DIMENSIONAL LEADERSHIP

A partnership between Wharton Executive Education and the McNulty Leadership Program
SUCCESSFUL LEADERS become multidimensional assets to their organizations. They recognize useful patterns where others see distractions and hear noise.

They motivate by example, as authentic figures who inspire followers. They make real the intangibles of integrity, presence, insight. They have the vision and business acumen to navigate through uncertainty, staying grounded in purpose during disruptions in their operations and global markets.

While every leader, and every organization, differs from the rest, those who excel at the highest levels share the ability to incorporate these many dimensions into their personal and professional lives.
Business today operates globally, across virtually any boundary and often in a cloud of computing. Successful leaders stay ahead of the game with real-time information and the knowledge to understand how to both influence and effect change. Since 1988, senior executives rely on Wharton’s AMP to amplify their leadership potential and their impact on the world.

The Wharton Advanced Management Program (AMP) is an immersive, transformative five-week program that guides senior executives in honing their individual leadership capabilities. AMP is exclusive and selective; only about 55 executives are accepted per session. The result is an optimal learning environment, with a diverse participant cohort for better peer learning, and a global, lifelong network of trusted peers.

AMP, delivered in partnership with the McNulty Leadership Program, is led by Wharton faculty who bring extensive business knowledge, research, and expertise to bear on all aspects of the program. Working side-by-side with peers across industries, AMP participants hone their business acumen and advance their leadership capabilities. AMP is a defining personal and professional moment—the starting point for that next level of achievement and success.
THE WHARTON AMP EXPERIENCE

A Transformative Five Weeks

A GLOBAL, LIFELONG NETWORK OF PEERS
AMP participants come from the C-suite and nearby executive ranks. They lead global corporations, major divisions, successful NGOs, and entrepreneurial ventures. They invest five weeks of their lives and immerse themselves in new ways of thinking to enrich their ability to lead effectively in a world of volatility, uncertainty, and complexity.

Upon completion of the program, they become part of a powerful network of more than 94,000 Wharton alumni who live and work in more than 150 nations, supported by 80+ U.S. and international clubs and regional representatives.

A CAREER TRANSFORMATION
While five weeks might seem like a long time to be removed from day-to-day operations, the comprehensive curriculum and experiential approach creates an invaluable, reflective pause in the broader scope of one’s career. The venue and schedule are designed to be thought-provoking, keeping participants energized and engaged—and eager to apply their learnings within their organizations. They leave having gained a tremendous reserve of strategies and personal insights that can be put to immediate use and mobilized for virtually any contingency.

AN EXPERIENCE LIKE NO OTHER
AMP presents fresh perspectives on global competition, critical thinking, and leadership in a supportive learning environment. The core curriculum—rooted in the business acumen of management, marketing, finance, strategy, and organizational dynamics—is brought to life through experiential learning led by expert academics for profound and lasting impact.

“Wharton AMP broadened my horizons. It’s like a pause in your career where you can focus on opening your mind and letting in new thoughts and experiences. For me, it was a light bulb experience.

“You are exposed to a broad set of inputs from the professors, guest lecturers, and your colleagues from around the world. I came back with a mission to be much more proactive about discovering things, being more curious, and finding things out. That sense of continuous learning has really stayed with me.”

— Stuart Taylor (AMP 2010), CEO of GMG Radio
As Wharton AMP commences, fresh perspectives and new insights are revealed. Participants begin to view their world through a different lens as assumptions are challenged and unforeseen opportunities are exposed.

Within one AMP educational community, cross-business and cultural learning groups are formed. Here, participants start their exploration of redefining and reframing the competitive landscape.

**Strengthen the Leader Within**

Many questions pressure the rising executive—and those who have already reached the C-suite:

- Do I have what it takes to be—or to remain—a top leader, especially in light of disruptive changes in the market?
- How do I handle, and meet, increased expectations?
- How do I build capability for tomorrow?

Top leadership requires much more than an understanding of current business trends. That is why Wharton AMP was designed to address the whole person—examining business acumen and character traits, capability and style. Participants become attuned to what does and does not work as they explore potential pitfalls for risk.

Among the many aspects that differentiate Wharton AMP from other such programs is its emphasis on experiential learning, peer mentoring, and guided practice and reflection.
CONNECTIONS

• Drawing Connections and Recognizing Useful Patterns

Wharton AMP participants are adept at analyzing and interpreting data to inform decisions. AMP illuminates the connection between events that influence decisions and their results. This concept is further heightened through sessions on corporate finance that seek to align numbers with decisions to further magnify their impact on investors, employees, and customers.

