu	Back us at wor	k
Foundations for Business Leadership (FBL)	CHF	25,000		3.2–22.2	17.	3–5.4	9.5–28.5			18.8	3–6.9		3.11–22.11	
Transition to Duciness Londonthia (TDL)	OHE	20,000	MODULE 1		MODULE 2	MODULE 1	MODULE 2				MODULE 1		MODULE 2	
Transition to Business Leadership (TBL)	UHF	30,000	14.1–25.1		4.3–15.3	1.4–12.4	13.5–24.5				9.9–20.9		11.11-22.11	
Program for Executive Development (PED = FBL + TBL) PED comprises two parts, Foundations for Business Leadership (FBL) and Transition to Business Leadership (TBL), each of which can also be taken as stand-alone programs	CHF	55,000												
Advanced Management Program (AMP)	CHF	28,000		25.2	2–15.3		27.5	-14.6				28.10-	-15.11	
NEW FORMAT Breakthrough Program for Senior Executives (BPSE)	CHF	25,500				9.4–18.4			2.7–11.7				26.11	-5.12
40+ NEW TOPICS														
Orchestrating Winning Performance (OWP) Special team offer: fifth participant comes for free! 1 For the first participant OWP Lausanne 2 For the first participant OWP Dubai 3 For each additional participant from the same company and IMD alumni (OWP Lausanne) 4 For each additional participant from the same company and IMD alumni (OWP Dubai) 5 Early bird fee, deadline February 28, 2019 (OWP Lausanne) 6 Early bird fee, deadline July 31, 2019 (OWP Dubai)	CHF CHF CHF	10,900 ¹ 11,900 ² 8,900 ³ 9,900 ⁴ 9,900 ⁵ 10,900 ⁶						24.6-28.6 Lausanne					17.11–21.11 Dubai	



DEGREE PROGRAMS

IMD's exclusive MBA and Executive MBA degree programs will accelerate your career and create lasting impact in your business and personal life. Prepare the future you want.

Master of Business Administration (MBA)

The skills to know, the confidence to act, the humility to lead

For young professionals with strong career progression and leadership potential

- Ensure that you master the fundamentals needed in business today
- Increase your self-awareness to select adequate responses to business challenges
- Recognize your moral compass when navigating organizational contexts
- Acquire confidence by addressing real issues and interacting with IMD's network

www.imd.org/mba

Executive Master of Business Administration (EMBA)

Create real impact in your career For fast-rising, internationally experienced executives

- Master management skills in highly diversified business, social and political environments
- Develop the mindset of an entrepreneur: be creative, take risks and manage the unknown with confidence
- Become a more reflective, self-aware and strategic member of a general management team
- Create new value for your organization and discover more career options

www.imd.org/emba



Executive Master of Business Administration (EMBA)

STEP 1: Foundation Stage

Foundations for Business Leadership Choose one (from five intakes each year)

STEP 2: Advanced Management Concepts

Advanced Management Concepts
Choose one (from three intakes each year)

STEP 3: Mastery Stage

Choose one (from three intakes each year)



Fees

Fee 2019: CHF 105,000 (Foundations for Business Leadership – CHF 25,000; Advanced Management Concepts – CHF 15,000; Mastery Stage – CHF 65,000, with flexibility and installments available)

Tuition, teaching materials and lunch are included in the fees.

Dates

See the IMD EMBA website for full dates www.imd.org/emba





DIGITAL TRANSFORMATION PROGRAMS

Digital transformation programs show you how to use exponentially improving technologies to transform your business. Build in-demand skills and plan your digital business transformation to unlock new business opportunities.





Leading Digital Business Transformation (LDBT) Leveraging digital innovations to transform your business

For business leaders and senior managers looking to improve company performance through the use of digital technologies

- Understand how digital technologies and business models are radically changing competitive dynamics across industries
- See into the mindset of digital disruptors, like Google, Amazon, Alibaba, and Silicon Valley "unicorns"
- Understand how to become a much more agile organization
- Define a plan of action for digitization across your organizational value chain that allows you to both preserve your core business and compete in new markets

www.imd.org/ldbt

TransformTECH (TT)

