Yale School of Management
Executive Education

Yale Global Executive Leadership Program
YALE IS A PLACE TO THINK ABOUT BIG IDEAS THAT WILL CHANGE THE WORLD. AND BUILD KNOWLEDGE, SKILLS, AND CONNECTIONS THAT WILL BENEFIT YOU FOR THE REST OF YOUR LIFE.
AN EXCLUSIVE PROGRAM FOR CXOs & WOULD-BE CXOs

As a leader, the world expects you to compete strategically and win globally, no matter the odds. The Yale Global Executive Leadership Program prepares you for these challenges, to rise to the highest levels of global leadership. You will leave the program equipped with strategic insights, leadership skills, and the deep understanding of global business context needed to drive growth and profitability in a high-performing organization.

The intensive residential design, carefully orchestrated curriculum, world-class faculty, state-of-the-art facilities, and dynamic peer-to-peer interaction combine to create an unparalleled learning experience that will forever change the way you do business.

Your five weeks at Yale will include participation in the world-renowned Yale Chief Executive Leadership Institute. Upon completion of GELP, you will join the Association of Yale Alumni, an elite group of successful industry leaders who span the globe. You will gain exclusive access to an array of resources that facilitate lifelong learning, growth, and success.

UNIQUE YALE ADVANTAGE

Yale University alumni include CEOs of global corporations, 19 Supreme Court justices, 5 U.S. presidents, 5 Academy Award winners, 13 living billionaires, and many foreign heads of state. In addition, Yale has graduated hundreds of members of Congress and many high-level U.S. diplomats, including former U.S. Secretary of State Hillary Clinton and current Secretary of State John Kerry. Fifty-two Nobel laureates have been affiliated with the University as students, faculty, or staff, and 230 Rhodes Scholars graduated from the University.

Yale is a pioneer of CEO learning with the acclaimed Chief Executive Leadership Institute (CELI), the world’s first leadership program for CEOs.

The mission of the Yale School of Management is to educate leaders for business and society. The school’s close ties to Yale University, active connection to the Global Network for Advanced Management, and an integrative approach to leadership enable participants to develop a genuine understanding of success in an increasingly complex global context of business.
LEARN TO LEAD FAST-MOVING GLOBAL ORGANIZATIONS

THE YALE INTEGRATED CURRICULUM IS A NEW APPROACH TO TEACHING AND LEARNING, drawing on the complexities of real business challenges to inform broad-reaching discussion and analysis. Teaching leadership through internal perspectives and external stakeholder perspectives (Investor, Customer, State & Society, and Competitor) – rather than siloed functions mimics global business realities. The pedagogical materials that support this demanding approach to business education include Yale "raw" cases.

Rather than boiling a complex situation down to a 10 page narrative and a single decision point, raw cases present you with extensive data about a real situation, often including video interviews with some of the key actors. By design, the case contains more information than you can digest on your own, so you'll work in small teams to sift through data, news reports, and interviews, and then build your analysis.

This unique, open approach accomplishes two primary goals:
• It prepares you to think broadly when approaching a new problem.
• It prepares you to excel in fast-moving and often-complex global organizations.

GLOBAL REACH

The Global Network for Advanced Management is a consortium of 27 international business schools that connects faculty, students, and deans with their peers worldwide to improve business education in an increasingly globalized world.

With the Global Network for Advanced Management, Yale offers ever more global content through case-writing collaborations with other schools. Casting a wide geographic net allows Yale to bring back management dilemmas from a number of contexts and cultures, as well as to spotlight trends in emerging and established markets.
WHO SHOULD ATTEND?

The program will bring together a group of proven business leaders who hold C-level positions or positions within one to two levels of the CEO – senior executives identified within the leadership pipeline as the next in line to lead business and organizations. They should be an integral part of the organization’s decision-making team.

We welcome participants with

- Significant experience and demonstrated career progression and success across levels, including
  - Executive committee members
  - Heads of major business units
  - Heads of function(s) for the entire organization
  - Senior executive members of core advisory or core operating groups.
- A minimum of 20+ years of work experience, including significant time in senior management roles.
- A strong drive, ambition; and belief that being the best within the organization is not enough; they have to be one of the few in the industry, leading and shaping it for the future.

PROGRAM EXPERIENCE

AN ELITE GROUP OF EXECUTIVE LEADERSHIP-LEVEL PARTICIPANTS

You are unlikely to engage and collaborate with such a diverse group of global leaders anywhere else. Over the course of five weeks, your fellow participants will become trusted colleagues and lifelong friends.

