“Wharton Executive Development Program [EDP] participants are people who have accomplished something extraordinary, but the best is yet to come. They’ve managed a product line or functional area or geographic region, and they’ve done it well. The whole purpose of EDP is to prepare them for the bigger challenges and opportunities they’ll face in stepping up to C-level roles.”

—Peter S. Fader
Academic Director, EDP
Frances and Pei-Yuan Chia Professor of Marketing
The Wharton School
You’ve hit your stride and achieved a level of success in your career. Now you want to make a bigger impact. Face more complex challenges. Take on broader responsibilities. This is the pivot point of your career. Your ability to excel in a more senior role hinges on mastery of more than your current focused area. It’s time to hone business skills and expand leadership capabilities in new directions, claiming your spot in succession plans for future leaders of your organization.

Take charge of your future by choosing the Wharton Executive Development Program.

With this two-week program, you will become better equipped—and better positioned—to advance in broader executive areas. You will develop the business acumen to turn your career from a defined functional or operational path. You will gain insights to make sense of the entire panorama of your business landscape.

BUSINESS ACUMEN
Hit all the right business levers to make intelligent and confident decisions

COMPETITIVE STRATEGY SIMULATION
Your moment of truth: Adding context to content

HIGH-PERFORMING TEAMS
Learning—and unlearning—when to lead or follow
“You don’t know how much you learned until you get back to the office and start getting involved again. As different situations come up, you start applying more of what you learned.”

—LANRE FAGBOHUN*

Executive Director, Lagos & West Unity Bank, Nigeria
Over an intense and engaging two-week period in Wharton EDP, you will broaden your core business acumen and explore the challenges that await in more senior positions of leadership.

You will see the interplay among finance, marketing, strategy, internal culture, and external stakeholders—and how all contribute to achieving organizational goals. You will gain insights into the nuances of conducting business in the global community. You will also learn the necessity of unlearning many of the very skills that enabled you to be successful in the past, but could prove detrimental at higher levels in the organization.

What differentiates Wharton EDP from other executive education programs is real-world situational learning. The program dovetails three essential elements for effective leadership as a senior executive, while delivering actionable insights that can be immediately applied upon return to the office:

1. BUSINESS ACUMEN to appreciate how all the moving parts of a company interact to achieve successful outcomes.

2. COMPETITIVE STRATEGY SIMULATION to put learned concepts to the test.

3. HIGH-PERFORMING TEAMS to drive organizational progress.

Wharton EDP provides an optimal learning environment. You can look forward to working closely with distinguished Wharton faculty, who are among the best minds in the world of business, and with peers who represent a diversity of careers, companies, cultures, and countries.

* Not pictured
Your success hinges on the ability to think quickly, strategically, creatively

Successful managers come to Wharton EDP to sharpen their business acumen. Even if you are at the top of your game, there can be gaps that block your progress to more senior executive roles.

Here you will learn from the same world-renowned faculty whose books are studied by corporate leaders and quoted by industry and popular media. Program content is grounded in today’s complex and constantly changing business environment, made real through concrete examples and deliberate practice.

Over the two-week program, links are drawn across disciplines—finance, operations, marketing, strategic planning, business development—and across a diversity of stakeholders.

You will discover how business decisions can be interpreted by those on whom you depend for growth and success, from government officials and NGOs to unions and suppliers.

You will begin to understand globalization as more than conducting business in a series of individual countries, instead seeing an interconnected network of markets and stakeholders.

As you think beyond your existing responsibilities, you will begin exploring possible scenarios. You will question whether short-term benefits outweigh long-term consequences. “What could happen five years from now if I do this?” “How will this decision affect my relations with this business unit next quarter or next year?”

As past EDP participants confirm, you will gain knowledge and tools that can be directly applied to your daily professional and personal actions.

More than the sum of the sessions, the overall impact of EDP will give you the confidence to hit all the right levers to advance your career and your company.
HITTING ALL THE RIGHT BUSINESS LEVERS
Make intelligent and confident decisions

Wharton faculty are experts in diverse business disciplines, providing in-depth knowledge in core business areas that include finance, strategy, leadership, marketing, organizational dynamics, and globalization.

Sessions are designed to capture the years of experience in the room, while learning groups provide opportunities for exploring issues across business and cultural boundaries.