Inspiring technologies that create new business opportunities

For experienced executives wanting to transform their business with technology

- Open up new opportunities for your business by exploring latest technologies and the impact for your business and industry
- Become familiar with nimble innovation practices, the venturing world, design thinking as well as rapid prototyping
- Develop a beta-prototype with experts in technology, innovation and entrepreneurship that you can immediately apply to your business

www.imd.org/tt

Digital Strategy (DS)

Using digital transformation to boost your competitive advantage

For business leaders responsible for developing and implementing a digital strategy for their organization

- Understand how to launch multi-sided platforms and digital ecosystems
- Develop your Internet-of-Things strategy to connect with other platforms
- Monetize your platforms, and derive the greatest possible value from big data and artificial intelligence
- Sharpen your digital strategy by anticipating and responding to strategic moves from your competitors and internet giants

www.imd.org/ds

Digital Execution (DE)Bringing digital strategy to life

For business leaders who have defined preliminary digital strategy goals and now need to verify their key assumptions and develop an execution plan

- Identify fast and effective experimentation methodologies
- Develop a roadmap to execute your digital business transformation strategy
- Plan for future iterations and frequent adjustment processes
- Acquire the capabilities to partner with other organizations to succeed in your digital journey

www.imd.org/de

Leading in the Digital Age (LDA) Leading your team through digital change

For executives responsible for managing other people and who need guidance on how to lead effectively in a digital age

- Recognize your capabilities and strengths to become an effective leader in the digital age
- Identify your weaknesses in the digital leadership space and how to improve them
- Get hands-on practice with the skills and capabilities to lead in disruptive environments
- Understand how to collaborate and build teams in new ways
- Leave the program with a personal leadership plan for leading in the digital age

NEW

Digital Strategy & Analytics (DSA) Connecting digital strategy with data analytics

For managers looking to dive deeper into the topics of data analytics and platform strategy and connect these topics together

- Discover diverse strategy frameworks and how they require different analytic models and strategies
- See how the findings you infer have a fundamental impact on your strategy choices
- Get the latest analytic tools and practise data visualization exercises which you can quickly apply to your own data
- Understand how to make your data strategic and turn your company's strategic models into concrete implementation



www.imd.org/dsa

	FEE		JAN.	FEB.	MAR.	APR.	MAY	JUN.	JUL.	AUG.	SEP.	OCT.	NOV.	DEC.
Leading Digital Business Transformation (LDBT) 1 At IMD 2 Singapore session delivered by IMD Southeast Asia Pte Ltd. GST (7%) to be added for Singapore registered companies and residents 1-2 Special pricing applies if you wish to pursue the Digital Excellence Diploma. Please enquire	CHF	9,900¹ 13,500²		4.2-8.2	11.3-15.3			3.6-7.6			9.9-13.9	14.10–18.10	4.11–8.11 Singapore	25.11–29.11
TransformTECH (TT) For the first participant For IMD and EPFL alumni Early bird offer, deadline for: TT 1 2019 September 30, 2018 TT 2 2019 May 16, 2019 Special team offer: For three participants from the same company For each additional participant from the same company Team offer cannot be combined with the early bird or alumni offer Special pricing applies if you wish to pursue the Digital Excellence Diploma. Please enquire	CHF CHF CHF CHF	7,900 ¹ 6,400 ² 7,100 ³ 17,300 ⁴ 4,700 ⁵	28.1	1-1.2							16.9–20.9			
Digital Strategy (DS) Special pricing applies if you wish to pursue the Digital Excellence Diploma. Please enquire	CHF	4,950 ¹						10.6–12.6				21.10–23.10		
Digital Execution (DE) Special pricing applies if you wish to pursue the Digital Excellence Diploma. Please enquire	CHF	4,950 ¹			18.3–20.3						16.9–18.9			
Leading in the Digital Age (LDA) Special pricing applies if you wish to pursue the Digital Excellence Diploma. Please enquire	CHF	4,950 ¹			20.3–22.3							23.10–25.10		
NEW Digital Strategy & Analytics (DSA) 1 Special pricing applies if you wish to pursue the Digital Excellence Diploma. Please enquire	CHF	9,900¹			18.3–22.3									



Digital Marketing Strategies (DMS) Master the skills of online-offline marketing For senior or mid-level managers with strategic, marketing or commercial responsibilities

marketing or commercial responsibilities who need to strengthen their marketing skills in the digital landscape

