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Management and Leadership
Strategy and Innovation
Technology, Operations, and Value Chain Management

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Leading People at Work: Strategies for Talent Analytics p. 17
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executive.mit.edu
MIT Sloan Executive Education programs are designed to help leaders rethink the way they do business. Thousands of executives from around the world come here each year to learn both the **ART AND SCIENCE OF INNOVATION**—as well as to learn how to **INVENT** meaningful solutions, **DISRUPT** industries, and **TRANSFORM** the way they do business.

Our world-renowned faculty share decades of research and demonstrate the data that powers their breakthrough ideas. Our participants learn groundbreaking strategies through hands-on classroom activities, real-world case studies, and visits to innovative companies that put these concepts into practice. Together, their efforts have had a profound impact on the world—whether through their leadership achievements, entrepreneurial endeavors, or pioneering business accomplishments.

*According to the "Entrepreneurship and Innovation at MIT: Continuing Global Growth and Impact" study*
At MIT Sloan Executive Education, we strive to be at the forefront of management ideas and practice, providing executives with cutting-edge tools necessary to lead, innovate, and disrupt. We’re not only helping to shape the way business is conducted, but also the way in which these management practices are taught—from hands-on learning experiences in the classroom and management flight simulators to avatar-led virtual classrooms and distance-learning robots. Our goal? To maximize the impact executives can make in their companies, their communities, and the world.

We are, above all, privileged to welcome into our programs these talented leaders who desire to make such an impact. Their insights, drive, and willingness to share their successes—as well as their failures—are critical to making our programs relevant and valuable.

With this new program guide, we are eager to share our latest offerings. We hope that within our diverse mix of courses, executive certificates, custom programs, and virtual learning opportunities our customers will find solutions to their toughest business challenges—and the sparks that ignite great business ideas and innovations.

Sincerely,

Peter Hirst

Associate Dean, Executive Education
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The MIT Edge

MIT Sloan School of Management has always been ahead of the curve, providing executives the tools they need to drive innovation and invent the future. From option pricing theory to system dynamics to collective intelligence, MIT Sloan’s contributions have been nothing short of groundbreaking and continue to define management education across the globe. The School’s innovative, inventive, and entrepreneurial focus has fostered internationally respected faculty who are recognized as pioneers in their fields. They are driven by data and proven research, yet unconventional and confident in their pursuit of business challenges and opportunities.

Our focused interdisciplinary approach influences all of our program material. It integrates management with science and technology, cultivates extraordinary interactions, and combines razor-sharp insights with practical lessons for immediate, real-world applications. Our dynamic learning environment encourages meaningful connections and promotes networking opportunities that extend well beyond the classroom.
Since its founding, MIT Sloan School of Management has led with a purposeful mindset, taken intelligent risks, and challenged conventional thinking. We are the rule breakers who embrace intellectual discovery, the renegades who simplify complexity, and the rebels who pursue disruptive innovation. In short, we invent new possibilities and create new opportunities.

Today, MIT Sloan is not only at the forefront of executive education—we define it and continue to introduce revolutionary innovations and ideas to the world. Innovations like interactive virtual classrooms, multi-language courses, and unparalleled leadership programs that address critical issues and resonate with executives across the globe.

Innovations in Executive Education

ELLE International Fashion and Luxury Management Program — the first executive education program to help leaders drive strategic innovation across the fashion and luxury industry

Telepresence in the Classroom — robots enable participants with distance and mobility challenges to fully experience courses, group activities, and networking

Reviews and Ratings — the only top business school to offer unedited accounts of firsthand experiences written and submitted by program participants

Global Executive Academy — a dynamic program that is delivered “United Nations” style—with simultaneous translation in multiple languages—bringing MIT content to the non-English speaking world

See page 41 for more information

See page 15 for more information
DISCOVER WHO TAKES EXECUTIVE EDUCATION COURSES AT MIT SLOAN

Here’s a look at some of the executives you’ll meet and network with in our open enrollment and executive certificate programs.

**JOB FUNCTION**

- Technology / IT: 14%
- OTHER: 10%
- General Management: 13%
- Business Development / Sales: 8%
- Strategy / Planning: 6%
- Consulting: 6%
- Engineering: 5%
- Product Design & Development: 3%
- Strategy / Planning: 6%
- Consulting: 6%
- Finance / Accounting: 5%
- Legal / Regulatory Affairs: 1%
- Innovation: 3%
- Project Management: 3%
- Marketing / Communications: 4%
- Supply Chain / Sourcing / Logistics: 3%
- Academia / Teaching: 1%
- New Ventures: 1%
- Manufacturing / Operations: 3%
- Administration / HR: 1%
- Manufacturing - Tech: 9%
- Manufacturing - Non Tech: 14%
- Banking / Financial Services: 14%
- Information / Computer-Related Services: 14%
- Professional Services: 7%
- Pharmaceutical / Chemicals: 6%
- Education: 5%
- Other: 5%
- Healthcare / Hospitals: 3%
- Construction / Real Estate: 2%
- Non Profit: 2%
- Wholesale / Retail: 2%

**INDUSTRY**

- Banking / Financial Services: 14%
- Information / Computer-Related Services: 14%
- Manufacturing: 14%
- Professional Services: 7%
- Educational / Governmental: 7%
- Government / Military: 7%
- Pharmaceuticals / Chemicals: 6%
- Healthcare / Hospitals: 3%
- Construction / Real Estate: 2%
- Professional Services: 7%
- Manufacturing / Operations: 3%
- Manufacturing - Tech: 9%
- Manufacturing - Non Tech: 14%
- Banking / Financial Services: 14%
- Information / Computer-Related Services: 7%
- Professional Services: 7%
- Educational / Governmental: 7%
- Government / Military: 7%
- Pharmaceuticals / Chemicals: 6%
- Healthcare / Hospitals: 3%
- Construction / Real Estate: 2%
- Professional Services: 7%

**GEOGRAPHY**

- North America: 63%
- Europe: 14%
- Asia: 8%
- Middle East: 4%
- South America: 7%
- Africa: 3%
- Australia / New Zealand: 1%
- Other: 3%
INVENT THE WAY FORWARD

As an executive, you need to be on top of your game and ahead of the crowd. Way ahead. Whether you’re deeply involved in running a business, pivoting into a management position, or faced with tough competitors, you’re not about to shy away from challenges. You need to outsmart time, outsmart change, and outsmart convention. We get it. And that’s exactly what we’ve built our executive education programs around. Through our mix of open enrollment courses, online offerings, and executive certificate programs, MIT Sloan Executive Education can help you do just that—reinvent your organization, yourself, and, ultimately, your future.

Open Enrollment Programs:
KNOWLEDGE MANAGERS CAN USE, IMMEDIATELY

Our 40+ short courses distill key areas of leadership theory into practical tools that you can apply to your immediate business challenges—or use to uncover the opportunities that haven’t been identified yet. Our long tradition of merging theory with practice is the competitive advantage upon which MIT was built, and is the very foundation on which it continues to grow. As a business professional, we know you come to MIT Sloan from around the world to prepare for new roles, gain critical and timely business insights, and learn about cutting-edge methods and frameworks.

executive.mit.edu/openenrollment

Executive Certificates:
COMMITTED TO CONTINUOUS LEARNING

At MIT Sloan, wide and deep aren’t mutually exclusive. Our three topical tracks offer access to broad and specialized coursework for a truly customized experience. Pursuing an Executive Certificate allows you to embrace continuous advanced learning that will further your business knowledge and skills on a convenient, flexible schedule of your own design.

executive.mit.edu/executivecertificates

Online Options:
MAKING VIRTUAL A REALITY

Our online courses and virtual classrooms make it possible to immerse yourself in cutting-edge content from the convenience of your home or office. These include self-paced programs that can be viewed on your own schedule as well as live, virtual courses that enable real-time interaction among faculty and global participants through avatars and other advanced technology.

executive.mit.edu/article/online-programs

All of our programs are taught by respected MIT Sloan faculty who challenge traditional thinking and approach problems from refreshing perspectives. Each of our course options reflect MIT Sloan’s core mission—

TO DEVELOP PRINCIPLED, INNOVATIVE LEADERS AND TO GENERATE IDEAS THAT ADVANCE MANAGEMENT PRACTICE.
BIG IDEAS IN PRACTICE

OUR FACULTY REDEFINE BUSINESS INTELLIGENCE

Across MIT, some of the world’s most audacious thinkers are launching change. They are the MIT Sloan Executive Education faculty. Their innovations and inventions reverberate throughout boardrooms, classrooms, and living rooms around the globe. Our participants embrace the opportunity to be close to these experts—as well as among them—in order to take advantage of the tools and methods learned to navigate the business challenges they face every day.

The reputation of our esteemed faculty was built over the last century by such pioneers as Jay Forrester, the father of system dynamics; John D. C. Little, one of the founders of marketing science; Nobel Prize-winning economists Robert Solow and Franco Modigliani; and Arnoldo Hax, who developed the revolutionary Delta Model framework. The legacy continues with thought leaders such as:

DEBORAH ANCONA  
TOM MALONE  
WANDA ORLIKOWSKI  
PETER SENGE

Developed the 4 Capabilities Leadership Framework (FCF)

JOHN STERMAN

A legend in the field of system dynamics who pioneered the development of “management flight simulators” of corporate and economic systems

ERIC VON HIPPEL

Known for his research on how lead users of products often drive the innovations of these successful new products

STEVEN EPPINGER

A trailblazer in the development of the widely used Design Structure Matrix (DSM) method for managing complex system design, applied primarily in the automotive, electronics, aerospace, and equipment industries

Breakthrough concepts and methods based on leading-edge, data-driven management research that is grounded in analytical thinking are the hallmarks of our executive education programs.
Bill Aulet
Professor of the Practice, Managing Director of the Martin (1958) Trust Center for MIT Entrepreneurship

“EDP is a transformational ‘once-in-a-lifetime’ program. The curriculum, the faculty, and the team are great … but what makes it exceptionally outstanding is Bill Aulet himself. I have never seen such a level of energy, intellectual capability, delivery skills, experience, and humor as much as those that Bill possesses. Bill is as GREAT as MIT!”

Dr. Dani Abu Ghaida, Founder and Managing Director, WhyApp Company Limited
Past participant in the Entrepreneurship Development Program (EDP), p. 15

Roberto Rigobon
Society of Sloan Fellows Professor of Management, Professor of Applied Economics

“This program is miles ahead of any courses I have attended. Professor Rigobon’s teaching methods are refreshing, innovative, fun, and ensure complete understanding. I would highly recommend it to anyone who wants to understand macroeconomics.”

Khalid Mukhtar, Director & Co-founder, Sectech Limited
Past participant in Understanding Global Markets: Macroeconomics for Executives, p. 27

John Sterman
Jay W. Forrester Professor of Management, Professor of System Dynamics and Engineering Systems, Director of MIT System Dynamics Group

“John Sterman is a wonderful professor and creates an excellent learning environment. The content was very good and I learned some tools that I will be able to use in my organization.”