• Valuing Strategic Decisions
• Operations Management and Its Link to Financial Performance
• Marketing Strategy
• Managing Global Policy Risks
• Creating and Sustaining a Competitive Advantage
• The Power of Corporate Culture and How to Harness It
• Mergers and Acquisitions
• Executive Negotiation Workshop
• Influence and Persuasion
• Team Dynamics
• Integrating Finance and Strategy
• Motivation and Engagement
COMPETITIVE STRATEGY

Gain a deeper understanding of organizational dynamics in driving success

Theory meets practice in a competitive strategy simulation that makes the learning real, dramatizing the connection between management decisions and business results. This is where it all comes together, as you apply concepts learned in morning sessions to afternoon rounds of a true-to-business-life simulation.

Research has shown that adults learn best by being part of a strong work team and engaging in a challenging project. The EDP simulation covers both bases, while weaving in business acumen and high-performing teams.

Designed to support the curriculum, the simulation provides you with two new experiences. First, you get a front-row seat it how the dynamic complexities of all functional areas of a business come together to execute a strategy for shareholder value. Second, the simulation combines the two threads of business acumen and leadership to create a holistic and realistic scenario.

You get the chance to step outside your current functional area to try a new role on one of several teams managing a fictitious company over a hypothetical five-year period. The teams are either service providers or product makers of a medical device, competing on issues that include price, R&D, availability, and marketing.

The simulation presents the opportunity for you to apply the concepts learned and to do so with a freedom you have never had before. Here you can take risks and make whatever decisions you want, without jeopardizing actual jobs or shareholder money or relationships with customers. The point of the simulation is not necessarily to win; in this safe environment, it can be better to experiment—even to the point of failure—to learn about consequences and the limits of what is possible.

Through five decision rounds, the teams set strategy, negotiate terms, manage disruptions, and build relationships with regulators and other stakeholders. Each team’s plans and decisions are evaluated via proprietary computer modeling, which considers the moves of the other teams and changes in the environment. Following each round is time to review and reflect on outcomes.
“The simulation allowed us to apply what we were learning in as real a situation as can be. You learn a lot and see how things play out—from both a people and business perspective. In the sim, we were put together with unfamiliar people from different backgrounds and had to work out issues in a short space of time. It was a real achievement.”

—TUNJI AKINTOKUN

Director, Emerging Markets, Cisco, London, U.K.
Build capabilities for leading cross-border teams across functions and countries

It takes engaged people, working effectively in and across teams, to drive organizational progress. That’s why a major component of EDP is a strategy simulation that can surface the complexities of building high-performing teams.

More than training to be a leader, you get the chance to try out different roles during several decision rounds of the simulation. You can be a leader or a follower, and you will begin to develop a deeper appreciation of the value in both.

Rather than learning about teams in a vacuum, you become engaged as an integral member of one that has a specific purpose in the simulation. As situations unfold, there’s drama and intrigue, personality clashes and compromise, influence and persuasion. Conflicts arise, and solutions are negotiated.

Concepts about creating and leading high-performing teams are learned by doing. You will be supported throughout your journey by Learning Accelerators. These observers assess interactions and provide feedback, acting as facilitators for reflection.

Behaviors are viewed through the lens of five success factors that are identified early on and that have a close correlation to financial performance in the simulation. The Learning Accelerators will guide you to think about current skill sets and the additional skills needed to transition and thrive in the next stage of your career.

While heading toward more leadership responsibilities, you will learn the importance of limiting the use of formal authority. You will practice principles in influencing, persuading, and negotiating. The idea is to make what is usually an intuitive process more systematic.

In the last days of EDP, performance as a team and financial results are reviewed via a structured feedback process. Stories related to the five success factors are shared, and team members select photographs to represent the significance of their experience—and the next stage of their leadership journey.

The photographs themselves are less important than their ability to spark thoughtful reflection of the work just completed and to help you express your intentions for the future.
“The experience is incredibly rich. The participants are learning lots of content at the same time they’re running a simulated business in a high-intensity environment with other highly engaged and smart people. They’re getting immediate feedback about their leadership and collaboration skills. And all of this is happening simultaneously.”