- Let timeless marketing fundamentals guide your decision-making, online and offline
- Understand how digitalization changes customer decision-making and what this means for your brand
- Become familiar with emerging business models and new approaches to market strategy
- Master new technologies to connect with your customers

www.imd.org/dms

Digital Supply Chain Management (DSCM) Get maximum value from your supply chain For experienced executives working in procurement, supply-chain management and operations

- Develop a digital strategy that embeds the right technologies for your business
- Understand and manage global supply-chain complexity and risks
- Optimize your global material, information and financial flows
- Lead organizational change and SC transformation

www.imd.org/dscm

Digital Analytics (DA)

Leverage big data and analytics in your business
For managers who make complex decisions
in areas related to digital transformation and
strategy, and would like to gain a stronger
understanding of the underlying concepts
behind big data and analytical techniques

- Understand big data and analytics, how they have evolved and what they mean for business in the future
- Immerse yourself in the latest social media and mobile landscape trends
- Evaluate your capabilities and strategies for data analytics
- See how data analytics is impacting every aspect of your business and prepare your response

www.imd.org/da

■ IMD ONLINE PROGRAMS Digital Disruption (DD) Competing in the Digital Vortex

Delivered online and applied to your business context with one-to-one professional coaching For executives who want to know more about digital opportunities and threats and are involved in navigating the digital transformation in their organization

- Drive disruption in your industry, don't drown in it
- Identify changes in the business environment and take advantage of them
- Analyze and overcome obstacles to rapid execution
- Create a successful digital transformation plan for your organization

www.imd.org/dd

NEW

Digital Finance (DF) Discover how technology is transforming the financial landscape

For finance executives or business leaders looking to differentiate yourself from the pack

- Develop your leadership capabilities for the digital age
- Learn how to build, collaborate, motivate and influence teams in the virtual space
- Learn how to lead across generations in an evolving workplace

www.imd.org/df

NEW

IMD ONLINE PROGRAMS

Business Analytics for Leaders (BAL) Chart your path to analytical excellence

For executives or managers looking for a practical understanding of the fundamentals of digital analytics and big data. You are keen to use digital analytics as a catalyst for business innovation

- Learn how big data can give you and your company a strategic advantage
- Discover the various sources of data, both within and outside your organization
- Understand the different types of analytics and which is best suited to your needs
- Investigate the different levels of data analytics maturity and where your organization stands



	FEE		JAN.	FEB.	MAR.	APR.	MAY	JUN.	JUL.	AUG.	SEP.	ост.	NOV.	DEC.
Digital Marketing Strategies (DMS)	CHF	9,900 ¹			18.3–22.3							7.10–11.10		
¹ Special pricing applies if you wish to pursue the Digital Excellence Diploma. Please enquire														
Digital Supply Chain Management (DSCM)	CHF	9,900 ¹				1.4-5.4							11.11–15.11	
Special pricing applies if you wish to pursue the Digital Excellence Diploma. Please enquire														
Digital Analytics (DA)	CHF	4,950 ¹						12.6–14.6				21.10-23.10		
Special pricing applies if you wish to pursue the Digital Excellence Diploma. Please enquire														
IMD ONLINE PROGRAMS	CHF	2,950 ¹					6.5-	-30.6		29.7–22.9			14.10–8.12	
Digital Disruption (DD)	CHF	2,750 ²												
Delivered online and applied to your business context with one-to-one professional coaching														
 Special pricing applies if you wish to pursue the Digital Excellence Diploma. Please enquire For IMD alumni Complimentary seats available for Corporate Learning Network members. 	oers													
NEW Digital Finance (DF)	CHF	4,950 ¹			6.3–8.3							23.10-25.10		
Special pricing applies if you wish to pursue the Digital Excellence Diploma. Please enquire														
IMD ONLINE PROGRAMS	CHF	2,950 ¹						13.5–7.7					14.10-8.12	
NEW Business Analytics for Leaders (BAL)	CHF	2,750 ²												
 Special pricing applies if you wish to pursue the Digital Excellence Diploma. Please enquire For IMD alumni Complimentary seats available for Corporate Learning Network memb 	ers													



All digital programs can lead to the Digital Excellence Diploma. Visit www.imd.org/dtp/digital-diploma for more details



LEADERSHIP PROGRAMS

Leadership programs are about enabling the full potential in others and in yourself. Explore how to become a better leader, discover how to energize and mobilize people to reach a common goal, prepare for greater leadership responsibilities.