Participants explore the relationship between investors and management, and between shareholder value and corporate financial strategies. Marketing discussions explore the challenge of sustaining a competitive advantage, building customer relationships in the new economy, and being a market-driven company with a global demographic.

AMP provides a series of sessions on leadership development that engages participants in self-assessment and discovery of their unique leadership skills. Participants also examine the economic, political, and cultural dynamics of doing business in a particular part of the world.

Your Career Inflection Point

You are at a turning point in your career. Maybe you are being groomed to take on additional responsibilities within your organization. Or you may be thinking about what’s next, reinventing yourself in order to follow and achieve new dreams that will become your legacy.

Steve Zarrilli (AMP 2010) was an accounting major who followed a defined career track, “almost like connecting the dots,” which led him to his current role as Senior Vice President and CFO of Safeguard Sciences, Inc.

“I felt there was always a piece missing for me because I had taken such a narrow approach to my formal education,” he says. “Wharton AMP has broadened my thinking, and I’m constantly reminding myself to look at things through different lenses. Now I ask my team and my colleagues to consider multiple dimensions in assessing the value of business opportunities.”

When considering Wharton AMP, Mr. Zarrilli was attuned to both the program content and the composition of the class. “There were professionals with a variety of perspectives—finance, marketing, operations—and we were all at similar ages and stages of our careers. This allowed for more meaningful dialogue during the sessions.”

The connection remains to this day. “A group of us reconnect every month or so to share thoughts about what we are trying to accomplish within our business and draw on one another’s expertise. Sometimes, we just want to have a confidential dialogue on matters we might not want to discuss with a colleague at work or within our local network.”
CHANGE

• Harnessing, Managing, and Exploiting Change

Wharton AMP participants understand the constancy and pace of change. The program examines strategic financial levers, with a look at managing the risks and opportunities in foreign exchange rates, the dynamics of mergers and acquisitions, and the challenges in sustaining long-term stock returns.

Whole Brain Engaged

In the world of business education, there are said to be poets and quants. Poets are the creative thinkers with liberal arts backgrounds. Quants are analytical types with expertise in finance or engineering. Wharton engages characteristics of both in AMP.

BLENDED APPROACH

The foundational knowledge necessary to be an effective decision maker at the highest levels is interlaced with experiences that tap into more creative, imaginative, and expansive thinking. The totality of this blended approach hones the skills of leaders to run their businesses in the face of an uncertain future, while being able to create meaning and inspire the people within their organizations.

BUSINESS ACUMEN AND MUCH MORE

AMP was designed to engage the whole brain and the whole person. Participants gain insights into their mental habits and pressure points, learning to manage their responses and communication styles in moments of crisis.

During an intense five weeks, you will experience a number of unique opportunities to help strengthen your individual talents, challenge your mental models and preconceived limits, and build a powerful new network. These opportunities include:

• One-day of firefighter training in New York City with the Fire Department of New York (FDNY)
• Collaborative filmmaking to develop leadership presence and advance communication skills
• Executive coaching delivered both in teams and individually to accelerate learning and personal growth. Coaching sessions continue after the program concludes.
• Executive conversations with current and former CEOs from globally recognized companies who share their experiences in intimate, informal dialogues with AMP participants.

Change is also understood through dramatic storytelling, with both historical and current references. Participants explore unexpected parallels between literature and leadership, gaining invaluable insights into the art and practice of being adept and decisive.

The use of human capital is explored at several levels: recruiting and retaining qualified employees, the implications of shifting workforce demographics, succession planning, and career path development.

ADVANCED MANAGEMENT PROGRAM
“Leadership isn’t practiced in a vacuum. Leadership is enacted with other people through relationships in specific kinds of contexts.”

— Jeff Klein, Executive Director, McNulty Leadership Program
Wharton AMP participants know that knowledge gained must be used. After three weeks in the program, finding new ways to turn knowledge into action becomes second nature.

In AMP, participants consider new ways to practice and promote entrepreneurial behavior for immediate impact within their own organizations.

Then, the discussion broadens to the ethical issues of doing business outside one’s home country and explores what happens when economic markets give way to information networks. Strategic execution is the focus of sessions on scenario planning and on the styles and techniques of negotiation. The program also includes an active examination of the relationship dynamics between leaders and followers.
Executive Coaching Provides Personal Growth and Professional Achievement

Participants in AMP manage a myriad of challenges—both within their organizations and throughout their everyday lives. Their world is moving at a frenetic pace, with constant, unpredictable global influences. Transitioning to the highest echelons in business requires a tremendous degree of clarity, focus, and self-awareness.