—MARIO MOUSSA

Leader and facilitator of the EDP High-Performing Teams component
ACADEMIC DIRECTOR

Peter S. Fader
Frances and Pei-Yuan Chia Professor of Marketing
Co-Director, Wharton Customer Analytics Initiative

PARTICIPATING FACULTY
(Subject to change)

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

Barbara E. Kahn
Patty and Jay H. Baker Professor of Marketing
Director, Jay H. Baker Retailing Center

Mario Moussa
Leader and facilitator of the EDP High-Performing Teams component

Todd Norris
Facilitator of the EDP Strategy Simulation

Michael R. Roberts
William H. Lawrence Professor of Finance

G. Richard Shell
Thomas Gerrity Professor of Legal Studies and Business Ethics and Management

Nicolaj Siggelkow
David M. Knott Professor
Co-Director, Mack Institute for Innovation Management

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

WHARTON FACULTY

Thought leaders share real-world, real-time knowledge

Wharton EDP is delivered by an expert team of senior faculty in management, finance, operations, marketing, and other disciplines. All are active authors, researchers, and consultants who are able to bridge theory and practice to make learning concrete and actionable.
Christian Terwiesch
Andrew M. Heller Professor
Co-Director, Mack Institute for Innovation Management
Senior Fellow, Leonard Davis Institute
for Health Economics

Greg Urban
Arthur Hobson Quinn Professor of Anthropology
University of Pennsylvania

“We’re giving participants the tools to think more broadly about the competitive environment—and about the kinds of decisions that will propel them forward in their careers and also propel their companies forward.”

—WITOLD J. HENISZ
Deloitte & Touche Professor of Management, The Wharton School
Wharton EDP is designed for functional, country, or unit managers preparing to take on broader responsibilities that require leading outside their areas of education or experience. Participants represent a diversity of management functions, government agencies, industries, cultures, and geographic regions.

**TYPICAL PARTICIPANT TITLES**
- Senior Vice President
- Vice President
- Managing Director
- General Manager
- Business Manager
- Chief Internal Auditor
- Country Manager
- Director of Marketing
- Director of Operations
- Executive Director
- Finance Director
- Plant Manager
- Sales Manager

**PARTICIPATING ORGANIZATIONS** (partial list)
- AIG General Insurance
- BP
- The Coca-Cola Company
- Credit Suisse
- Deutsche Bank AG
- DuPont
- First Republic Bank
- Hewlett-Packard
- Johnson & Johnson
- Kuwait Petroleum Corporation
- Mitsubishi Corporation
- State Farm Insurance
- UBS
- U.S. Navy

“Most of our participants have risen in their careers in a functional role, becoming the go-to expert with all the answers in their area of the business. Now they’re about to take on management of disciplines they don’t know as well; they no longer have all the right answers. So they have to go back to the beginning, to some degree, and learn how to ask the right questions.”

—TODD NORRIS
Facilitator of the EDP Strategy Simulation

---

**by REGION**

- 39% Small (<1,000 employees)
- 31% Medium (1,000 – 10,000)
- 35% Large (>10,000)

**by INDUSTRY**

- Agriculture/Environment 2%
- Construction 4%
- Consumer Products/Retail 8%
- Energy 11%
- Entertainment/Hospitality 11%
- Finance/Banking/Insurance 25%
- Government/Military/Nonprofit 5%
- Health 1%
- Healthcare 1%
- Manufacturing/Engineering 14%
- Marketing/Media 1%
- Other Services 12%
- Pro Services/Consulting 4%
- Technology 6%
- Transportation/Logistics/Aerospace 3%

**by COMPANY SIZE**

- 31% Small (<1,000 employees)
- 35% Medium (1,000 – 10,000)
- 34% Large (>10,000)

**by JOB FUNCTION**

- General Management 23%
- Operations 16%
- Information Technology 7%
- Legal/Compliance 6%
- Strategic Planning 6%
- (Includes Engineering, Military, R&D, Administration, Health Care, and more) 31%
This is YOUR pivot point:
CHOOSE WHARTON EDP

So far, your career has been defined by your business knowledge and personal skills. Future success will be defined by your leadership capabilities. Now is the time to position yourself for broader and bigger challenges.

The two-week Wharton Executive Development Program is offered several times per year in Philadelphia. Both the sessions and accommodations are in the Steinberg Conference Center, providing convenience and premium amenities.

Experience EDP

Please contact us today to learn more about how EDP can prepare you for more senior roles. Talk to a program consultant:

+1.215.898.1776 (worldwide)
execed@wharton.upenn.edu

Watch the video online and visit us to learn more:
www.WhartonEDP.com

About Wharton

Founded in 1881 as the first collegiate business school, the Wharton School of the University of Pennsylvania is recognized globally for intellectual leadership and ongoing innovation across every major discipline of business education. 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. With a profound influence on global business, Wharton faculty are the trusted advisors of corporations and governments worldwide.