The First 90 Days® (F90D)

Accelerate your leadership transition
For leaders who have recently taken
on a challenging new role or will shortly do so.
If possible, you should take the program
at the latest within four months of formally
starting your new job

- Match your strategy to your situation, so you can lead the right changes in the right ways.
 Then align with your new managers and superiors
- Identify key stakeholders and build an alliance to support your key initiatives
- Assess, reshape, align and accelerate the team you inherited
- Establish direction for yourself and your organization, plus the momentum to secure early wins

www.imd.org/f90d

FOR HPL ALUMNI ONLY

Advanced High Performance Leadership (AHPL)A unique next step for HPL alumni

For leaders looking to refocus, reflect and renew in order to supercharge your performance at an individual, team and company-wide level

- Refocus your "mind's eye" on updated goals and ensure you are playing to win versus playing not to lose
- Gain new insights to implement your vision of high performance leadership
- Leave with a renewed action plan and a clear understanding of how to continue your leadership development and inspire the people you lead

www.imd.org/ahpl

Mobilizing People (MP)

Leading with impact

For experienced executives in either managerial or specialist roles

- Experience team leadership situations and experiment with your role as a leader
- Receive intense individual feedback and coaching
- Develop strong team leadership qualities and team management skills
- Renew your energy and learn to mobilize people toward key business goals

www.imd.org/mp

Strategies for Leadership (SL)

Empowering women executives

For upper mid-level to senior female executives

- Improve performance and lead more effectively
- Prepare to take on top-level management roles and board positions
- Build a network of women in business to serve as mentors and role models
- Be a competitive advantage for your company. Contribute to leadership diversity

www.imd.org/sl

High Performance Leadership (HPL)

Listen, influence, impact

For experienced executives and teams

- Discover your leadership patterns and foundations, diagnose your leadership tasks
- Develop your own leadership style, learn effective dialogue, revitalize your vision and build on your strengths
- Boost your capacity to change and move to a higher level of your leadership performance
- Develop a personal leadership path that ensures you remain inspired and resilient for the future

www.imd.org/hpl

NEW

Cultivating Leadership Energy through Awareness and Reflection (CLEAR)

Bridges the gap between knowing and doing, by providing an opportunity to take time out to develop yourself and explore your personal and collective responsibility as a leader

For leaders who operate at or near the top of your organization. Already successful, you know that what got you here will not necessarily get you there

- Bridge the knowing-doing gap with a multi-level, integrated and holistic approach
- Work with a personal coach during your whole journey to facilitate and accelerate your learning
- Global perspective by connecting with a truly international peer group
- Experience lasting results
- Cultivate your leadership energy over 10 months to ensure you engage in truly transformative change



	FEE		JAN.	FEB.	MAR.	APR.	MAY	JUN.	JUL.	AUG.	SEP.	OCT.	NOV.	DEC.
The First 90 Days® (F90D) ¹ For IMD alumni	CHF	3,900 3,500 ¹		11.2–12.2 Zurich			28.5–29.5				18.9–19.9		19.11–20.11	
Mobilizing People (MP)	CHF	23,000				25.4	i–3.5			27.8	-4.9	26.10	0-3.11	
Strategies for Leadership (SL)	CHF	9,900					21.5–24.5				24.9–27.9			
High Performance Leadership (HPL) Program delivered by IMD Southeast Asia Pte Ltd. GST (7%) to be added for Singapore registered companies and residents	CHF SGD	13,500 17,500 ¹		10.2–15.2		7.4–12.4 Singapore	5.5–10.5				8.9–13.9	6.10–11.10	20.10-25.10 Singapore	1.12-6.12
FOR HPL ALUMNI ONLY Advanced High Performance Leadership (AHPL)	CHF	9,500					20.5–24.5 Gstaad						4.11-8.11 Gstaad	
NEW Cultivating Leadership Energy through Awareness and Reflection (CLEAR)	CHF		MODULE 2 6.1–11.1.20 Bali				MODULE 3 11.5-16.5.20 Lausanne				MODULE1 3.9–11.9 Lausanne & Champéry			