Blair Northcott, CPA, CA, CPA (Illinois), Partner, Grant Thornton, LLP
Past participant in Understanding and Solving Complex Business Problems, p. 20

Catherine Tucker
The Sloan Distinguished Professor of Management, Professor of Marketing

“Brilliant! This course was absolutely fantastic. Catherine was engaging, informative, and challenged you to think in different ways. I’m eager to apply what I learned to my business.”

Ron R. Browning, CEO, Intellibright
Past participant in Marketing Innovation, p. 25
EXECUTIVE CERTIFICATES

In the pursuit of advanced learning, executives must consider the ROI—return on impact—or what they’ll gain in the process. While an Executive Certificate at MIT is a formal recognition of professional development and a commitment to continuous learning, at the same time, it allows executives to focus their development on a set of competencies that can be applied to the real world. Certificates are offered in three tracks that tailor education plans to meet specific interests and business goals.

TO QUALIFY

Participants must complete four programs—with at least three of the four coming from their chosen certificate track—within a four-year period. (Although select online programs can be used toward an Executive Certificate, at least one program must be attended in person.) There are many different program combinations available when designing the Executive Certificate plan that is right for you, including the option of completing the Executive Certificate requirements in one short visit.

IT’S AS EASY AS 1-2-3

1. Select your timeframe: from 2 weeks up to 4 years
2. Choose your track: Management and Leadership; Strategy and Innovation; or Technology, Operations, and Value Chain Management
3. Pick 4 courses with at least 3 in your chosen track

CERTIFICATE TRACKS

Management and Leadership
This track is an ideal option for technical executives who seek to enhance their general management and leadership skills to become confident, visionary leaders who are prepared to tackle challenging issues in a dynamic, complex environment. The curriculum focuses on core business competencies including marketing, finance, negotiations, change management, and systems thinking, offering cutting-edge solutions to problems that executives face every day.

SAMPLE CERTIFICATE PLAN
- Transforming Your Leadership Strategy
- Neuroscience for Leadership
- Maximizing Your Personal Productivity: How to Become an Efficient and Effective Executive
- Negotiation for Executives

Strategy and Innovation
MIT Sloan is world renowned for the development and advancement of bold management methods and practices that address critical business issues in innovation. Participants in this track will examine cutting-edge strategic approaches and tools for managing products, technology, and an innovative company culture—as well as how to incorporate forward-looking digital strategies to enhance organizational success.

SAMPLE CERTIFICATE PLAN
- Revitalizing Your Digital Business Model
- Digital Marketing and Social Media Analytics
- Communication and Persuasion in the Digital Age
- Building, Leading, and Sustaining the Innovative Organization

Technology, Operations, and Value Chain Management
Technology-based processes are so intrinsic to today’s business environment that many people underestimate their impact and the unexpected ways technology may be used. Programs in this track offer nontechnical executives and tech-savvy managers an opportunity to discover how to recognize, manage, and profit from the significant ways in which rapidly evolving technology and global networks transform an organization.

SAMPLE CERTIFICATE PLAN
- Supply Chain Strategy and Management
- Managing Complex Technical Projects
- Managing Product Platforms: Delivering Variety and Realizing Synergies
- Managing Technical Professionals and Organizations

The cost of an Executive Certificate depends on the specific courses selected.

SEE MORE SAMPLE CERTIFICATE IN ONE SHORT VISIT PLANS: executive.mit.edu/certsamples

All program dates and faculty are subject to change. Prices exclude accommodations unless otherwise noted. All programs are located in Cambridge, MA, unless otherwise noted. Overall Program Ratings are accurate as of July 2017. Please visit executive.mit.edu for the most current information.
ADVANCED CERTIFICATE FOR EXECUTIVES IN MANAGEMENT, INNOVATION, AND TECHNOLOGY (ACE)

ACE is designed for executives from any industry or level of responsibility who see the value of staying current with the latest thought leadership, management insights, and business expertise provided by the MIT Sloan School of Management. ACE is not a single program with a single group of participants. ACE participants can choose the classes that best suit their interests and schedules and can start earning an ACE as soon as they enroll in a program.

TO QUALIFY
ACE is a special Executive Certificate for participants who attend 25 program days and complete at least two programs from each Executive Certificate track within a four-year period. At least 10 program days must be attended in person rather than virtually.

SAMPLE ACE PLAN
2 program days each unless noted
■ Understanding and Solving Complex Business Problems
■ Maximizing Your Personal Productivity: How to Become an Efficient and Effective Executive
■ Communication and Persuasion in the Digital Age
■ Building, Leading, and Sustaining the Innovative Organization
■ Digital Marketing and Social Media Analytics
■ Strategies for Sustainable Business (3 program days)
■ Managing Complex Technical Projects
■ Essential IT for Non-IT Executives
■ Implementing Improvement Strategies: Dynamic Work Design
■ Marketing Innovation
■ Supply Chain Strategy and Management
■ Developing a Leading Edge Operations Strategy

See more sample ACE plans: executive.mit.edu/aceinonevisit

MIT Sloan Advanced Management Program (AMP)

Designed to fit the time constraints of seasoned, mid-career executives, this five-week program is geared for a diverse group seeking a transformative learning experience among global peers. Participants will engage in custom learning components led by MIT’s world-renowned faculty, exploring the companies, labs, and centers that make MIT and Kendall Square the epicenter of innovation worldwide. They will leave with actionable plans for managing complex organizations in volatile, uncertain markets—as well as a new leadership vision, new skills, and a readiness to make a broader impact in their organizations and the world.

The AMP program allows executives to earn the ACE during one visit to MIT. AMP alumni return for a reunion on the last two days of the program to connect with the current cohort and share details of how AMP has progressed their companies and careers.

2018
May 29 – June 29

25 PROGRAM DAYS
Limited to 35 participants

PROGRAM FACULTY: Bill Aulet, Pierre Azoulay, Phil Budden, Vladimir Bulovic, Court Chilton, Jake Cohen, Joseph Coughlin, Jared Curhan, Steven Eppinger, Roberto Fernandez, Elsbeth Johnson, Charles Kane, Matthew Kressy, Doug Ready, Nelson Repenning, Roberto Rigobon, Jeanne Ross, Ben Shields, Catherine Tucker, Ezra Zuckerman

PROGRAM RATING: ★★★★★ | 4.8

BENEFITS FOR EXECUTIVE CERTIFICATE HOLDERS:
■ Invitations to select MIT Sloan events and networking opportunities
■ Membership in the MIT Sloan Executive Certificate Network Group on LinkedIn
■ A 20% discount on additional courses
■ A profile in the Executive Certificate online community
■ An MIT Sloan email-forwarding-for-life address (ACE Only)
■ Inclusion in the MIT Sloan alumni directory (ACE Only)
■ Subscription to the MIT Sloan alumni newsletter (ACE Only)
■ A verified digital Smart Certificate™

TAKE YOUR LEARNING TO THE NEXT LEVEL

executive.mit.edu
Analytics Management: Business Lessons from the Sports Data Revolution NEW

While the sports industry is an analytics pioneer, data-driven decision making has become essential to business success in nearly every industry. This program will guide executives through strategic thinking necessary to develop, refine, and implement an analytics program for their organization. Participants will learn the keys to building and organizing an analytics team that delivers insights to all parts of an organization, as well as a framework for developing an analytics strategy that includes problem definition and data collection, data warehousing, analysis, and decision making. In addition, the course will explain how organizations can use analytics to drive additional revenue and operate more efficiently.

WHO SHOULD ATTEND: sports executives; non-sports executives; executives seeking to refine and implement an analytics strategy for their organization; executives transitioning to a leadership role that involves analytics

2017
October 18–19

2018
April 12–13
October 3–4

2 PROGRAM DAYS / $3,900

PROGRAM FACULTY: Ben Shields

PROGRAM RATING: New program. Rating not yet available.

Applied Neuroscience: Unleashing Brain Power for You and Your People

This experiential course helps leaders motivate and inspire in ways that catalyze innovation and increase business success. Through a balance of theory and application, participants study the latest neuroscience research and how it can inform management practice. Participants will learn about the impact of gender and cultural diversity on confidence, cognitive decision-making systems, and keys for embedding a culture of learning at an organization.

WHO SHOULD ATTEND: senior-level leaders who want to gain deeper understanding of how the brain works and apply that knowledge in the workplace for greater impact; executives working in large, complex organizations seeking new ways to influence and mobilize people and drive organization-wide change

2017
October 3–4

2018
March 27–28
October 23–24

2 PROGRAM DAYS / $3,900

PROGRAM FACULTY: Tara Swart

PROGRAM RATING: ★★★★☆ | 3.7

Business Dynamics: MIT’s Approach to Diagnosing and Solving Complex Business Problems

This course provides a hands-on introduction to system dynamics, a unique framework for understanding and managing complex organizations. The field of system dynamics and the systems thinking technologies that underlie this course were invented and developed at MIT. Participants are introduced to mapping techniques, simulation models, and MIT’s “management flight simulators” to help them understand the sources of persistent problems and how business decisions may result in complicated cause-and-effect loops.

WHO SHOULD ATTEND: CEOs; CIOs; vice presidents of innovation, performance management, and global network services; directors of forecasting, process management and engineering, strategic and corporate planning, and enterprise risk management; managers of IT strategy and corporate planning; planners; strategists; consultants who work with management teams and have decision-making responsibility

2018
June 18–22

5 PROGRAM DAYS / $9,400

PROGRAM FACULTY: Nelson Repenning, John Sterman

PROGRAM RATING: ★★★★★ | 4.7

Leaders need to fix old habits and reframe old questions

“The CEO’s dilemma is really every leader’s dilemma. All leadership roles are subject to the isolating bubble fueled by position and power. ... Change your habits now to fix that. Reframe your old questions into new ones, and by the time you make it to the CEO’s office, you might face no dilemma at all.” — Hal Gregersen in Harvard Business Review

To read the full article, go to executive.mit.edu/gregersen-ceo-bubble
Communication and Persuasion in the Digital Age

The rapid proliferation of digital media creates new challenges and opportunities for managers to communicate effectively with diverse audiences in a variety of settings. This program is designed to help executives become successful communicators in any context—from public speeches, interpersonal meetings, and group discussions to video conferencing, email, and social media. The faculty draw on decades of advanced communication research to help participants solve problems, make quality decisions, and motivate people.

WHO SHOULD ATTEND: people in sales and marketing, planning and development, operations management, strategic partnerships, supply-chain agreements, recruitment and human resources

2017
October 10–11

2018
April 10–11
June 14–15
October 16–17

2 PROGRAM DAYS / $3,700

PROGRAM FACULTY: Edward Schiappa, Ben Shields

PROGRAM RATING: ★★★★★ | 4.2

Creating High Velocity Organizations

This course helps participants think and behave like innovators when the traditional decision-based leadership formula doesn’t apply. The program introduces four fundamental principles by which accelerated performance is achieved: smart work design, creative problem solving, continuous knowledge sharing, and systemic nurturing of discovery skills. Program materials and in-class exercises demonstrate those principles in practice, allowing participants to test how they can be applied to their own work.

WHO SHOULD ATTEND: managers with responsibility for core products, services, or mission-critical processes; experts on process excellence; senior corporate executives; entrepreneurs in any industry, or new and emerging fields. For the highest impact we recommend participants attend in groups.