As part of the AMP experience, a Wharton executive coach will be assigned to work with you. Prior to your arrival, you will be given an assessment to complete. This assessment will help you and your coach to benchmark your leadership skills and to identify your leadership challenges.

Throughout the five weeks of AMP, you will receive expert advice, continuous support, and ongoing encouragement during your one-on-one coaching sessions, as well as in the context of your learning group. Also, dynamic group coaching exercises will enrich your individual experience, providing you with actionable feedback and a 360° perspective on your specific challenges from a diverse group of peers.

And the process continues after the program is over. Your executive coach will continue to work with you to help you stay focused on your goals, even after you’ve returned to your everyday routine. Through executive coaching, AMP provides you with an unparalleled opportunity to pause, reflect upon these outside influences, and move beyond what you thought possible.

“Having the opportunity to speak with a Wharton executive coach really helped me set my direction. My coach encourages me to be true to myself, and live my authentic life. I feel—at the end of the day—that’s the best alignment to achieve true success.”

—Mary Ho (AMP 2015), Managing Director, Silver Spring Capital Management
Wharton AMP participants examine from the inside out. Starting with a focused and purposeful lens, they broaden their view to fully realize the impact of their newly gained knowledge. By Week Five, perspectives have changed, new ideas have taken root, and mindsets have shifted in unexpected ways.

At this point, participants examine what can be done inside the firm to create new business practices that foster continual innovation, growth, and renewal. Former CEOs share insights about their own stewardship roles and the leadership characteristics essential for tomorrow.

Through presentations by each learning group, participants share perspectives on their role as leaders and the new ideas, discoveries, and understanding they will carry with them into their post-AMP professional and personal lives.

The Opportunity for Your Future

What business are you really in? Are you looking behind to think ahead? If you don’t face the reality of market disruption, uncertainty, and game-changing technologies, might you miss the truly big opportunities in areas that are now completely undeveloped? On a more personal level, can you project where you will be—where you should be—10 years into the future?

These are questions AMP founder and professor Ian MacMillan believes should be on the minds of senior leaders. “Since tomorrow’s world is going to be very, very different, we need to begin stepping into the future by creating low-cost experimental business ventures in places where we have not played before,” he says.

“If you are stuck in a certain mode of operation, you will not be able to adjust when things change in the world. You have to be able to respond quicker and differentiate yourself or you end up failing,” says Kent Moyer (AMP 2007), President and CEO, The World Protection Group, Inc. “I really believe AMP has significantly helped me as a business owner and an individual, and I have been able to put the knowledge gained right into my business instantly—and continually.”
In Fine Company

AMP participants come from around the world and a range of industries. Below is a partial list of companies that have recently entrusted their senior executives’ business education to Wharton AMP.

Chinatrust
Commercial Bank
Citibank
Credit Suisse
Deloitte
Estée Lauder
First Republic Bank
Fujitsu
Komatsu Ltd.
Marathon Petroleum

Mitsubishi
Mitsui & Co., Ltd.
Mphasis Ltd.
PETRONAS
Royal Philips Electronics
Saudi Aramco
Siam Cement Co.
Siam Commercial Bank
The Vanguard Group

PARTICIPANTS BY GEOGRAPHY:

PARTICIPANTS BY INDUSTRY:

South America 8%
Europe 10%
Middle East 8%
Africa 6%
Asia/Pacific 41%

Manufacturing 12%
Energy 12%
Professional Services 10%
Tech/Telecom 6%
Health Care 4%
Government 4%
Consumer Products 4%
Other 27%
Financial Services 21%
AMP participants have an opportunity for deeply personal self-assessment: They are away from the day-to-day pressures of the job; they are interacting with people from many other cultures; and they are getting a rich exposure to the world of business outside their specific industry and country.”

— Ian MacMillan, AMP Founder and Professor of Innovation and Entrepreneurship

WHARTON AMP FACULTY

Core of Knowledge

Wharton AMP has an extensive, expert faculty, which allows participants to work closely with some of the finest minds and thought leaders in the world of business.