LEADERSHIP PROGRAMS

NEW

Janus: Critical CEO Dialogue

Reflect on your past, challenge your present, impact your future

For CEOs who report to external Boards, or who manage very significant business units. You are ready to work closely with other CEOs and faculty to be curious, to question and to critique each other through dialogue

- Provoke and challenge other CEOs through shared experiences
- Engage in private reflection, alone as well as with executive learning facilitators
- Find new meaning and purpose in your role and career

www.imd.org/janus

NEW FORMAT

IMD ONLINE PROGRAMS

Leadership Essentials (LE)

Jumpstart your journey to top leadership
Delivered online and applied to your business
context with one-to-one professional coaching
For executives who are looking to take the next
step into a leadership role

- Understand where your power comes from and how to influence and persuade others
- Be a more effective leader through understanding how to manage others
- Enhance the creativity and innovation of your teams
- Know yourself and identify the values that guide your life

www.imd.org/le

■ IMD ONLINE PROGRAMS Inspirational Leadership (IL)

Maximize your leadership potential Delivered online and applied to your business context with one-to-one professional coaching For executives taking on greater leadership responsibilities who need to work through others to build personal and team success

- Understand your individual leadership strengths and weaknesses
- Improve interactions with your team members by building strong bonds
- Master new ways of approaching challenges and overcoming obstacles
- Manage conflicts through successful leadership transactions
- Coach your team members to help them develop their potential

www.imd.org/il

IMD ONLINE PROGRAMS

Changing Employee Behavior (CEB)

Inspire your employees to make positive changes and improve their performance
Delivered online and applied to your business

context with one-to-one professional coaching
For managers of start-ups or established
businesses who want their employees to thrive

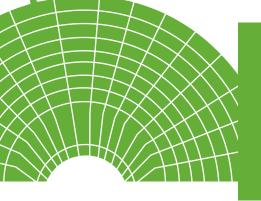
- Understand what really motivates your employees
- Discover how behavioral change improves individual performance and can transform companies
- Embed a culture of self-development, motivation and positivity at every level of your organization
- Learn practical techniques you can use daily

www.imd.org/ceb



	FEE		JAN.	FEB.	MAR.	APR.	MAY	JUN.	JUL.	AUG.	SEP.	OCT.	NOV.	DEC.
NEW Janus: Critical CEO Dialogue (JANUS) 3 days at a mountain retreat in the Swiss Alps with additional pre-program work	CHF	24,500	30.1– Swiss Retrea	Alps							5.9-7.9 Swiss Alps Retreat 3.9-5.9.20 Swiss Alps Retreat			
IMD ONLINE PROGRAMS NEW FORMAT Leadership Essentials (LE) Delivered online and applied to your business context with one-to-one professional coaching 1 For IMD alumni Complimentary seats available for Corporate Learning Network me	CHF CHF	1,950 1,750¹			4.3-	7.4	27.5-	30.6			2.9-	6.10	11.11-	-15.12
IMD ONLINE PROGRAMS Inspirational Leadership (IL) Delivered online and applied to your business context with one-to-one professional coaching For IMD alumni Complimentary seats available for Corporate Learning Network me	CHF CHF	2,950 2,750 ¹					29.4-23.6			29.7–22.9			7.10–1.12	
IMD ONLINE PROGRAMS Changing Employee Behavior (CEB) Delivered online and applied to your business context with one-to-one professional coaching	CHF CHF	2,950 2,750 ¹					6.5–	30.6				23.9–17.11		

Complimentary seats available for Corporate Learning Network members



FOCUSED PROGRAMS

Focused programs are an opportunity for you to develop in-depth expertize in areas that are critical for you and your business.

Choose from many topics including innovation, finance, negotiation strategy, marketing, sustainability, organizational learning, governance and family business.

