

Executive CBA

Purpose, People & Performance



Welcome

A constantly changing business world places new demands on how you as a leader create value and results in your business. And a great leader knows how to integrate the hard and soft sides of leadership into a powerful formula that makes them inspirational. Purpose generates motivation. Motivation generates performance! The Executive CBA - **Purpose, People & Performance** program prepares you to 'align' Purpose, People & Performance in your business context.

The Executive CBA offers a new perspective on the future role of the successful business leader and is a first-rate learning experience that will allow you to discover your business potential. You will benefit from an individual leadership development process that will make you a stronger team leader and able to lead with vision and purpose. And you will reach a new level of confidence that will allow you to see and seize new business opportunities.

The Executive CBA program is delivered by hand-picked faculty from some of the world's best business schools. Additionally, it offers the tools and knowledge you need to increase your career opportunities and allow you to take charge of your own future.

The Executive CBA is a complete international leadership program. Furthermore, the Executive CBA also serves as part of the AVT Executive MBA if you wish to complete a master degree later on.

Welcome to **AVT Business School**.



What is unique about the CBA?

- 1 Learn from the Best. On the AVT Executive CBA, you will learn from world-class professors.
- 2 The most flexible executive program. You can tailor the development to your needs and wants.
- 3 Cutting-edge content. Content to solve today's business challenges.
- 4 Tools and knowledge. Global outlook and a practical approach to improve business outcome.





World-Class Professors

The teachers at AVT Business School are visiting professors handpicked from some of the world's most prestigious and renowned business schools. They are international experts in their fields and known for their ability to provide students with an engaging and first-rate learning experience.

During this CBA program, you will meet professors from MIT Sloan School of Management, Darden School of Business, UCL School of Management, Kingston Business School, NYU Stern and University of Columbia. All top-rated business schools with strong academic credentials.

Many of the teachers have built significant business careers in the United States and Europe and are able to offer a first-hand and global perspective on business and leadership.



Program Overview

The Executive CBA - Purpose, People & Performance program kicks off in April. The program contains 6 courses studied over a period of 8 months. Each course is a two day workshop at AVT Business School with faculty from the world's leading business schools:

1

Leading People & Organizations

Professor Gabrielle Adams, University of Virginia

2

The Language of Leadership

Lecturer Simon Lancaster, Cambridge University

3

Sustainability in Business

Professor Ioannis Ioannou, London Business School

4

Purpose-Driven Leadership

Professor Andrew C. Wicks, Darden School of Business

5

Operations Management: Dynamic Work Design

Senior Lecturer Don Kieffer, MIT Sloan School of Management

6

Financial Management

Professor Giampiero Favato, Kingston University



Leading People & Organizations

April 18 & 19, 2024

Leading individuals, groups and organizations effectively is the key to managerial excellence. Leaders need to assemble the skills, talents and resources of individuals and groups into combinations that best solve organizational problems.

Systematic challenges arise because people are psychologically primed to make bad decisions, to resist influence and persuasion, to oppose change and to experience conflicts when working in groups. Interpersonal interactions are complex, and this only becomes truer as you move up the organizational ladder. The successful execution requires leaders to be able to diagnose problems, make effective decisions, influence, and motivate others, manage diversity, tap into the human and social capital of organizational members, optimize teams, and drive organizational change.

Learning Objectives

- Understand core topics and principles in organizational behaviour
- Effectively apply psychological principles to leadership problems
- Create plans for improving your management and leadership practice

Gabrielle Adams

Assistant Professor of Public
Policy and Psychology

University of Virginia



Gabrielle teaches courses on leadership, power, and organizational politics; interpersonal and group dynamics. She has also taught executive education programs for top management teams in both public and private sectors.

In 2014 she was honored as one of the Poets & Quants' 40 Best Business School Professors Under 40. At UVA, she teaches the Foundations of Behavioral Science course and is the course director for Batten's inaugural executive education program.



The Language of Leadership

May 23 & 24, 2024

Shh..... Did you know that there is a secret Language of Leadership: a secret language which has determined who has reached the top in politics, business and society since the dawn of time? In this 2-day workshop, top speechwriter Simon Lancaster sets out top tips from the Language of Leadership so you can make your communication instantly more engaging, inspiring and influential. The course workshop teaches techniques from ancient rhetoric together with the latest insights from neuroscience as we analyze current trends in modern commercial and political discourse and look at how we can put these techniques into practice.

Leading effectively requires being able to communicate across different audiences and to persuade by understanding what matters most to the particular group you are dealing with. Active listening and a respect for other points of view, though easy to agree with intellectually, are often difficult to put into practice. By working on real-life examples, we will explore how messages can be conveyed persuasively and crises averted.