DISTINGUISHED FACULTY AND INDUSTRY GUEST SPEAKERS

Yale faculty are passionate researchers and thought leaders, and they bring this expertise to the classroom, creating a rigorous and dynamic learning experience. Distinguished industry leaders provide real-world examples that help bring concepts to life.

CEO SUMMIT

At the renowned CEO summit you will join CEOs, thought leaders, government officials, and others for frank discussions on the big issues in the current business environment.
A RIGOROUS COURSE OF STUDY

Yale GELP is designed to focus on all four aspects of truly successful global leadership – functional leadership within a matrix organization; inspirational people leadership required to build a formidable talent pipeline; financial leadership to ensure the company grows and thrives; and the personal leadership of a continually learning, innovating, evolving leader who can lead without ego and build strong organizational culture.

Yale SOM has distinguished itself among business schools with its integrative approach to learning and leadership development. Yale GELP is designed to engage the participant in a transformative learning experience through illustrating and immersing in the connections among different aspects of true global leadership. You will enhance skills and knowledge required to excel in all aspects of business as its leader, and then connect the dots as you dig deeper into broader stakeholder perspectives.
TRANSFORMATIONAL LEARNING EXPERIENCE

ORGANIZATIONAL LEADERSHIP

Yale GELP helps you set the direction of your business and lead it functionally to newer growth paradigms. You will focus on:

- Organizational strategy
- Business and product portfolios
- Marketing and sales-driven growth
- Competitive advantage through operations
- M&A-driven growth
- Negotiations
- Restructuring and turnaround situations
- Managing uncertainty
- Innovation-driven growth

PERSONAL LEADERSHIP

Yale GELP will set you on the path to become an influential team leader across a wide spectrum of situations. You will focus on:

- Leadership styles and motivation
- Leadership communications
- Leadership in a connected world
- Crisis management
- Change management
- Leadership, ethics, and corporate accountability
- Mentoring and coaching other leaders
- Developing ownership and building strong teams
- Developing a leadership pipeline
- Managing boards
- Driving shareholder value and investor relations
- Human resources and talent management

PEOPLE LEADERSHIP

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- Human resources and talent management

STRATEGIC FINANCIAL LEADERSHIP

Yale GELP will deepen your understanding of financial reporting, capital-investment decision making, and drivers of firm performance. It will also help you to assess global business environment, and to anticipate exchange-rate and interest-rate variations, emerging markets, and policy barriers and incentives. You will focus on:

- Measuring, analyzing, and driving corporate performance
- Linking strategy to finance and the new role of a CFO
- Master the essentials of corporate financial management
- Lead in the global economy (including government and international policy, states economic performance, national income, and global business environment)

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STATEGIC FINANCIAL LEADERSHIP

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- Master the essentials of corporate financial management
- Lead in the global economy (including government and international policy, states economic performance, national income, and global business environment)
Yale School of Management is defined by its people and ideas, always at the cutting edge of policy and decision making, influencing businesses across national boundaries. At Yale SOM, you will find a community of inquisitive intellects, always on the hunt for insights and looking past the horizon to better understand the interconnectedness of our world. YALE SOM faculty are dedicated teachers and leading researchers who play an outsized role in shaping business theory, policy, and practice.

Yale School of Management professors ranked #1 among U.S. business school faculty in the 2014 Princeton Review ranking.

**Jeffrey Sonnenfeld**
Faculty Director and Senior Associate Dean of Leadership Programs. He is Lester Crown Professor in the Practice of Management and Founder and President of CELI.

**Robert Shiller**
Nobel Laureate and Sterling Professor of Economics and Professor of Finance and Fellow at the International Center for Finance, Yale SOM.

**Gary B. Gorton**
Frederick Frank Class of 1954 Professor of Management & Professor of Finance. Prior to joining Yale, he was the Robert Morris Professor of Banking and Finance at The Wharton School of the University of Pennsylvania.

**Jeffrey E. Garten**
Juan Trippe Professor in the Practice Emeritus of International Trade, Finance, and Business. Earlier, he was dean of the school and prior to that he was undersecretary of commerce for international trade.

**Barry Nalebuff**
Milton Steinbach Professor of Management. Expert on game theory and has written extensively on its application to business strategy. He is the coauthor of six books.

**William Goetzmann**
Edwin J. Beinecke Professor of Finance and Management Studies & Director of the International Center for Finance. He is an expert on a diverse range of investments, including stocks, mutual funds, real estate, and paintings.