GOVERNANCE | High Performance Boards (HPB)

How board directors make a real difference For supervisory board members and chairpersons

- Identify what makes best practice boards and drive positive board culture
- Evaluate and mitigate risk, and maximize opportunities, through strategic board involvement
- Learn how to manage a board in crisis and ensure the best succession planning

www.imd.org/hpb

NEW

Digital Transformation for Boards (DTB)

Get the right digital vocabulary and toolkit
For HPB Alumni, board member, chairperson,
board secretary, aspiring board member or
professional working closely with boards

- Grasp the potential impact of digital technologies on your company's performance
- Understand the new competitive dynamics disrupting your industry
- Identify the competencies and behaviors needed to lead successfully in a digital age
- Be prepared to advise and support your management on digital transformation

www.imd.org/dtb

NEW

Team Dynamics for Boards (TDB)

Build a high performing board team
For HPB Alumni, board member, chairperson, board secretary, aspiring board member or professional working closely with boards

- Understand the formal behavior dictated to board members by governance frameworks compared informal team dynamics
- Explore unconscious assumptions and hidden motivations that can derail board work
- Find the right balance for your board between supporting and challenging the CEO and top team
- Gain insights into your board's team dynamics and the behaviors required to improve team effectiveness

www.imd.org/tdb

NEW

Finance for Boards (FFB)

Gain the confidence to make smart finance decisions

For HPB Alumni, board member, chairperson, board secretary, aspiring board member or professional working closely with boards

- Empowers you to make smart strategic decisions based on hard finance data
- Master the main financial valuation methods and their meaning
- Be at ease reviewing and challenging financial reports presented to you
- Understand the risk framework put in place by companies
- Grasp the value behind mergers and acquisitions

www.imd.org/ffb

The Board Director Diploma and the Board Practice Series Certificate

Combine 5-day main program, High Performance Boards with the Board Practice Series of focused programs to achieve both breadth and depth of knowledge. You will also qualify for the IMD Board Director Diploma.

Choose one or several of our focused Board Practice Series programs depending on your area(s) of interest. They are offered back to back, allowing you to acquire a broad range of new skills in one week. When completing all three, you are awarded with your IMD Board Practice Series Certificate.

NEW FORMAT FAMILY BUSINESS | Leading the Family Business (LFB)

Assure the continuity of your family business
For all members of business-owning families
as well as senior non-family executives and
board members

- Navigate specific challenges and critical issues in your family business
- Probe key issues facing family businesses: growth, governance, succession and culture
- Benchmark best practices to broaden your understanding of successful family businesses
- Get concrete take-home value to drive overall performance

www.imd.org/lfb

FAMILY BUSINESS | Leading the Family Office (LFO)

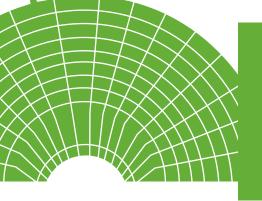
Creating it, governing it, preserving it For all members of business-owning families exclusively

- Learn how to make informed and educated choices regarding the structure and objective of your Single Family Office
- Create a sustainable platform to preserve and transfer your family wealth, values and heritage to future generations
- Build family unity and develop long-term objectives for the family, the wealth and the business assets

www.imd.org/lfo

	FEE		JAN.	FEB.	MAR.	APR.	MAY	JUN.	JUL.	AUG.	SEP.	ОСТ.	NOV.	DEC.
GOVERNANCE High Performance Boards (HPB) Special team offer: fifth participant from the same board free!	CHF	11,500		11.2–14.2			6.5-9.5	17.6-20.6			30.9	-3.10	25.11–28.11	
NEW Digital Transformation for Boards (DTB)	CHF	6,600										7.10–8.10		
NEW Team Dynamics for Boards (TDB)	CHF	6,600										9.10–10.10		
NEW Finance for Boards (FFB)	CHF	3,300										11.10		
		Boards with the Board P ma. Visit www.imd.org/ l				chieve								
· · · · · · · · · · · · · · · · · · ·		10,500 ¹ 9,250 ² 10,900 ¹ 8,900 ² 9,900 ³						24.6-28.6 NFE/OWP			22.9–26.9 LFB			
FAMILY BUSINESS Leading the Family Office (LFO)	CHF CHF	11,000 9,750 ¹					6.5–8.5							

¹ For IMD alumni and each additional participant from the same family



FOCUSED PROGRAMS

FINANCE | Strategic Finance (SF)

Creating value through financial excellence For senior financial and business executives