Learning Objectives

- How to communicate to different audiences
- Become more aware of your own strengths and challenges as a communicator
- Speak with a strong sense of clarity and purpose



Simon Lancaster

Visiting Lecturer &
Speechwriter

Cambridge University

Simon Lancaster is one of the world's top speechwriters. He first became a speechwriter in the late 1990s writing for members of Tony Blair's Cabinet. He has since written speeches for the CEOs of many of the biggest companies in the world including Unilever, HSBC, Intercontinental Hotels, Rio Tinto, Nokia and Nestle.

Lancaster is author of the best-selling books *Speechwriting: The Expert Guide* and *Winning Minds: Secrets from the Language of Leadership*.

He is a visiting lecturer at Cambridge University and appears regularly on BBC News.

Sustainability in Business

June 20 & 21, 2024

The purpose of this course is to inspire ways to make businesses and everyday life more sustainable, and to sensitize managers to look for sustainability opportunities on a continuous basis going forward. The course will highlight why innovation is so important to sustainability solutions. In addition, it will cover cutting-edge ways to innovate and evaluate the impact of sustainability ideas, how to sell them to management and venture capital firms, and how to educate end users to facilitate adoption.

Learning Objectives

- Understanding the scope of what sustainability innovation is throughout the value chain and the United Nations' 17 Sustainability goals
- Explore why sustainability innovation is so vital for consumers, businesses, and the planet
- Mastering the key tools and frameworks for successfully initiating and implementing sustainability innovation ideas/products/services/programs in companies

Ioannis Ioannou

Professor

London Business School



Prof. Ioannou is a leading strategy scholar whose research focuses on Sustainability and Corporate Social Responsibility (CSR). His award-winning academic work evolves around two main themes: a) understanding how the broader investment community perceives, evaluates and reacts to corporate engagement with, and integration of, environmental and social issues into strategy and b) understanding the multiple and multilevel factors that may affect the corporate decision to adopt environmentally and socially responsible strategies.

Prof. Ioannou graduated magna cum laude from Yale University, majoring in Economics and Mathematics and holds a Ph.D. in Business Economics from Harvard University and the Harvard Business School.



Purpose-Driven Leadership

September 5 & 6, 2024

Over the past years, there's been an explosion of interest in purpose-driven leadership. Academics and business experts make the case that purpose is a key to exceptional leadership and the pathway to greater wellbeing. However, Harvard Business School found that fewer than 20% of leaders have a strong sense of their own individual purpose. Even fewer can distill their purpose into a concrete statement. They may be able to clearly articulate their organization's mission but find it hard. As a result, they limit their aspirations and often fail to achieve their most ambitious professional and personal goals.

The purpose of this course is to change that - to help executives find and define their leadership purpose and put it to use. With the Purpose-Driven Leadership course, we believe that the process of articulating your purpose and finding the courage to live it is the single most important developmental task you can undertake as a leader.

Learning Objectives

- Discover your own values and how they are aligned with organizational goals
- Develop a leadership style personalized to your own strengths and values
- Engage your organization's stakeholders — employees, suppliers, customers, communities, etc. — setting the right goals, making collaborative decisions and creating an environment that honors your shared sense of purpose



Andrew C. Wicks

Professor of
Business Administration

Darden School of Business

Through Professor Wicks teaching and research, he encourages us to ask questions about how we live and operate in the world - as individuals, as organizations and as a society.

An ethicist with a background in religious studies, he examines both the theoretical and practical implications of ethics through thought-provoking exercises.

An expert in integrating ethics across the organization and across academic disciplines, Wicks also serves as an adjunct professor in the Frank Batten School of Leadership and Public Policy.

Operations Management: Dynamic Work Design

October 7 & 8, 2024

Contrary to most improvement philosophies, Dynamic Work Design is as effective in highly creative, unique work as it is in routine, high volume work, at the front line and in the executive suite. These techniques have proven successful in every industry and at every scale; many times delivering huge results with little to no investment and in short periods of time.

Dynamic Work Design is concerned with the creation and distribution of products and services to satisfy the customers. Clearly, this is the key for the existence of any organization. Fundamentally, the course is all about management of business processes defined as a group of activities that create value for customers i.e., to provide the right products of the right quality at the right time at the right cost for the right customer.

Learning Objectives

- The key principles and practices of Dynamic Work Design and the theoretical basis in relation to Lean, 6-Sigma and other popular improvement methodologies
- To provide organizations with an opportunity to identify, analyze, and resolve typical problems which arise in managing operations and the supply chain
- To learn about visual management techniques



Don Kieffer

Senior Lecturer in Operations Management

MIT Sloan School of Management



Don Kieffer is a Senior Lecturer in Operations Management at MIT Sloan School of Management, MIT Faculty Program Director and Managing Partner of the Milwaukee Consulting Group, where he is implementing sustainable improvements through executive coaching.