**Stephen Roach**
Senior fellow at Yale University’s Jackson Institute for Global Affairs and a senior lecturer at Yale SOM. He was formerly chairman of Morgan Stanley Asia and the firm’s chief economist.

**Jacob Thomas**
Williams Brothers Professor of Accounting and Finance. He focuses on the relation between accounting information and stock prices.

**Heather Tookes**
Professor of Finance. Her research lies at the intersection of capital markets and corporate finance, including the role that capital supply frictions and product market competition play in firms’ financing decisions.

**James Levinsohn**
Director of the Jackson Institute for Global Affairs, Charles W. Goodyear Professor in Global Affairs & Professor of Economics and Management.
In addition, other distinguished faculty may include:

**Judith Chevalier**  
William S. Beinecke Professor of Finance and Economics

**Heidi Brooks**  
Senior Lecturer in Organizational Behavior

**Fiona Scott Morton**  
Theodore Nierenberg Professor of Economics

**Rick Antle**  
William S. Beinecke Professor of Accounting

**Sarah Biggerstaff**  
Lecturer in the Practice of Leadership & Leadership Coach

**Laurie Kelley**  
Lecturer in the Practice of Leadership & Leadership Coach

**Daylian Cain**  
Associate Professor of Management and Marketing

**Nathan Novemsky**  
Professor of Marketing

**Frank Zhang**  
Professor of Accounting

**Marc Brackett**  
Director of the Yale Center for Emotional Intelligence

**Victoria Brescoll**  
Associate Professor of Organizational Behavior

**Vineet Kumar**  
Assistant Professor of Marketing

**Olav Sorenson**  
Frederick Frank ’54 and Mary C. Tanner Professor of Management

**Shane Frederick**  
Professor of Marketing

**James Choi**  
Professor of Finance

**Edieal J. Pinker**  
Professor of Operations Research

**K. Sudhir**  
Professor of Marketing

**Kyle Jensen**  
Shanna and Eric Bass ’05 Director of Entrepreneurial Programs

**Rodrigo Canales**  
Associate Professor of Organizational Behavior

**David Bach**  
Senior lecturer in Global Business and Politics
## RENOWNED GUEST SPEAKERS

**THOUGHT LEADERS. VISIONARIES. ENTREPRENEURS.**

Inspiring guest speakers deepen the learning experience at Yale SOM and give you first hand insights into how top leaders overcome critical challenges. These prominent leaders shared their stories at Yale SOM during the last academic year.

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<th><strong>JACK WELCH</strong></th>
<th><strong>SIR FAZLE HASAN ABED</strong></th>
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<td>Former Chairperson and CEO, General Electric</td>
<td>Founder and Chairman, BRAC</td>
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<th><strong>AJAY BANGA</strong></th>
<th><strong>FAREED ZAKARIA</strong></th>
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<td>President and CEO, MasterCard</td>
<td>Author, Journalist and TV Host, CNN</td>
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<th><strong>NAOMI HIROSE</strong></th>
<th><strong>SUZY WELCH</strong></th>
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<td>President, Tokyo Electric Power Company</td>
<td>Author and Business Journalist, Businessweek</td>
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<th><strong>RAGHURAM RAJAN</strong></th>
<th><strong>PETER NORRIS</strong></th>
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<td>Governor, Reserve Bank of India</td>
<td>Non Executive Chairman, Virgin Group</td>
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<th><strong>IAN COOK</strong></th>
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<td>Chairman, President and CEO, Colgate Palmolive</td>
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*The list above represents past guest speakers at Yale, but may not reflect the guest speakers for the upcoming session of Yale GELP. Speakers are invited depending upon program schedule and session relevance.*
YALE CHIEF EXECUTIVE LEADERSHIP INSTITUTE

The world’s first school for CEOs, featuring applied research and peer-driven learning.

As part of the program you will be attending the renowned CEO Summit, under the aegis of the Yale Chief Executive Leadership Institute (CELI). CELI is celebrating its 25th anniversary this year as the pioneer of CEO learning and hosts CEO Summits from New York to New Delhi and Shanghai to Mumbai, bringing together top business leaders and policy makers, as well as leading academics, in a unique learning environment that fosters candid, off-the-record exchanges among participants.

The CEO Summit is led by Yale Professor Jeffrey Sonnenfeld, ranked by Businessweek as one of the world’s 10 most influential business school professors.