2017
October 16–17

2018
March 20–21
July 10–11
September 27–28

2 PROGRAM DAYS / $3,500

PROGRAM FACULTY: Roberto Fernandez, Steve Spear

PROGRAM RATING: ★★★★★ | 4.3

EXECUTIVE CERTIFICATE IN MANAGEMENT AND LEADERSHIP

“A truly immersive experience that delivers on its promise to teach, challenge, and engage in ways that produce real development in your capacity and capability as a leader and practitioner.”

TOM CAHILL
Senior Director of Global Compensation and Equity, Alexion Pharmaceuticals, U.S.
Executive Certificate in Management and Leadership Holder

All program dates and faculty are subject to change. Prices exclude accommodations unless otherwise noted. All programs are located in Cambridge, MA, unless otherwise noted. Overall Program Ratings are accurate as of July 2017. Please visit executive.mit.edu for the most current information.
Entrepreneurship Development Program

Drawing from the vast culture of innovation and entrepreneurship at MIT, this course introduces participants to MIT’s entrepreneurial education programs, technology transfer system, and global entrepreneurial network. The program covers the venture creation process, from generating ideas to building viable global businesses, with an emphasis on the nurturing roles of corporations, universities, governments, and foundations. It helps entrepreneurs and executives involved in entrepreneurial environments learn what is needed to develop ideas into successful businesses, and how to increase entrepreneurial opportunities in corporations, institutions, and regions.

**WHO SHOULD ATTEND:** CEOs; CTOs; vice presidents; managing directors; managers of business development, research and development, and technology; successful and aspiring entrepreneurs/intrapreneurs; corporate venturing officers; academics; regional development officers

2018
January 28 – February 2

5 PROGRAM DAYS / $11,400

**PROGRAM FACULTY:** William Aulet, Christian Catalini, Matt Marx, Antoinette Schoar, Scott Stern, Catherine Tucker

**PROGRAM RATING:** ★★★★★ | 4.9

Fundamentals of Finance for the Technical Executive

Today’s technical executives must be able to use finance to persuade corporate officers to fund projects, and use financial tools to address senior management’s concerns about risk. With a focus on basic financial principles for project evaluation, funding, and resource allocation, this course is designed to provide senior technical managers with the concepts, strategies, and tools needed to deal effectively with corporate finance and senior management. Participants learn how to apply a financial perspective to day-to-day management practices and the principles of finance to achieve short-term and long-range goals.

**WHO SHOULD ATTEND:** senior technical managers; CIOs; chief technologists; head scientists; research and development and product development directors; engineering and manufacturing vice presidents; corporate strategists; project managers; systems information managers

2017
October 5–6

2018
June 12–13
September 25–26

2 PROGRAM DAYS / $3,500

**PROGRAM FACULTY:** Paul Mende

**PROGRAM RATING:** ★★★★★ | 4.4

Global Executive Academy (multi-language)

This transformative management and leadership program is designed to fit the time and language constraints of experienced global executives from diverse industries and countries. The program was recently redesigned to include a wider variety of management topics such as strategy, innovation, systems thinking, marketing (branding), communications, negotiations, and finance. Taught by world-renowned MIT Sloan faculty, it offers translation and simultaneous interpretation into Mandarin, Portuguese, and Spanish.* Upon completing the program, participants earn an Executive Certificate in Management and Leadership.

*Provided there are a minimum of 10 participants per language. Languages will be confirmed by May 10, 2018.

**WHO SHOULD ATTEND:** CIOs; chief technologists; corporate strategists and planners; senior executives in research and development, engineering, and manufacturing; vice presidents of marketing, product development, human resources, and business development; head scientists; managers

2018
July 10–19

8 PROGRAM DAYS / $15,300

Registration deadline is June 9, 2018

**PROGRAM FACULTY:** Jake Cohen, Jared Curhan, Roberto Fernandez, Kristin Forbes, Daena Giardella, Ralph Katz, Wanda Orlikowski, Jay Paap, Rob Salafia, Ben Shields, Steve Spear

**PROGRAM RATING:** ★★★★★ | 4.9

“The risk-reward of entrepreneurship”

“Doing things the way they’ve always been done at a time of such uncertainty is the most risky thing you can probably do. … It’s worth reminding yourself that risks are almost always necessary for innovation and for progress.” — Bill Aulet in BBC Capital

To read the full article, go to executive.mit.edu/aulet-risk-taker
Greater Boston Executive Program
This intensive, eight-week program provides executives with frameworks for thinking about and coping with the management of human resources, organizational change, strategic planning, and decision making. It combines the benefits of seminar discussions among representatives from Greater Boston companies in a formal advanced management course, and prepares professionals for executive leadership. Participants learn how to apply behavioral science to build stronger organizations, lead change, organize for innovation, and manage a technical workforce.

**WHO SHOULD ATTEND:** high-potential, mid-level managers; functional specialists who want a broader perspective on critical management issues; executives of small and mid-sized firms without a recent MBA; executives unable to attend a full-time program

**2018**
March 12 – May 7

**8 PROGRAM DAYS**
Held on eight consecutive Mondays
9:00 a.m. – 5:00 p.m.
U.S. Eastern Time

Limited to 35 participants

Participants who complete the program will receive a GBEP certificate and an MIT Sloan Executive Certificate in Management and Leadership

**PROGRAM FACULTY:** Emilio Castilla, Wanda Orlikowski, John Van Maanen

**PROGRAM RATING:** ★★★★★ | 4.8

Internet of Things: Business Implications and Opportunities (self-paced online) **NEW**
This course explores IoT opportunities for business—from demystifying and defining IoT to creating a roadmap for its real-world application. Through examples of how IoT transforms the customer experience, operations, and business models, participants will receive an introduction to the necessary technologies, skill components, enablers, and constraints for using IoT in business. The course will highlight the four key elements of leadership capability that make transformation possible through IoT, and teach participants to articulate how key IoT technologies add value and improve organizational productivity.

**WHO SHOULD ATTEND:** middle managers; senior managers; new business owners; entrepreneurs; those in field operations and in technical roles who want to take a managerial role in implementing a unique business strategy

**2017**
July 31 – September 21

**2 PROGRAM DAYS / $2,600**
Six weeks in total (excluding orientation); self-paced learning, 6–8 hours per week

**PROGRAM FACULTY:** Sanjay Sarma, George Westerman

**PROGRAM RATING:** New program. Rating not yet available.

GLOBAL EXECUTIVE ACADEMY
“... One of the most comprehensive and valuable courses I have ever taken. ... Eight days of valuable insights not only from the professors but also from all of the participants.”

JOE FIDALGO
Director of USA Retail & Food Service, Marine Harvest, U.S.
Leadership and the Lens: Learning at the Intersection of Innovation and Image-Making

This course employs photography as a powerful mode of learning behaviors and attitudes required for leaders to surface breakthrough solutions. It uses the camera to study how unseen opportunities reveal themselves—and how the most effective leaders spot them, before it’s too late. Participants will discover how exploring the intersection of two disciplines—leadership and photography—can enhance creativity in both. They will also study how leaders at the world’s most innovative organizations approach their work differently.

WHO SHOULD ATTEND: those with senior executive experience (current or past) and moderate to advanced photography skills, as well as a digital camera and laptop; a working knowledge of photo editing software and the ability to download images from a camera

2017
October 2–4

2018
September 24–26

3 PROGRAM DAYS / $4,900

PROGRAM FACULTY: Sam Abell, Hal Gregersen

PROGRAM RATING: ★★★★★ | 5.0

Leading Change in Complex Organizations

This program helps senior managers harness the leadership skills, political resources, and cultural understandings needed to guide successful organizational change. It utilizes a unique analytical framework to address the change process from three key perspectives. It includes an exercise on networks and power, and provides insights on the neuroscience of our brains and the psychology of getting things done. Bring a laptop to engage in insightful simulations.

WHO SHOULD ATTEND: senior leaders and change agents in any industry; executives who manage training and education; vice presidents of operations; directors of organizational development and corporate strategy; managers of communications, business development, and human resources; senior business engineers

2018
May 13–18

5 PROGRAM DAYS / $9,500

PROGRAM FACULTY: Emilio Castilla, Roberto Fernandez, David Krackhardt, John Sterman, John Van Maanen

PROGRAM RATING: ★★★★★ | 4.6

Leading People at Work: Strategies for Talent Analytics NEW

Talent analytics is a data-driven approach to improving people-related decisions for the purpose of advancing both individual and organizational success. While business leaders still make key decisions about their workforce based on intuition, experience, advice, and guesswork, the collection and systematic analysis of data can vastly improve this decision making. In this course, participants will explore a number of strategies used to attract and retain top talent and illustrate how these strategies are being designed and used at cutting-edge companies.

WHO SHOULD ATTEND: general managers and staff executives responsible for hiring and managing talent; directors of organizational development and corporate strategy; HR directors and managers; vice presidents of operations

2017
October 18–19

2018
July 10–11
October 30–31

2 PROGRAM DAYS / $3,700

PROGRAM FACULTY: Emilio Castilla

PROGRAM RATING: New program. Rating not yet available.

“Leaders need to understand that employees are critical to the success of organizations. Many business leaders still make key decisions about their workforce based on intuition, experience, or advice. But today’s leaders can strengthen their people decision-making processes using people analytics.” — Emilio Castilla in Tech Target

To read the full article, go to executive.mit.edu/castilla-hr-analytics
Managing Technical Professionals and Organizations

Goals, incentives, and management challenges for technical professionals often differ from those of other employees. Drawing on the wealth of research and industry experience of faculty and leading practitioners, this program explores a set of proven, practical, and innovative strategies for maximizing the contribution of an organization’s technical professionals. The program provides key insights on how to retain technical staff, integrate technical professionals into an organization, build more successful project teams, keep teams high performing, and develop reward and incentive systems.

**WHO SHOULD ATTEND:** executives who manage technical professionals, including CIOs, CTOs, vice presidents and directors of research and development, engineering, and manufacturing; managers of product development and systems information; corporate strategists

2017
October 10–11

2018
April 5–6
June 21–22
November 1–2

**2 PROGRAM DAYS / $3,500**

**PROGRAM FACULTY:** Ralph Katz

**PROGRAM RATING:** 4.4

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Maximizing Your Personal Productivity: How to Become an Efficient and Effective Executive

Although the value of most professionals is measured in knowledge and results, many organizations still emphasize face time in the office. This course focuses on skills to boost personal productivity including how to prioritize goals, align time allocation with goals, and develop techniques to accomplish lower priority tasks. Designed to increase personal productivity through a series of case studies, practical exercises, and background readings, the program also addresses how to complete important projects efficiently, hold productive meetings with clear agendas and outcomes, and manage by delegation.

**WHO SHOULD ATTEND:** managers seeking to expand leadership roles; professionals from U.S. and foreign countries; managers from young and established companies; executives from for-profit and not-for-profit organizations

2017
October 5–6

2018
July 12–13
October 25–26

**2 PROGRAM DAYS / $3,500**

**PROGRAM FACULTY:** Robert Pozen, Ben Shields

**PROGRAM RATING:** 4.5

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“I found this course to be relevant to my role managing a technical team. Particularly useful was content around motivating teams and creating informal networks to ensure information is gathered and shared. I have incorporated a number of the strategies discussed in my daily work.”