- Complete a strategic review of your financial capabilities and share best practices for immediate action
- Benchmark your financial skills and gain confidence as you apply new strategic tools
- Participate in a mergers and acquisitions simulation to improve your strategic thinking, decision making and problem solving in a competitive environment

www.imd.org/sf

IMD ONLINE PROGRAMS

FINANCE | Business Finance (BF)

Develop confidence in analysis and managerial finance Delivered online and applied to your business context with one-to-one professional coaching For non-financial managers who want to grasp the fundamentals of strategic finance issues

- Refresh and broaden your understanding of fundamental financial concepts and tools
- Understand the keys of long-term value creation
- Contribute to enhanced value creation in your organization
- Make better-informed decisions

www.imd.org/bf

NEGOTIATION | Negotiating for Value Creation (NVC)

Leverage complexity to build win-win partnerships
For dealmakers, executives, and entrepreneurs
who want to sharpen their negotiation skills
and accumulate a wealth of experience in a
realistic and time-effective way

- Manage complex and challenging negotiations
- Prepare to deal with different types of negotiation situations
- Gain further real world experience through negotiation simulations
- Drive value creation in your organization

www.imd.org/nvc

■ IMD ONLINE PROGRAMS

STRATEGY | Strategic Thinking (ST)

Make smart moves that drive your business forward Delivered online and applied to your business context with one-to-one professional coaching
For executives who are taking over increasingly significant strategic responsibilities within their organization and who are grappling with the challenges of thinking strategically

- Make a habit of thinking strategically
- Evaluate how internal and external forces might affect your strategic moves
- Identify opportunities to improve your top and bottom line
- Design a strategic roadmap and 60-day action plan for your business

www.imd.org/st

■ IMD ONLINE PROGRAMS

STRATEGY | Strategic Execution (SE)

Drive your strategy to successful execution
Delivered online and applied to your business
context with one-to-one professional coaching
For executives who currently responsible
for leading and successfully implementing
a strategic initiative within your organization

- Gain insights into drivers of successful execution
- Link your initiative to your company's overall strategy
- Create a compelling vision for your initiative
- Assess and manage crucial stakeholder relationships
- Build momentum for change
- Establish a rigorous 60 day execution plan

IMD ONLINE PROGRAMS

STRATEGY | Strategic Partnerships (SP)

Build the right partnerships for your business Delivered online and applied to your business context with one-to-one professional coaching For executives responsible for setting up or managing strategic partnerships or alliances in their organizations

- Search, screen and select strategic partners
- Find the right structure to establish a strategic partnership
- Start up the strategic partnership to maximize trust
- Steer a portfolio of strategic partnerships for best practice sharing

www.imd.org/sp

NEW

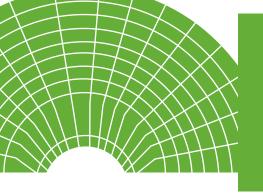
■ IMD ONLINE PROGRAMS LEAP | (LEAP)

Thrive in a world where everything can be copied Learn to LEAP: reinvent your business, and yourself, to thrive amidst today's global market realities of disruptive competition and constant change

- Understand the competitive life cycles of businesses today and historically
- Identify the risks of copycat disruption to your business
- Identify new opportunities for business growth
- Develop a leap strategy for your business and an action plan for implementation

www.imd.org/leap

	FEE		JAN.	FEB.	MAR.	APR.	MAY	JUN.	JUL.	AUG.	SEP.	ОСТ.	NOV.	DEC.
FINANCE Strategic Finance (SF)	CHF	9,900				8.4–12.4						28.10)–1.11	
IMD ONLINE PROGRAMS FINANCE Business Finance (BF)	CHF CHF	2,950 2,750 ¹					6.5-	30.6					7.10–1.12	
Delivered online and applied to your business context with one-to-one professional coaching For IMD alumni Complimentary seats available for Corporate Learning Network memb	ers													
NEGOTIATION Negotiating for Value Creation (NVC)	CHF	6,000				23.4-25.4					17.9–19.9			
IMD ONLINE PROGRAMS	CHF	2,950					29.4-23.6					30.9–24.11		
STRATEGY Strategic Thinking (ST)	CHF	2,750 ¹												
Delivered online and applied to your business context with one-to-one professional coaching		,												
For IMD alumni Complimentary seats available for Corporate Learning Network memb	ers													
MIMD ONLINE PROGRAMS	CHF	2,950						13.5–7.7					21.10–15.12	
STRATEGY Strategic Execution (SE)	CHF	2,750 ¹												
Delivered online and applied to your business context with one-to-one professional coaching														
For IMD alumni Complimentary seats available for Corporate Learning Network memb	ers													
IMD ONLINE PROGRAMS	CHF	2,950						13.5–7.7					21.10–15.12	
STRATEGY Strategic Partnerships (SP)	CHF	2,750 ¹						10.0 7.7					21.10 10.12	
Delivered online and applied to your business context with one-to-one professional coaching		,												
For IMD alumni Complimentary seats available for Corporate Learning Network memb	ers													
IMD ONLINE PROGRAMS	CHF	1,950					27.5-	-30.6					11.11	-15.12
NEW LEAP (LEAP)	CHF	1,750 ¹												
Delivered online and applied to your business														
context with one-to-one professional coaching														
For IMD alumni Complimentary seats available for Corporate Learning Network memb	ers													