FACULTY CHAIR
Michael Useem
William and Jacalyn Egan Professor of Management
Director, Center for Leadership and Change Management

EXECUTIVE DIRECTOR
Jeff Klein
Executive Director, The Anne and John McNulty Leadership Program
Lecturer, The Wharton School and the School of Social Policy and Practice, University of Pennsylvania

PARTICIPATING FACULTY
Sigal Barsade
Joseph Frank Bernstien Professor of Management

David Bell
Xinmei Zhang and Yongge Dai Professor of Marketing

Brian Bushee
The Geoffrey T. Boisi Professor of Accounting

Geoffrey Garrett
Dean, Reliance Professor of Management and Private Enterprise
Mauro Guillén
Dr. Felix Zandman Professor of International Management
Director, The Lauder Institute

Witold J. Henisz
Deloitte & Touche Professor of Management
in Honor of Russell E. Palmer, former Managing Partner

Martin Ihrig
Adjunct Associate Professor

Ian C. MacMillan
The Dhirubhai Ambani Professor of Innovation and Entrepreneurship
Director, Sol C. Snider Entrepreneurial Research Center

Richard C. Marston
James R. F. Guy Professor of Finance

B. Cade Massey
Practice Professor, Operations, Information and Decisions

Nancy Rothbard
David Pottruck Professor of Management

Paul J. H. Schoemaker
Senior Fellow, Mack Institute for Innovation Management

G. Richard Shell
Thomas Gerrity Professor of Legal Studies and Business Ethics
Chairperson, Legal Studies and Business Ethics Department

Jeremy J. Siegel
Russell E. Palmer Professor of Finance

Harbir Singh
Mack Professor of Management
Vice Dean, Global Initiatives
Co-Director, Mack Institute for Innovation Management

Christian Terwiesch
Andrew M. Heller Professor
Senior Fellow, Leonard Davis Institute for Health Economics
Co-Director, Mack Institute for Innovation Management

David Wessels
Adjunct Associate Professor of Finance

Jerry (Yoram) Wind
Lauder Professor of Marketing
Academic Director, The Wharton Fellows Program
Director, SEI Center for Advanced Studies in Management

Z. John Zhang
Murrel J. Ades Professor of Marketing
Executive Faculty Director, Penn Wharton China Center
GREAT EXPECTATIONS

Frequently Asked Questions

While your career to date may have been defined by your business knowledge and personal skills, your future success will be defined by your leadership capabilities. How will you address challenges? How will you drive the organization forward without stifling individual initiative? AMP can help you answer these questions.

How is Wharton AMP different from executive education programs at other business schools?

Wharton AMP is grounded in key components of peer mentoring, real-time context, and guided practice and reflection. While case studies come into play, more of the learning comes from experiential and interactive sessions.

- Wharton AMP is exclusive and selective, with a maximum of about 55 participants.
- Wharton leverages the resources and expertise of the McNulty Leadership Program to enhance the leadership components of AMP and create a robust learning environment.
- Wharton faculty strive to bring real-time, up-to-date information and trends into the sessions in order to spark discussions about future goals and the possibilities of tomorrow.

How will I manage a five-week hiatus from my job?

Research and experience indicate that five intense weeks (Monday through Saturday) provide the right level of rigor and immersion for a senior management audience. While this is a significant time commitment, successful leaders are able to convert this time away into an opportunity that extends beyond the AMP experience itself. They delegate their daily and monthly tasks to others in their organization, preparing them for greater responsibility. When participants return to the office, they often choose to maintain the new delegation of duties to gain more time to implement the new practices and ideas gained at AMP.

Will I get Wharton alumni status when I complete the program?

Yes, completion of Wharton AMP confers alumni status. Wharton boasts one of the largest business school alumni organizations in the world, with more than 94,000 members who live and work in more than 150 nations.

DIMENSIONAL LEADERSHIP

The Wharton Advanced Management Program limits sessions to 55 executives. Please contact us today to learn more about how AMP can add dimension to your future:

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Visit us online at www.WhartonAMP.com

“AMP opens your eyes to what is possible. AMP came at the right time for me.”

Hear what past participants of AMP have to say about the transformative impact the program has had on their careers: www.youtube.com/whartonexeced
Informed by in-depth academic research and extensive industry experience, Wharton Executive Education programs offer a supportive and challenging context from which participants gain the skills necessary for their next level of executive development. In open-enrollment and customized programs, participants from a diverse range of industries interact with Wharton faculty, who are one of the most cited, most published faculties of all top-tier business schools.

The Anne and John McNulty Leadership Program at the Wharton School partners with Executive Education to provide the core leadership development components found within the Advanced Management Program. Since 1992, the Leadership Program has pushed the boundaries of traditional education in the fields of leadership and teamwork.