JEFF MICHEL
Field Development Manager, Bayer, U.S., U.S.
Negotiation for Executives

From fundamental principles to specific real-world examples, this program offers a holistic view of negotiation as building relationships that are rooted in mutual trust and respect and result in success at the bargaining table. Participants learn to prioritize multiple issues to reach the most beneficial resolution and optimize the economic and subjective value of negotiations. The course provides extensive personalized feedback and teaches participants how to leverage individual traits to achieve success and build lasting relationships.

**WHO SHOULD ATTEND:** participants responsible for contract negotiations, supply-chain agreements, compensation issues, securing funding for projects or departments; those in planning and development, operations management, strategic partnerships, recruitment, human resources

2017
October 12–13

2018
April 19–20
July 19–20
October 11–12

2 PROGRAM DAYS / $3,900

**PROGRAM FACULTY:** Jared Curhan

**PROGRAM RATING:** ★★★★★ | 4.9

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Neuroscience for Leadership

This course provides hands-on application of concepts and techniques deriving from the latest cognitive brain research and psychology that can improve individual, team, and organizational performance. Participants will learn how to leverage the plasticity of brain connections in order to embed sustainable behavioral change in themselves and their organization. Understanding the implications of this unique research will teach senior-level leaders how to raise their awareness of existing leadership behavioral patterns, focus attention on actions promoting resilience, and gain a competitive edge by comprehending how the brain works.

**WHO SHOULD ATTEND:** senior-level leaders, especially those who lead technically strong, motivated, and intelligent teams; executives working in large, complex organizations with diverse markets

2017
September 28–29

2018
March 22–23
October 18–19

2 PROGRAM DAYS / $3,900

**PROGRAM FACULTY:** Deborah Ancona, Tara Swart

**PROGRAM RATING:** ★★★☆☆ | 4.3

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Transforming Your Leadership Strategy

As organizations move away from a “command and control” to a “cultivate and coordinate” model, executives can no longer rely on old ways of thinking about leadership. This course introduces participants to a research-based framework developed at MIT that helps leaders drive innovation, maximize team performance, and succeed in today’s complex world. The 4 Capabilities Leadership Model is a powerful tool for understanding and integrating four critical components of leadership—sensemaking, relating, visioning, and inventing. This is a highly interactive program with many exercises in small groups and lots of moving around. Laptops are not recommended.

**WHO SHOULD ATTEND:** leaders and change agents from all levels of the organization in any industry; CEOs; COOs; presidents; vice presidents of marketing and new venture development; chief technologists; directors of research and development, engineering, manufacturing, and information systems

2017
September 26–27

2018
July 17–18
October 1–2

2 PROGRAM DAYS / $3,900

**PROGRAM FACULTY:** Deborah Ancona

**PROGRAM RATING:** ★★★★★ | 4.4

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“‘It’s no longer just about your emotional intelligence. It’s about your ability to understand complexities, solve problems, and get things done—no matter what leadership style that comes in.’ — Deborah Ancona in Fast Company

To read the full article, go to executive.mit.edu/ancona-leadership-fastcompany
Understanding and Solving Complex Business Problems

This program introduces a new way of thinking about the cause and effect of decision making in complex organizations, departments, operating units, profit centers, or an entire industry. Participants learn to use MIT’s unique, integrative system dynamics approach to assess problems and produce the results they want. They use exercises, simulation models, and MIT’s “management flight simulators” to experience the long-term side effects and impacts of decisions to understand how an organization’s performance is tied to structure and operating policies.

**WHO SHOULD ATTEND:** executives in decision-making roles who seek new ideas about how to solve difficult business problems; CEOs; COOs; CTOs; presidents; executive vice presidents and vice presidents; senior project and product development managers; corporate planners; corporate strategists

**2017**
October 3–4

**2018**
April 17–18
July 12–13
October 9–10

**2 PROGRAM DAYS / $3,700**

**PROGRAM FACULTY:** J. Bradley Morrison, John Sterman

**PROGRAM RATING:** ★★★★★ | 4.6

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ELLE International Fashion and Luxury Management Program **NEW**

A collaboration between ELLE, MIT Sloan Executive Education, and Universidad Complutense de Madrid, this program is designed to provide participants with a global perspective and insight into the fashion and luxury industry currently facing disruption due to big data, digitalization, and social media. Participants will network with key industry leaders, leverage relevant case studies, and apply proven frameworks with immediate applicability to real business challenges. The program is divided into four modules and locations: Fast Fashion (Madrid); Haute Couture & Luxury (Paris); Premium Brands (New York); and Innovation (MIT Sloan’s campus). The program has six focus areas: marketing, strategy, leadership, innovation, control, and finance. A program tutor will be assigned to each participant in order to monitor and assist them during the learning process.

**WHO SHOULD ATTEND:** professionals in the fashion and luxury sector who seek to enhance management and leadership capabilities; professionals from other industries who want to gain an understanding of the global fashion and luxury sector; professionals who seek to change careers. Proficiency in written and spoken English is essential.

**2017–2018**
December 10, 2017 – May 25, 2018

**5 PROGRAM DAYS**
The program will be offered as either a hybrid (online and on-site classes) or as an online-only format. There are three hybrid options to choose from.

**PROGRAM FACULTY:** Jaime Álvarez, Jake Cohen, Carlos Delso, Renee Richardson Gosline, Mariano Hernández, Francisco J. López Navarrete, Alon Shklarek, Duncan Simester, Zeynep Ton, and guest speakers

**PROGRAM RATING:** New program. Rating not yet available.

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**NEGOTIATION FOR EXECUTIVES**

“This course is fast paced and loaded with useful concepts and information that are taught and then practiced for maximum learning. ... A must take!”

**ED HIGGINS**
CEO,
Higgins Consulting LLC,
U.S.
This track introduces breakthrough concepts that can help identify, capture, and deliver on great ideas and successfully drive innovation throughout the organization.

### Building Game-Changing Organizations: Aligning Purpose, Performance, and People

Game-changing organizations follow breakaway business models. Their leaders are purpose driven and performance oriented—capabilities that help them get out front and stay there. Participants will learn how to develop game-changing organizations that make their companies world-class talent factories, as well as the importance of an innovative company culture. Through “Practitioners’ Corner” Sessions, they will also learn from the successes and challenges of companies that have been on similar journeys of transformation.

**WHO SHOULD ATTEND:** upper- to senior-level managers involved in company strategy, vision, and operational priorities; division, business unit, functional, or geographic leadership team members; human resources professionals in senior roles involved in enterprise-wide change

**2017**
- October 10–11

**2018**
- March 22–23
- June 14–15
- November 1–2

**2 PROGRAM DAYS / $3,900**

**PROGRAM FACULTY:** Doug Ready

**PROGRAM RATING:** ★★★★★ | 4.6

### Building, Leading, and Sustaining the Innovative Organization

This course explores the elements of innovation and outlines the steps needed to implement and manage a culture of innovation. Structured around a four-part framework developed at MIT for leading and organizing breakthrough innovation, the program helps participants understand how to develop sources of information about current and new technologies and consumer needs. Participants also learn how to generate innovative ideas for new products and services, as well as how to choose projects and implement ideas with the highest likelihood of success.

**WHO SHOULD ATTEND:** senior corporate and technical executives, including executive vice presidents; vice presidents of marketing, product development, research and development, human resources, and business development; CIOs; CTOs; corporate strategists

**2017**
- October 12–13

**2018**
- April 12–13
- October 1–2

**2 PROGRAM DAYS / $3,700**

**PROGRAM FACULTY:** Ralph Katz, Jay Paap, Eric von Hippel

**PROGRAM RATING:** ★★★★★ | 4.3

### Closing the Gap Between Strategy and Execution

This course is designed to help global executives close the gap between strategic intent and results by introducing a systematic framework and hands-on tools to drive execution in an organization. The program introduces a systemic view of strategy execution based on more than a decade of research that has been field-tested in dozens of corporations around the world. The course will help leaders reframe execution to avoid common mistakes and focus on actions that are most likely to bring results.

**WHO SHOULD ATTEND:** participants must apply and enrollment is limited; participants must be a CEO, MD, or member of an executive team; have a large scope of responsibility; agree to identify at least 30 colleagues willing to complete a confidential survey of their organization’s execution capacity

**2018**
- March 13–14
- July 17–18

**2 PROGRAM DAYS / $4,500**

Application deadline for the March 2018 session is February 2, 2018

Application deadline for the July 2018 session is June 5, 2018

**PROGRAM FACULTY:** Donald Sull

**PROGRAM RATING:** ★★★★★ | 5.0

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"Nearly every senior executive I talk with is trying to figure out how to drive digital transformation in his or her company. ... Many IT leaders are rebranding themselves as digital leaders, and many vendors are linking their services to digital transformation. ... Five years ago, we encountered a lot of resistance to using the term. Now it seems everybody is using it.” — George Westerman in The Enterprisers Project

To read the full article, go to executive.mit.edu/westerman-digital-transform
Developing and Managing a Successful Technology Strategy

This program details a unique approach to integrating business and technology strategy and to developing profitable ventures and technologies. It provides a framework for understanding how technologies and markets evolve, are linked, and differ across markets, as well as what drives technology acceptance. Participants are introduced to tools to identify high-leverage projects, match products to market dynamics, develop strategies to capture market value, and change organizational capabilities to reflect evolving markets and technological dynamics.

**WHO SHOULD ATTEND:** senior general and technical executives involved in development, management, or marketing of technology or technology products, including presidents, CEOs, COOs, CTOs; vice presidents of research and development, engineering, manufacturing, marketing, and business development; corporate strategists.

2017
October 23–24
2018
March 20–21
June 26–27
October 9–10

2 PROGRAM DAYS / $3,700

**PROGRAM FACULTY:** Pierre Azoulay, Ezra Zuckerman

**PROGRAM RATING:** ★★★★★ | 4.4

Digital Marketing and Social Media Analytics

From tablets and big data to new customer monitoring tools and the global emergence of social networking, recent technology has revolutionized the modes of communication through which businesses and brands engage with consumers. This course is designed to help executives understand the new rules of marketing in the digital age, covering a range of topics including search marketing, social network marketing and analytics, predictive modeling, mobile advertising and commerce, CRM strategy, and digital advertising. It provides a detailed, applied perspective on the theory and practice of digital marketing and social media analytics in the 21st century.

**WHO SHOULD ATTEND:** business leaders seeking a deeper understanding of the digital marketing ecosystem; CIOs, CMOs, and their direct reports; marketing managers; product managers; product development managers; chief data scientists; data managers; corporate strategists; agency executives.

2017
October 16–17
2018
April 19–20
July 19–20
October 11–12

2 PROGRAM DAYS / $3,900

**PROGRAM FACULTY:** Sinan Aral

**PROGRAM RATING:** ★★★★★ | 4.9

All program dates and faculty are subject to change. Prices exclude accommodations unless otherwise noted. All programs are located in Cambridge, MA, unless otherwise noted. Overall Program Ratings are accurate as of July 2017. Please visit executive.mit.edu for the most current information.