FOCUSED PROGRAMS





INNOVATION | Driving Strategic Innovation (DSI)

Achieving high performance throughout the value chain

For senior executives and entrepreneurs who develop innovation strategies and put them into action

- Successfully manage the (often unclear) front-end of the innovation process and navigate increasingly unpredictable value chains
- Foster innovative ideas, practice rapid prototyping and engage in business model innovation
- Achieve a more innovative organizational culture and become an effective leader of innovation

www.imd.org/dsi

NEW FORMAT

IMD ONLINE PROGRAMS

INNOVATION | Disruptive Innovation (DI)

Grow your business through innovation
Delivered online and applied to your business
context with one-to-one professional coaching
For leaders who are struggling to think strategically
in a fast moving world and need to find innovative
solutions to new and evolving scenarios

- Understand why traditional, familiar business models are no longer reliable in today's business context
- Master new approaches to innovation, to craft better strategy in the face of uncertainty
- Identify partners who will be influential in creating the future you will be competing in
- Hone your personal idea-hunting skills
- Maximize the talent contributions of those around you

www.imd.org/di

NEW

IMD ONLINE PROGRAMS

INNOVATION | Lean Intrapreneurship (LI)

Build business resilience by leveraging the power of the intrapreneur

Delivered online and applied to your business context with one-to-one professional coaching For organizations of all shapes and sizes are confronted with similar needs and challenges that hinder resilience and adaptation in today's business landscape. This program enables teams within organizations to navigate and manage the most common of these business challenges:

- Develop intrapreneurs within your organization
- Build resilience and adaptability amidst disruptive market forces
- Foster an entrepreneurial mindset and culture within your organization

www.imd.org/li

Nurture a habit of innovation within your teams

NEW FORMAT

IMD ONLINE PROGRAMS

MARKETING | Marketing Management (MM)

A value-based approach
Delivered online and applied to your business
context with one-to-one professional coaching
For executives experiencing increased pressure
on contribution margins and competing
in a demanding market

- Employ data and insights to calculate your customer life-cycle value
- Use evidence-based analysis to make better team decisions
- Learn how to co-create value with your customers – and capture it
- Create a value-based action plan ready to deploy in your business

www.imd.org/mm

NEW FORMAT

IMD ONLINE PROGRAMS

MARKETING | B2B Pricing Strategy (PS)

Optimize your pricing to maximize your profits Delivered online and applied to your business context with one-to-one professional coaching For individuals, teams and B2B companies who want to gain a deeper understanding of value-based pricing and develop your critical pricing capabilities

- Understand what customers really want and sell them value rather than attributes
- Evaluate the total cost of ownership
- Identify early wins and improve consistency
- Improve your pricing capabilities and benchmarking competencies

ORGANIZATIONAL LEARNING | Organizational Learning in Action (OLA)

Executing strategy through world-class learning and development
For senior learning leaders

- Develop a strategy for corporate learning that is aligned with your business strategy
- Discover the latest trends in executive learning including the use of state-of-the-art technologies
- Acquire techniques to become more effective in influencing your key stakeholders
- Refine your approach to marketing and branding your learning entity and its offer

www.imd.org/ola







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Visit our program finder: www.imd.org/pf

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Developing leaders Transforming organizations Impacting your future

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