PAST CEO SUMMIT PARTICIPANTS
The CEO summit draws C-suite executives, top government officials, diplomats, military officers, and other leaders. Some of the past participants have included:

Ratan Tata  Michael Dell  Jeff Immelt  James McNerney  Jeffrey L. Bewkes  Robert Iger
Mukesh Ambani  Indra Nooyi  Alan Mulally  Nandan Nilekani  Klaus Kleinfeld  Arthur Sulzberger

To learn more about Yale CELI, please visit http://som.yale.edu/CELI
“I CERTAINLY GOT AN APPRECIATION FOR THIS LEADERSHIP EVENT. IT IS UNIQUE — UNSCRIPTED AND CANDID PERSPECTIVES. HARD TO FIND IN MY WORLD. I AM NOT SURE HOW YOU PREPARE FOR SUCH AN EVENT. THE BREADTH OF KNOWLEDGE AT YOUR FINGERTIPS IS AWESOME. SO, THANK YOU FOR THE INVITATION TO PARTICIPATE. I AM GRATEFUL.”

Anne Mulcahy
CHAIRMAN
XEROX
THE 225,000-SQUARE-FOOT EDWARD P. EVANS HALL, is the new home of the Yale School of Management. As a participant, you will attend classes in this unique facility designed for transformational learning.

The building’s transparency combined with social spaces positioned at significant hubs, strengthen the sense of community. Classrooms have been designed to encourage discussion and boost the effectiveness of the integrated curriculum. Breakout rooms and other communal spaces are designed to support teamwork.
LIFELONG BENEFITS.
INFLUENTIAL NETWORK.

Upon completing the program, you will join the elite Association of Yale Alumni as an International Affiliate and gain exclusive access to a global alumni network and an array of resources that facilitate lifelong learning, growth, and success.

Following are some of the key benefits:

• Membership in the Association of Yale Alumni, a network of 150,000 Yale alumni around the world.
• Membership in the Yale School of Management Alumni Association
• Inclusion in the Yale alumni directory and the SOM alumni directory
• A lifelong email forwarding address: [yourname]@aya.yale.edu
• Invitation to CELI reunions and SOM executive education reunions
• Invitation to local Yale SOM chapter events
• Access to the Yale Career Network, Yale SOM Job Board, and select career services
• Increasing access to Global Network for Advanced Management alumni events around the world
• 25% discount on all Yale SOM executive education open-enrollment programs
• Free participation in faculty webinars available to SOM alumni
• Invitation to participate in the SOM Alumni Association student mentoring program
• Free access to thousands of journals through JSTOR and HeinOnline

REMARKABLE RESULTS

With Yale GELP, you will emerge as a truly networked global leader, equipped to manage the challenges of growing a global business and consistently delivering remarkable results.

Specifically, you will gain the ability to:
• Set the direction of your business and develop an overarching global strategy
• Inspire, coach, and mentor others to achieve a higher level of performance
• Persuade, influence, and negotiate expertly by improving your analytical and tactical skills
• Assess global business environments, global market challenges and opportunities, and policy barriers and incentives
• Address operational challenges and leverage operational capabilities to create competitive advantage
• Manage crisis and drive change effectively through the organization
• Plan the financial dimensions of your strategy and explore frontier issues in the global financial system
• Avoid pitfalls in restructuring, M&A, and turnaround situations
• Align talent with strategy to create a more resilient and agile organization
APPLICATION PROCESS

The Admissions Committee begins reviewing applications as soon as they are received. Once the review process has begun, qualified candidates are admitted on a rolling, space-available basis. For complete admissions requirements and to apply online, visit http://northwest.education/YaleGELP

Applications are due as per the mentioned timelines. It is recommended that you apply early to the Yale GELP as space is limited.

PROGRAM DETAILS

DEC 2017 – OCT 2018
Program Fee: $58,000
Email : yale@northwest.sg
Phone (India) : +91 8587878713 / 14 / 15
Phone (USA) : +1 203-436-9402

ADMISSION REQUIREMENTS

Selective enrollment of highly qualified and diverse candidates enhances the learning experience and value for supporting organizations. The Admissions Committee takes into account a candidate’s organizational level; management experience, particularly in chief executive and/or senior management roles; and future responsibilities. The committee seeks qualified individuals who are senior-level decision makers representing a wide range of backgrounds. Proficiency in written and spoken English is essential for the completion of course assignments and active engagement in fast-moving discussions. A telephone or personal interview also may be required as part of the admissions process.
We encourage you to learn more about the Yale GELP and its fit with your aspirations by connecting with Northwest Executive Education.

The Northwest team will help you understand and evaluate how this program can support your development toward C-Suite success.

For more details on program, please visit

Yale website  
http://som.yale.edu/YGELP

Northwest website  
http://northwest.education/YaleGELP