**EXECUTIVE CERTIFICATE IN STRATEGY AND INNOVATION**

“The insights, methods, and techniques that I have gained by attending MIT Sloan programs represent valuable tools for success in these turbulent market conditions. The experiences have also given me valuable opportunities to collaborate with forward-thinking executives from outside my industry.”

**MITRA BEST**
U.S. Innovation Leader,
PwC Innovation Office,
U.S.
Executive Certificate in Strategy and Innovation Holder
Driving Strategic Innovation: Achieving High Performance Throughout the Value Chain

This joint program with the IMD helps leaders manage innovation from concept to commercialization. It knits together marketing, product development, technology assessment, value chain design, project execution, and talent management in a roadmap for achieving breakthrough performance. The course uses an integrative value chain framework created at MIT to combine technology and innovation strategy with the tools required for successful implementation.

WHO SHOULD ATTEND: senior executives and entrepreneurs with significant input into the technology, supply chain, and innovation strategy of their organizations; CEOs; COOs; CIOs; CTOs; directors of research and development

2017 September 24–29
2018 September 16–21

5 PROGRAM DAYS / $11,900 CAMBRIDGE, MASSACHUSETTS

Implementing Enterprise-Wide Transformation NEW

Research and practice says two thirds of enterprise-wide transformation efforts fail to meet their intended objectives. This research-driven, practitioner-led program is designed to help senior executives avert that failure, create cultures of agility and resiliency, and develop a customized blueprint for large-scale transformation in their organizations. Participants will learn to spot potential warning signals that prevent successful transformations, learn how to become successful transformation leaders, create a proactive transformation agenda, and build a collective leadership capability to drive organizational transformation.

WHO SHOULD ATTEND: senior executives engaged in or who want to better understand enterprise-wide transformation; C-suite executives responsible for enterprise-wide transformation; senior HR and communication leaders; line leaders

2017 October 16–17
2018 March 27–28
June 19–20
November 6–7

2 PROGRAM DAYS / $3,900

PROGRAM FACULTY: Roberto Fernandez, Doug Ready

PROGRAM RATING: New program. Rating not yet available.

Innovation Ecosystems: A New Approach to Accelerating Corporate Innovation and Entrepreneurship NEW

Based on MIT’s research into the science of innovation ecosystems, this practical program equips executives with the high-level frameworks and tools necessary to understand the innovation landscape, shift to a more effective ecosystem-based open innovation approach, and design programs to engage effectively with external stakeholders. Participants will learn ways to assess their local and other ecosystems as potential locations for innovation centers, as well as ways to partner with startup entrepreneurs, research universities, “risk capital” providers, and corporate/government stakeholders.

WHO SHOULD ATTEND: executives in public and private sectors including senior managers; C-suite executives; future leaders; those interested in encouraging innovation in their organizations or regions through leveraging “innovation ecosystems”; participants from developed as well as emerging markets

2017 November 7–8
2018 March 15–16
July 12–13
October 18–19

2 PROGRAM DAYS / $3,700

PROGRAM FACULTY: Phil Budden, Fiona Murray

PROGRAM RATING: New program. Rating not yet available.

“In traditionally, the focus of entrepreneurship in the developing world has been on creating small- and medium-sized enterprises serving local markets. However, that emphasis must shift from small firms to what MIT calls innovation-driven enterprises: start-ups that can scale for significant impact.” — Fiona Murray in City A.M.

To read the full article, go to executive.mit.edu/murray-entrepreneur-models
The Innovator’s DNA: Mastering Five Skills for Disruptive Innovation

Where do innovative and revolutionary business ideas come from? This program helps executives learn to achieve breakthrough insights through self-assessment, catalytic questioning, deep observation, diverse networking, and rapid experimentation. Building on hundreds of interviews and more than 10,000 survey assessments, the course offers unique insight into the behaviors of extraordinary, and often disruptive, innovators. Participants will learn and practice important discovery skills that lead to new innovations—ranging from product improvement to new market creation—to generate valuable, new economic growth.

**WHO SHOULD ATTEND:** CEOs; COOs; presidents; executive vice presidents; vice presidents of marketing and new venture development; heads of R&D, engineering, manufacturing, and IS; chief technologists; corporate planners and strategists; senior managers with leadership responsibility and executives seeking to improve creative problem-solving skills and deliver higher value-creating innovation at their organizations.

**2017**
November 14–15

**2018**
March 13–14
July 10–11
October 16–17

**2 PROGRAM DAYS / $3,900**

**PROGRAM FACULTY:** Phil Budden, Hal Gregersen

**PROGRAM RATING:** ★★★★★ | 4.8

Leadership by Design: Innovation Process and Culture

This program is intended to introduce the concepts of human-centered design to individuals and teams who are not already familiar with these design-based concepts and their applications. Drawing on the resources of MIT’s Integrated Design & Management curriculum and its new Integrated Design Lab (ID Lab), the course combines intuitive methods with the systematic, analytical methods for which MIT is world renowned. Participants will learn how to enable an action-based organizational culture in which empathy is generated, trial and error is encouraged, and failure is celebrated as a source of learning—resulting in successful innovation. Participants also will learn both strategic and hands-on techniques for structured exploration through prototyping.

**WHO SHOULD ATTEND:** entrepreneurs and intrapreneurs seeking new solutions and products; executives and senior managers in leadership roles; product development managers and engineers; individuals and teams looking to create a more experimental corporate culture and who seek integrated approaches for communication and validation across teams.

**2017**
November 9–10

**2018**
June 28–29
September 27–28

**2 PROGRAM DAYS / $3,900**

**PROGRAM FACULTY:** Matthew Kressy

**PROGRAM RATING:** ★★★★☆ | 3.8

DIGITAL MARKETING AND SOCIAL MEDIA ANALYTICS

“The two days spent at this course were invaluable in providing frameworks and insights to effectively execute a digital marketing strategy. Sinan is masterful. His passion for the subject inspires you to think outside the box about [what’s] possible and [gives you] a practical understanding of how to put these topics into practice.”

**BRIANA NAESCHER**
Marketing Director,
SPS Commerce,
U.S.
Marketing Innovation
This program provides executives with a review of key marketing concepts as they relate to new innovations and products. Participants learn how to evaluate market attractiveness, think about the design and management of distribution channels, and understand pricing architectures. The course covers strategic and practical approaches, applied to real-world examples that help executives understand consumer decision making, analyze company strengths, and assess the competition.

WHO SHOULD ATTEND: senior engineering, R&D, product development, project management, IT, finance, and manufacturing professionals from consumer and business-to-business industries; technical executives with nominal marketing experience, as well as marketing professionals who want to discuss new marketing techniques and their application to innovation

2017
November 2–3
2018
April 5–6
June 12–13
November 6–7
2 PROGRAM DAYS / $3,700
PROGRAM FACULTY: Catherine Tucker
PROGRAM RATING: ★★★★★ | 4.8

Platform Strategy: Building and Thriving in a Vibrant Ecosystem
Some of the most profitable and successful firms are those that have adopted a digital platform model—a strategy where two or more disparate groups interact over a platform to co-create value. This program draws on recent MIT Sloan research and lessons learned by companies that have grown out of the innovative ecosystem around MIT. Participants will be exposed to strategic thinking and tools often not found in more traditional approaches to enterprise and product strategy, and discover how business strategies can be revised for success.

WHO SHOULD ATTEND: leaders of corporate strategy and business development; leaders of product and service development, innovation, marketing, and research and development; leaders of application development and content management

2017
October 25–26
2018
April 10–11
June 7–8
October 23–24
2 PROGRAM DAYS / $3,700
PROGRAM FACULTY: Pierre Azoulay, Catherine Tucker
PROGRAM RATING: ★★★★★ | 4.4

Pricing 4Dx (live online)
This program will help managers increase their level of pricing sophistication and mitigate mistakes regarding pricing strategy. Participants will practice calculating price elasticities for different customers, and learn about correct survey techniques to ask the right pricing questions before a product is launched. They will collaborate virtually and interact in real time with high-quality video lessons, other participants, and faculty through personalized avatars in an immersive, virtual classroom. This technical class will require the use of spreadsheets, data analysis, and specific technology (e.g., Terf, Sawtooth). A high-speed internet connection with adequate bandwidth is essential.

In advance of the program, participants must attend a webinar to meet other participants, propose project ideas, and form small project groups.

WHO SHOULD ATTEND: executives in marketing, product development, and strategy in consumer and business-to-business industries; entrepreneurs and executives in small and medium businesses who wear multiple hats; executives in larger companies in charge of launching new products

2017
November 28 – December 13
2 PROGRAM DAYS / $4,500
ONLINE PROGRAM
Held three days per week for two weeks from 10:00 a.m. – 12:00 p.m. U.S. Eastern Time, plus a project report on the third week. The sessions may be extended by a half hour each day, if necessary.

PROGRAM FACULTY: Catherine Tucker
PROGRAM RATING: ★★★★★ | 4.5

"CEOs should be very tech savvy ... Companies that are getting themselves set up for a successful digital transformation have to be really good at both operational excellence and customer experience. Both of those in this age of digitization require technology." — Stephanie Woerner in TechRepublic

To read the full article, go to executive.mit.edu/woerner-techsavvy-ceo
Revitalizing Your Digital Business Model

As powerful, readily accessible digital technologies create new business opportunities, enterprises need to reimagine their business models. MIT Sloan researchers have studied how companies can define visions and build the capabilities to compete in this increasingly competitive business environment. This program presents leading-edge frameworks and practices for defining digital strategy, monetizing data, redesigning the workplace, and establishing powerful ecosystems. Examples from successful companies will help executives prepare their organizations for the challenges of doing business digitally.

WHO SHOULD ATTEND: CIOs; COOs; executive vice presidents; senior marketing and business development executives; senior project managers; IT leaders; innovation officers; product development managers; corporate planners; strategists; strategic planners

2017 November 16–17
2018 March 29–30 September 25–26

2 PROGRAM DAYS / $3,500

PROGRAM FACULTY: Kristine Dery, Jeanne Ross, Barbara Wixom, Stephanie Woerner

PROGRAM RATING: ***** | 4.5

Strategies for Sustainable Business

This program uniquely applies MIT frameworks of process improvement and system dynamics to the topic of sustainability so that participants return to their organizations with practical strategies for manifesting consensus and change—at the micro and macro levels. The course connects executives with MIT professors and researchers who are currently breaking new ground in sustainability thinking and practice. Participants place current business practices in a socioeconomic context and leave with well-grounded strategies for making sustainability a reality in their organizations, industries, and communities.

WHO SHOULD ATTEND: functional and business unit leaders responsible for advancing sustainability; investment professionals charged with aligning socially responsible investments with value; professionals who need to understand strategies that promote sustainable business practices; environmental consultants who want to prove the value of sustainability in the marketplace; NGO and government leaders who need a business-centered but cross-sectoral perspective on sustainability

2017 October 18–20
2018 April 2–4 October 3–5

3 PROGRAM DAYS / $4,900

PROGRAM FACULTY: Jason Jay, John Sterman, Zeynep Ton

PROGRAM RATING: ***** | 5.0

“Eye-opening and likely life-altering program that lays the case for sustainability at home and at work. … immediately useful frameworks and techniques to drive change in your business.”