Kieffer was Vice President at Harley-Davidson for 15 years and Senior Vice President at Intermatic. He is an expert in Toyota methods and offers advice on large-scale improvement campaigns and specific projects.

He also holds a BSc in Electrical Engineering from the University of Pittsburgh.

Financial Management

November 6, 7 & 8, 2024

This course brings Financial Management to life through a fundamental deconstruction of financial statements. An intuitive dashboard will give you the ability to understand, manage and communicate financial decisions, putting you a step ahead of your peers. During the course, you will be able to simulate the impact of financial strategy and decision making on the development and implementation of shareholder value creation strategies.

The discipline of accounting can be described in terms of understanding the financial consequences of various transactions and events which impact on the organization and how these are reported in the context of the income statement, the statement of cash flows and the statement of financial position.

Learning Objectives

- Financial statement analysis: the process of reviewing and analyzing a company's financial statements to make better economic decisions
- Understand and interpret the financial position of the business entity together with its overall profitability and cash flow performance
- Ratio analysis: a valuable toolbox to rationally evaluate various aspects of a company's operating and financial performance such as its efficiency, liquidity, profitability, and solvency



Giampiero Favato

Professor of Accounting and Finance

Kingston Business School

Giampiero Favato is Professor and Head of Department of Accounting & Finance at Kingston Business School. He began his career in the pharmaceuticals industry, working his way up through the corporate finance, economics and business development divisions at Alcon, Eli Lilly and Merck before moving into academia in 2006.

Giampiero holds an MBA from the University of Chicago, Booth School of Business in the United States and a DBA in Financial Economics from Brunel University in London, England.

Harvard Learning Methods

AVT is a Danish business school with a global outlook and an American approach to learning. The Executive CBA program is based on best practice from the real business world and offers access to an international faculty of professors from elite business schools. You will therefore acquire the tools and knowledge you need to address the real-life challenges in your team and organization - all modules are completed by an individual assignment where you demonstrate how you can apply your learnings into your business context.

A central part of the experience at AVT Business School is the Case Learning Method developed by Harvard Business School. It allows students to learn from genuine business challenges – and to explore how international companies address critical issues.





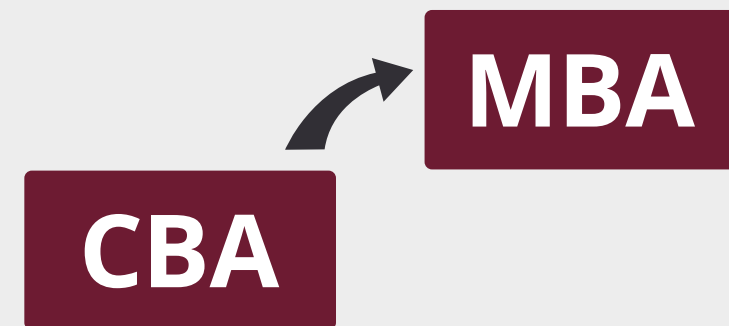
The Next Level

The Executive CBA – Part of the Executive MBA

The Executive MBA program at AVT Business School contains three CBA modules:

- The Executive CBA - Purpose, People & Performance (8 months)
- The Executive CBA - Strategy, Innovation & Growth (8 months)
- The Executive CBA - Digital, Leadership & Transformation (8 months)

Your Executive CBA is your ticket to the full MBA degree if you aspire for that. The three different modules provides the same structure, but offer different courses that will further develop your skills as a business manager and leader. Completion of the three CBAs plus a final project assignment will earn you AVT's accredited Executive MBA.