CHAD SHERIDAN
Chief Information Officer,
Risk Management Agency, USDA, U.S.
Strategy in a Global World

The global world is no longer simply a source of new markets, but rather a source of innovation. To survive and prosper today, companies must develop a wider vision that encompasses aspects of being a global organization. This program explores how to build lasting success in a changing global marketplace and introduces concepts and frameworks used to understand the relevance, challenge, and management of global integration in multinational corporations.

WHO SHOULD ATTEND: CEOs; COOs; presidents; executive vice presidents; vice presidents of marketing and new venture development; heads of research and development, engineering, manufacturing, and IS; entrepreneurs; corporate managers and strategists; senior managers; venture capitalist managers; consultants; managers and entrepreneurs who manage multinational corporations or companies with international clients.

2017
October 16–17*

2 PROGRAM DAYS / $3,700

PROGRAM FACULTY: Donald Lessard, Eleanor Westney

PROGRAM RATING: ★★★★☆ | 4.3

*This course will no longer be offered after the October 2017 session.

Understanding Global Markets: Macroeconomics for Executives

This course introduces participants to some of the most important concepts in macroeconomics and global markets today. It is designed to help executives understand and predict the performance of economies in order to mitigate risk, develop growth plans, and make investment decisions, both locally and abroad. The program addresses dynamics of comparative advantage, sources of international conflict, and varied responses of economies to crisis. Participants get an in-depth look at comparative advantages and crises in Europe, Asia, Latin America, and the U.S.

WHO SHOULD ATTEND: C-level executives; general managers; business unit managers; vice presidents of finance, operations, human resources, marketing, and sales; strategic planning managers; consultants

2017
October 30 – November 1

2018
March 19–21
June 4–6
October 29–31

3 PROGRAM DAYS / $4,900

PROGRAM FACULTY: Roberto Rigobon

PROGRAM RATING: ★★★★☆ | 4.9

UNDERSTANDING GLOBAL MARKETS: MACROECONOMICS FOR EXECUTIVES

“Roberto is an excellent communicator with boundless energy. He condensed a lifetime of knowledge into three short days. It was a course that I would recommend to anyone interested in the rapidly changing global political, economic, and social landscape.”

BRIAN AHEARNE
Product Line Director,
Bourns Inc.,
U.S.
TECHNOLOGY, OPERATIONS, AND VALUE CHAIN MANAGEMENT

Programs in this track focus on implementing innovative strategies by developing strategic approaches for using technology and process optimization throughout an organization.

Business Process Design for Strategic Management (self-paced online) NEW

This collaborative program exposes participants to the principles and development of Dynamic Work Design from the creators of this sustainable operations improvement methodology, and teaches them how to implement continuous improvement strategies into their organization’s work design. Participants will develop an understanding of why improvement strategies usually fail; principles of good work design; how to problem solve effectively; and the psychological reasons behind learning, change, and motivation.

WHO SHOULD ATTEND: managers in healthcare, logistics, urban planning, engineering, financial services, education, NGOs, government, or any people-focused industry; those who want to adopt and lead principles of improvement to benefit an organization

2017
August 7 – September 28

2 PROGRAM DAYS / $2,300
Six weeks in total (excluding orientation); self-paced learning, 6–8 hours per week

PROGRAM FACULTY: Don Kieffer, Nelson Repenning

PROGRAM RATING: New program. Rating not yet available.

Developing a Leading Edge Operations Strategy

Enterprises are increasingly complex, with supply chains, manufacturing, and service delivery processes spanning cultures, geographies, and geopolitical situations. To navigate this intricate environment, executives need to make efficient use of a company’s materials and processes, manage complicated global networks, optimize service and quality levels of performance, and minimize risks. This program draws on real issues confronting manufacturing and service companies, providing strategic frameworks to enable executives to help their companies deliver high-quality products and services to their customers. Participants are encouraged to bring a laptop to take part in an Excel exercise.

WHO SHOULD ATTEND: senior managers from manufacturing and service industries responsible for developing and executing operations strategy; COOs; strategic planners; vice presidents of business strategy, operations, supply chain management, services, and product development; operations general managers; senior project and program executives

2017
November 9–10

2018
April 24–25
June 5–6
November 13–14

2 PROGRAM DAYS / $3,500

PROGRAM FACULTY: Vivek Farias, Thomas Roemer, Zeynep Ton

PROGRAM RATING: ★★★★★ | 4.4

Essential IT for Non-IT Executives

This course helps managers from various areas of expertise to better understand information technology concepts and language, so they can work together efficiently and productively and appreciate the role IT can play in an organization’s success. The program is designed to make managers confident in resolving IT issues, working with IT staff to make better decisions, and delivering better process change. The course is about ways to design work processes that lead to future success.

WHO SHOULD ATTEND: line managers and corporate strategists who want a better handle on their role in IT oversight and management; nontechnical managers with IT responsibilities; IT managers seeking to gain a better perspective on how to work productively with senior executives

2017
October 25–26

2018
April 5–6
October 30–31

2 PROGRAM DAYS / $3,500

PROGRAM FACULTY: Leslie Owens, George Westerman, Barbara Wixom

PROGRAM RATING: ★★★★★ | 4.5
The Good Jobs Strategy: Delivering Superior Value to Customers, Shareholders, and Employees NEW

By leveraging a systems thinking approach that frames discussions around work design and end-to-end improvement strategies, this program is designed to help executives of service businesses create and implement an operations strategy that simultaneously delivers superior value to customers, shareholders, and employees. Participants will learn about key elements of the good jobs strategy, including how customer focus, employee management, work design, and improvement systems work together to create excellence for all stakeholders. They also will learn about the cost of mediocrity in organizations, as well as how to design an operating system that thrives financially while offering good jobs.

WHO SHOULD ATTEND: executives of businesses that have a frontline workforce that interacts with customers, including retail, hospitality, health care, distribution, and call centers; senior-level managers who make strong contributions to their company’s strategy, vision, and operational priorities

2017 October 23–24
2018 June 12–13

2 PROGRAM DAYS / $3,700
PROGRAM FACULTY: Zeynep Ton
PROGRAM RATING: New program. Rating not yet available.

Implementing Improvement Strategies: Dynamic Work Design

This program helps executives understand how continuous improvement strategies, sustained over a long period, affect core business metrics and contribute to an organization’s success. It equips managers with a fundamental understanding of how their work design and approach to management can be improved to deliver optimal business benefits. Participants learn a framework for understanding what drives improvement and how it can be implemented in every function across an organization. Inspired by extensive research on leading companies, the program highlights principles and practices that have enabled companies to consistently and significantly outperform their competitors.

WHO SHOULD ATTEND: executives, senior managers, and leaders from all industries and in all management functions

2017 October 31 – November 1
2018 April 3–4
June 14–15
November 1–2

2 PROGRAM DAYS / $3,700
PROGRAM FACULTY: Sheila Dodge, Don Kieffer, Nelson Repenning
PROGRAM RATING: ★★★★★ | 4.7

Implementing Industry 4.0: Leading Change in Manufacturing and Operations NEW

In the race to implement new manufacturing technologies and systems such as the Internet of Things (IoT), many forget that factories and operations have existing systems that may resist change. The first priority in implementing large-scale changes in industrial operations should be to make this invisible part of the system—the “hidden factory”—visible. The identification and creative elimination of these “hidden factories” will result in more productive and safer operations. This course will discuss how to develop a company culture that puts people first in the new world of Industry 4.0 and the IoT.

WHO SHOULD ATTEND: executives and key staff who want to integrate new industrial technology into existing facilities; executives of companies developing new industrial products and services interested in accelerating adoption rate through a better understanding of customers’ needs

2017 November 7–8
2018 June 19–20
November 8–9

2 PROGRAM DAYS / $3,500
PROGRAM FACULTY: John Carrier, John Van Maanen
PROGRAM RATING: New program. Rating not yet available.

“In our experience, leaders who can formulate clear problem statements get more done with less effort and move more rapidly than their less-focused counterparts.” — Nelson Repenning in Inc.

To read the full article, go to executive.mit.edu/repenning-underrated-skill
Managing Complex Technical Projects

This course offers new ways of thinking to help managers improve their processes to make better products, faster. MIT’s innovative solution, based on the design structure matrix (DSM), streamlines complex projects by developing detailed models to understand the intricate interactions and iterative nature of design. Participants learn to reduce the complexity involved in large projects by restructuring development procedures and to manage large projects in a systematic way. Bring a laptop to participate in an Excel exercise. This program includes optional homework.

WHO SHOULD ATTEND: senior managers and those involved in complex product development and project management or responsible for improving design and development procedures; vice presidents of engineering, manufacturing, and technology; directors of project management; managers of product and business development, engineering, research and development; project leaders; chief product design and process development engineers; technology strategists

2017
October 23–24

2018
March 27–28
November 15–16

2 PROGRAM DAYS / $3,500

PROGRAM FACULTY: Steven Eppinger

PROGRAM RATING: ★★★★★ | 4.4

Managing Product Platforms: Delivering Variety and Realizing Synergies

This course introduces participants to product platforms—the sharing of components, processes, technologies, interfaces, and infrastructure across a product family. Focused on helping companies develop strong platform strategies by understanding the managerial levers necessary to operate in complex development environments, the course draws on examples from a variety of industries. Successful product platforming allows companies to develop better products more easily, improve product family planning and lifecycle management, and increase corporate profitability.

WHO SHOULD ATTEND: executives in strategy, marketing, product development, procurement, and supply chain management; executives from technology driven industries with engineered products and services such as automotive, high-tech, manufacturing, railway, heavy vehicles, aerospace, defense, electronics, machinery, healthcare; OEMs; suppliers

2017
October 23–24

2018
April 17–18
June 21–22
October 25–26

2 PROGRAM DAYS / $3,700

PROGRAM FACULTY: Bruce Cameron

PROGRAM RATING: ★★★★★★ | 5.0

All program dates and faculty are subject to change. Prices exclude accommodations unless otherwise noted. All programs are located in Cambridge, MA, unless otherwise noted. Overall Program Ratings are accurate as of July 2017. Please visit executive.mit.edu for the most current information.
Strategic Cost Analysis for Managers

Course participants learn to analyze the performance of projects, departments, and divisions from a financial perspective. They gain a deeper understanding of how resources are allocated throughout an organization, and how to leverage cost analysis to position a project or department most advantageously, with numbers to support the position. The program is drawn from our highly rated MBA courses on financial and managerial accounting.

WHO SHOULD ATTEND: senior managers from consumer and business-to-business industries, including engineering, manufacturing, IT, and technology departments; division and department heads; directors of project management, product and business development, and research and development; chief project engineers; product design and process development engineers

2017
November 2–3

2018
April 19–20
November 13–14

2 PROGRAM DAYS / $3,500

PROGRAM FACULTY: John Core, Christopher Noe

PROGRAM RATING: ★★★★★ | 4.4

Supply Chain Strategy and Management

This course presents innovative strategies and best practices for improving supply chain performance. It introduces a unique MIT framework, using the concept of technology clockspeed, for strategically managing supply chains. Participants learn to optimize supply chain performance through supply chain integration, technology sourcing, make-buy decisions, strategic partnering and outsourcing, and IT and decision-support systems. They will address the role of supply chain design in business strategy and how to integrate supply chain design with product and process development.

WHO SHOULD ATTEND: senior managers responsible for the general business and strategic management of product and business development; vice presidents of technology and service management, product planning; directors of technology, process engineering, product and service marketing and development, design, product engineering, process quality; managers of engineering, development, innovation, and business development

2017
November 7–8

2018
April 26–27
June 7–8
November 15–16

2 PROGRAM DAYS / $3,500

PROGRAM FACULTY: Thomas Roemer, David Simchi-Levi

PROGRAM RATING: ★★★★★ | 4.3

Systematic Innovation of Products, Processes, and Services

This program blends perspectives of marketing, design, and engineering into a systematic approach for delivering innovation, and presents methods that can be immediately implemented. Participants discuss the product or service life cycle, from business strategy and technology roadmapping, to customer and market analysis, to implementation and pricing. The course addresses how to lead innovation processes in today’s globally connected market and build business processes that create lasting value.

WHO SHOULD ATTEND: people responsible for creating and marketing new products, business processes, and services; vice presidents of product and service management, product planning; directors of technology, process engineering, product and service marketing and development, design, product engineering, process quality; managers of engineering, development, innovation, and business development

2017
November 13–17

2018
November 5–9

5 PROGRAM DAYS / $8,900 FOR 2017 / $9,100 FOR 2018

PROGRAM FACULTY: Pierre Azoulay, Steven Eppinger, Ray Reagans, Catherine Tucker

PROGRAM RATING: ★★★★★ | 4.8

TO WORK, A GREAT SYSTEM NEEDS TO BE TIMELY

“If new technology is brought in to allow teams to do new things, the designers of those systems must consider the importance of time. No matter how great a system is, if it doesn’t work in time, it might as well not work at all.” — John Carrier in The Conversation

To read the full article, go to executive.mit.edu/carrier-belichick-tablet
PROGRAMS UNDER DEVELOPMENT

At MIT Sloan Executive Education, we’re always working to create new programs to help you learn the latest in management thinking, address emerging technologies, overcome your biggest challenges, and stay ahead of the competition. Here are some courses we are currently working on and hope to bring to you soon. Visit executive.mit.edu/new to get more information as it is available.

Evolving programs will include topics such as:

Artificial Intelligence
This online self-paced course from MIT Sloan School of Management in collaboration with MIT Computer Science and Artificial Intelligence Laboratory (CSAIL), will demystify and clarify the role key AI technologies can play in today’s and tomorrow’s organizations. You will be encouraged and supported to embrace and apply the business focused AI insights provided by faculty. The program will build your confidence to enable AI technologies in your teams and organizations.

Digital Business Strategy
A digital revolution is underway and transforming the way we work, live, and learn. This self-paced online course will provide practical insights to make the most of today’s super-powerful machines, platforms, and crowds. This program will balance three key relationships: those between man and machine, physical products and digital platforms, and the core (centralized knowledge) and crowd (decentralized knowledge). Participants will be introduced to organizations that have excelled at finding a balance in these relationships to harness technology to shape their present and future.

Digital Customer Experience Strategy
How has technology affected the way that humans behave and make decisions in digital economies, and what does this mean for customer satisfaction and loyalty? Using a behavioral science lens, this course can help us understand and leverage the digital consumer experience. We will examine digital collaborations between firms and customers, judgment and decision-making in algorithm-mediated landscapes, consumer empowerment via technology, the power of machine learning, and how synergy between media can strengthen consideration. This interactive program will help participants build UX and brand experiences that can develop customer loyalty and innovative strategy for competitive advantage.

“Program sessions and interactions are structured in a way that create a vivid simulation of real-world challenges where you face yourself, befriend your weaknesses, grow from them and help others do the same. I would definitely recommend these programs to anyone who wants to be seen as a leader ... ”

SIDITA HASI
Project Leader,
FedEx,
U.S.
Executive Certificate in Management and Leadership Holder
at the intersection of innovation and education.

**LOCATED ON THE BANKS** of the Charles River in the heart of vibrant Kendall Square in Cambridge, Massachusetts, MIT Sloan School of Management has much to offer its visitors. Surrounded by renowned global corporations like Akamai Technologies, Amazon, Biogen, Google, Microsoft, Novartis, Sanofi Genzyme, and VMware, the area is the location for numerous tech and biotech companies, as well as other innovative business ventures.

**IN ADDITION** to the MIT campus, Kendall Square includes world-class office and laboratory space, as well as modern residential housing, an impressive array of restaurants, and retail shopping linked by two-and-a-half acres of landscaped open space. A mecca of dynamic innovation, Kendall Square is home to the Entrepreneur Walk of Fame, established by MIT to honor entrepreneurs who took a risk with an idea, launched it, and turned that idea into a successful venture.

**VISITORS WILL FIND** the Massachusetts Bay Transportation Authority (MBTA, a.k.a. “the T”) subway nearby. It is a quick ride across the river to Boston where visitors can enjoy a plethora of activities including world-class theater, musical performances, museums, and historical sites such as the Boston Common and Faneuil Hall Marketplace.

**LOOKING FOR AN EXECUTIVE DEGREE PROGRAM AT MIT?**

**MIT Sloan Fellows Program**
This full-time, year-long, immersive program enrolls approximately 120 mid-career executives from more than two dozen nations. During this transformational year, a global network of colleagues is built from for-profit and non-profit multinational organizations, entrepreneurial endeavors, and governing bodies.

Learn more about the MIT Sloan Fellows Program at [mitsloan.mit.edu/fellows](http://mitsloan.mit.edu/fellows) or call 617-253-8600

**MIT Executive MBA**
This rigorous, 20-month executive schedule MBA builds on MIT Sloan’s history of distinguished MBA programs and mid-career education. The classroom-based program is designed for active business leaders, usually with a decade or more of work experience, who seek to increase their capabilities and impact on their organizations and the world.

Learn more about the MIT Executive MBA at [emba.mit.edu](http://emba.mit.edu) or call 617-253-5033
“Kendall Square has been called ‘the most innovative square mile on earth’ and with good reason. Thanks in large part to the many biotech and tech firms that are anchored in Cambridge—and in no small part, to MIT. Our cutting-edge programs, esteemed faculty, and innovative leaders from a wide range of industries, countries, and functions who attend our programs all contribute to this vibrant, forward-thinking environment.”

Peter Hirst, Associate Dean, MIT Sloan Executive Education
YOU ALREADY HAVE A VISION FOR WHAT’S NEXT.

Our custom programs will get you there.

When your organization is at a critical juncture, you can’t afford to leave today’s problems unsolved and tomorrow’s opportunities to chance. Our custom programs are tailored to your organization’s short- and long-term goals, and tailored to ensure that your team is prepared to drive innovation effectively, whether you’re launching a strategic initiative, expanding globally, developing your technical leaders, or entering a new market.

To understand what makes our approach different, look no further than MIT’s motto of “Mens et Manus” (mind and hand). Our custom offerings prioritize the knowledge and tools that can be directly applied to your organization’s unique needs. Your team will learn from the world-renowned faculty of MIT Sloan and MIT—through experiences that blend classroom, as well as active, on-site learning. Our best result is your success in working through complexity and identifying the opportunities of tomorrow—way before your competitors do.

**TRANSFORMING ORGANIZATIONS**
Custom programs can help your organization respond to technological disruption, globalization, scientific discovery, digitization, and other environmental pressures.

**DEVELOPING LEADERSHIP CAPABILITIES**
For roles that require a synthesis of technical and business acumen, custom programs can focus on developing the rare and precious skills required of tomorrow’s leaders.

**LAUNCHING STRATEGIC INITIATIVES**
Custom programs help executives deliver on strategic business goals in areas where MIT is a thought leader—such as innovation, sustainability, digitization, operational excellence, safety, globalization, and customer-centricity.
MIT Sloan faculty are recognized for their forward-looking research and have extensive experience putting that research into practice. They consult widely in organizations and governments on critical issues that require both the latest thinking and in-depth industry experience. Faculty bring a tremendous amount of industry experience gained in working with firms around the world.

The expertise available to organizations through MIT Sloan custom programs reaches beyond the business School to encompass the entire Institute. To meet the goals of the custom program, the world’s foremost experts in engineering, IT, biopharma, manufacturing, banking, and technology may be included on the team to teach courses and help shape action strategies.

The Custom Program Experience

Organizations around the world partner with MIT Sloan to create custom experiences that enable their executives to have a substantive, transformational, and long-lasting impact on their business performance. They seek educational experiences that deliver results and real value over a multi-year horizon.

MIT Sloan’s custom programs are deeply integrated with a company’s goals, values, technology, and people. Leveraging the greatest minds in business, we work side by side with clients—from beginning to end—to create learning experiences that produce the change they desire.

Our Action-Oriented Approach: Learning By Doing

A new framework or strategy is only as good as its practical application. MIT Sloan has long been a pioneer among business schools when it comes to experiential learning—creating real-world applications of classroom knowledge and providing iterative processes for thinking, acting, and reflecting. Deep actionable knowledge and decision-making skills develop when people have the chance to apply classroom theory with real-world parameters.

So what does action learning really mean for your custom program?

- Access to MIT Sloan’s world-renowned experts and exposure to the MIT ecosystem through meetings with companies that thrive within it
- Interactive team projects that leverage cutting-edge research to address real company imperatives and result in recommendations for action
- Management flight simulations—interactive, virtual worlds in which executives explore and experiment with critical management issues
- “Deep dive” cases in which your organization’s real data is developed into company-specific cases and analyzed by participants

To inquire about developing a custom program for your organization visit: executive.mit.edu/customprograms or contact the custom program team at execed_custom@mit.edu
VIRTUAL CAPABILITIES:
Cutting-Edge Distance Learning
Designed specifically for your organization, our digital programs fit the way you learn and work in today’s economy. Take programs where and how you wish with a digital toolkit that is composed of immersive platforms, virtual classrooms, interactive simulations, and shared online activities that have the flexibility to meet your organizational learning effectively and efficiently.

GRAPHIC FACILITATION:
Concepts Worth Capturing
Custom programs generate ideas and solutions worth capturing. In many of these programs, our graphic facilitator records the concepts and content, providing participants with powerful tools that aid in decision making.

COLLABORATE WITH US
Companies turn to MIT Sloan for its innovative and entrepreneurial culture, the rigor of its discipline-based understanding of business, and because MIT is the place where management, engineering, and science address the imperatives and challenges faced by businesses today. In partnership with some of the world’s most influential organizations, we create programs that allow companies to drive revolutionary change, take advantage of opportunities, and master their toughest challenges. Programs may be one week, three months, or even several years in duration—whatever is necessary to surpass challenges and create real-world results.

Start Designing Your Experience
MIT Sloan approaches each of our custom engagements as a lasting, mutually productive relationship, not an isolated educational transaction. We look for companies that are interested in making fundamental, strategic changes in the way they do business. As a first step, your top executives will meet with a team of MIT Sloan’s senior faculty to share your own imperatives, culture, and purpose. We will partner with your stakeholders to tailor a program that addresses the key challenges you’ve defined. Programs may include multiple residential sessions, virtual sessions, and action-learning projects taking place over the course of a few months or years.

Our experience has shown that a cadre of approximately 30 participants provides optimal discussion and meaningful interactions among faculty and participants. Programs frequently draw participants from around the world who connect—often for the first time—in the classroom and then work virtually on company related team projects that translate newly acquired frameworks into action strategies for your company. Over the course of the custom program, participants from your company will witness a dramatic evolution in their perspectives and their ability to meet new challenges.
In addition to custom programs, organizations can send teams to any of our 40+ open enrollment courses.

**TEAM DISCOUNTS**

- Organizations sending three or more participants together to an open enrollment program are eligible for a 15% discount. We hope team discounts encourage companies to sponsor teams of employees so they can develop a common understanding of the program concepts and apply their learning with greater impact in their organizations.

- Organizations sending more than 20 individuals to any number of our open enrollment courses may qualify for additionally discounted pricing. Contact EnterpriseClients@mit.edu to learn more.

**MULTIPLE PROGRAM REGISTRATION DISCOUNT**

- Individuals registering at one time for more than one program receive 15% off each additional program. All program registrations must be submitted via a single application form. To learn more about multi-registration discounts, visit executive.mit.edu/multireg

Note: Some programs are excluded from any type of discount. Visit executive.mit.edu/exclusions for a list of ineligible programs.
THE FUNG GROUP

The Hong Kong-based global sourcing and purchasing giant needed to establish and reinforce a shared business culture across multinational operations. MIT Sloan developed a custom program—held both on campus and in Hong Kong—that gave the company’s senior managers an opportunity to collectively learn the tools and principles necessary to improve its strategy and operation practices across the enterprise. Chairman Victor K. Fung (MIT SM ’66) believes that the ongoing, large-scale custom executive education program with MIT Sloan is a cornerstone of the organization’s efforts to excel as a learning organization.

Read more at executive.mit.edu/fung
**ACCENTURE TECHNOLOGY**

Accenture Technology needed a learning partner that would help its employees around the world acquire new skills to stay ahead of the competition in the high-velocity technology marketplace. MIT Sloan designed an online global learning engagement that was conducted in real time and in a highly interactive virtual environment. The curriculum was developed to address the company’s immediate business needs and its long-term goals. The learning space created by the ongoing program gave participants an opportunity to step back and be exposed to the issues and new developments that affect Accenture, their clients, and future challenges.

Read more at executive.mit.edu/accenture

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**THE AUSTRALIA AND NEW ZEALAND BANKING GROUP LIMITED (ANZ)**

One of the top four banks in Australia and the largest banking group in the Pacific region, ANZ needed a sweeping digital-transformation strategy to stay competitive in a rapidly changing banking marketplace. ANZ’s longstanding relationship with the MIT Center for Information Systems Research (CISR) led it to MIT Sloan Executive Education to develop and deliver a rigorous custom program to equip senior executives across the global organization with a shared vision and a common set of frameworks to effect change, immediate and long-term. As a result, ANZ now has a structural and systemic plan and is well into its digital transformation journey.

Read more at executive.mit.edu/anz

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To read more about our custom programs, visit executive.mit.edu/customprograms/successstories
RESOURCES THAT WORK FOR YOU

At MIT Sloan Executive Education, we offer more than a portfolio of groundbreaking programs. We provide an opportunity to help you expand your learning, stay informed about key issues, and connect with dynamic global leaders. Here are some of the resources available:

WATCH WEBINARS LED BY WORLD-RENNOWNED FACULTY

Thousands of executives from around the world have registered for the MIT Sloan Executive Education innovation@work™ Webinar Series. Check out our archive of recorded webinars on a variety of cutting-edge topics, including how the world’s most successful organizations stay on top, where innovative ideas come from, why good jobs are good for business, and the hallmarks of game-changing talent strategy. Watch at executive.mit.edu/webinars

STAY INFORMED WITH OUR BLOG

Each week, MIT Sloan Executive Education’s innovation@work™ Blog shares timely posts covering hot business topics, faculty research and news, world events, and participant insights. Recent posts include commentary on the benefits of human-centered design, time-maximizing strategies for success, and how to make sense of IoT, as well as interviews with recent program participants. Visit us at executive.mit.edu/blog

RATINGS AND REVIEWS TO HELP YOU CHOOSE

Today, MIT Sloan Executive Education is the only top business school that offers unedited user ratings and reviews. Participants reflect on what they’ve learned and how they’re applying this knowledge at work. They honestly share their experiences so that you can reap the benefits of unfiltered feedback, as well as first-hand accounts written by executives like yourself, and make a confident decision about which courses are right for you. Visit the site and see for yourself. You can access the reviews, which are found on each program webpage.
ATTEND OUR COURSES FROM VIRTUALLY ANYWHERE

At MIT Sloan, we invent the future. Our next-generation campus has expanded online and distance-learning opportunities to address the evolving demands of executives. These dynamic digital programs move online learning beyond a one-size-fits-all model to a scalable, collaborative, interactive experience that leverages simple-to-use, cutting-edge technology.

WE STRIVE TO PROVIDE AN UNCONVENTIONAL VIRTUAL ENCOUNTER THAT FAR SURPASSES TRADITIONAL ONLINE EDUCATION.

Designed specifically to fit the way executives learn and work today, our digital programs are offered asynchronously (self-paced) and synchronously (live online). Some of our live online courses allow participants to interact with peers and faculty as avatars—bringing the virtual classroom alive. Participants of asynchronous programs have opportunities to engage with peers as they complete lessons at their own pace.

Recently, in our programs we’ve begun to experiment with robots, which enable participants with mobility and distance challenges to participate in group activities, conversations, and networking. Overall, synchronous or asynchronous, our online programs integrate immersive learning while offering opportunities for collaboration and innovative thinking.

CURRENT ONLINE PROGRAMS:

Business Process Design for Strategic Management (self-paced online)
AUGUST 7 – SEPTEMBER 28, 2017
page 28

Internet of Things: Business Implications and Opportunities (self-paced online)
JULY 31 – SEPTEMBER 21, 2017
page 16

Pricing 4Dx (live online)
NOVEMBER 28 – DECEMBER 13, 2017
page 25

See all of our online programs at executive.mit.edu/online
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<td>Advanced Management Program (AMP)</td>
<td>29-29</td>
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<tr>
<td>Analytics Management: Business Lessons from the Sports Data Revolution</td>
<td>18-19</td>
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<tr>
<td>Applied Neuroscience: Unleashing Brain Power for You and Your People</td>
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<tr>
<td>Business Dynamics: MIT's Approach to Diagnosing and Solving Complex Business Problems</td>
<td>27-28</td>
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<tr>
<td>Communication and Persuasion in the Digital Age</td>
<td>10-11</td>
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<tr>
<td>Creating High Velocity Organizations</td>
<td>16-17</td>
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<tr>
<td>Entrepreneurship Development Program</td>
<td>28-2</td>
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<tr>
<td>Fundamentals of Finance for the Technical Executive</td>
<td>5-6</td>
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<tr>
<td>Global Executive Academy (multi-language)</td>
<td>12-13</td>
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<tr>
<td>Greater Boston Executive Program</td>
<td>25-26</td>
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<tr>
<td>Internet of Things: Business Implications and Opportunities (self-paced online)</td>
<td>July 31 – September 21</td>
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<tr>
<td>Leadership and the Lens: Learning at the Intersection of Innovation and Image-Making</td>
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<tr>
<td>Leading Change in Complex Organizations</td>
<td>13-18</td>
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<tr>
<td>Leading People at Work: Strategies for Talent Analytics</td>
<td>18-19</td>
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<td>Managing Technical Professionals and Organizations</td>
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<tr>
<td>Maximizing Your Personal Productivity: How to Become an Efficient and Effective Executive</td>
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<td>Negotiation for Executives</td>
<td>12-13</td>
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<tr>
<td>Neuroscience for Leadership</td>
<td>28-29</td>
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<tr>
<td>Transforming Your Leadership Strategy</td>
<td>26-27</td>
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<tr>
<td>Understanding and Solving Complex Business Problems</td>
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<tr>
<td>Building Game-Changing Organizations: Aligning Purpose, Performance, and People</td>
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<tr>
<td>Building, Leading, and Sustaining the Innovative Organization</td>
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<td>Closing the Gap Between Strategy and Execution</td>
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<tr>
<td>Developing and Managing a Successful Technology Strategy</td>
<td>23-24</td>
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<td>Digital Marketing and Social Media Analytics</td>
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<td>Driving Strategic Innovation: Achieving High Performance Throughout the Value Chain</td>
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<tr>
<td>Implementing Enterprise-Wide Transformation</td>
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<td>Innovation Ecosystems: A New Approach to Accelerating Corporate Innovation and Entrepreneurship</td>
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<td>The Innovator’s DNA: Mastering Five Skills for Disruptive Innovation</td>
<td>14-15</td>
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<td>Leadership by Design: Innovation Process and Culture</td>
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<td>Marketing Innovation</td>
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<td>Platform Strategy: Building and Thriving in a Vibrant Ecosystem</td>
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<td>Pricing 4Dx (live online)</td>
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<tr>
<td>Revitalizing Your Digital Business Model</td>
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<td>Strategies for Sustainable Business</td>
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<tr>
<td>Strategy in a Global World</td>
<td>16-17</td>
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<tr>
<td>Understanding Global Markets: Macroeconomics for Executives</td>
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<tr>
<td>Business Process Design for Strategic Management (self-paced online)</td>
<td>August 7 – September 28</td>
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<td>Developing a Leading Edge Operations Strategy</td>
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<td>Essential IT for Non-IT Executives</td>
<td>25-26</td>
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<td>The Good Jobs Strategy: Delivering Superior Value to Customers, Shareholders, and Employees</td>
<td>23-24</td>
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<tr>
<td>Implementing Improvement Strategies: Dynamic Work Design</td>
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<tr>
<td>Implementing Industry 4.0: Leading Change in Manufacturing and Operations</td>
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<tr>
<td>Managing Complex Technical Projects</td>
<td>23-24</td>
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<tr>
<td>Managing Product Platforms: Delivering Variety and Realizing Synergies</td>
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<td>Strategic Cost Analysis for Managers</td>
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<tr>
<td>Supply Chain Strategy and Management</td>
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<tr>
<td>Systematic Innovation of Products, Processes, and Services</td>
<td>13-17</td>
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</tbody>
</table>

ALL PROGRAM DATES AND FACULTY ARE VALID AS OF JULY 2017 AND SUBJECT TO CHANGE. PLEASE VISIT EXECUTIVE.MIT.EDU FOR THE MOST CURRENT INFORMATION.