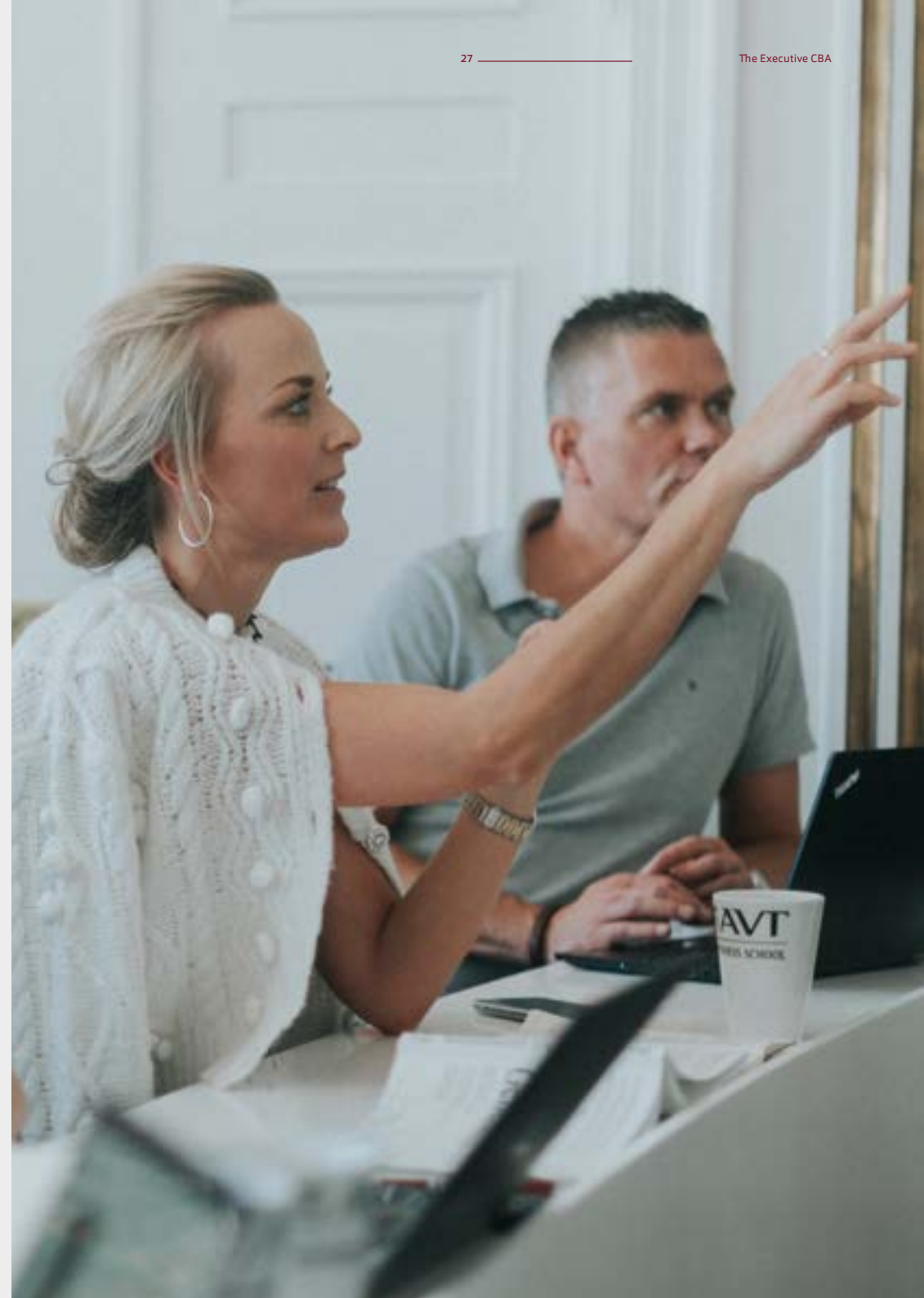



AMBA Accredited

The Executive CBA program is one third of the Executive MBA. Executive programs may look more or less the same at first glance, but in fact they are different in many ways. If you take a closer look, you will find that the schools have taken completely different approaches to their Executive MBA programs.

Therefore, make sure that you read the small print and check if the school holds the official accreditation from the international Association of MBAs (AMBA). That is your guarantee that the school abides by the international rules and standards and that your degree is recognized anywhere in the world.

AVT Business School has been AMBA accredited since 2012 and was re-awarded in 2018.



A portrait of Merete Soby, a woman with blonde hair, wearing a grey blazer over a white top, with her arms crossed. She is smiling and looking towards the camera.

*"For me the CBA program
kickstarted a lifelong
learning journey"*

Merete Soby
Executive Vice President, KMD

AVT at a Glance

Our purpose is to deliver world-class learning experiences so that professionals develop superior competencies. We believe that it is done best, by bringing world-class faculty from around the world to AVT and help the executive students develop their skills and capabilities.

2,500

Managers and leaders have completed a program at AVT Business School

75%

Implementation rate of strategic projects

Unique, Flexible & Visionary

The programs and courses offered at AVT Business School have been designed to provide you with the tools and knowledge you need to grow. We strive to offer you the most flexible executive program, in order for you to tailor the development to your needs and wants.

Tuition Fee

109,500 DKK exclusive of VAT.

The fee includes all materials and food & catering during workshops.

Funding

In many cases, it is the employer that pays for the education and there is no need for additional funding. However, if you need to pay for the Executive CBA yourself, there are ways to subsidize the fee.

Gross Salary Scheme

To benefit from the Gross Salary Scheme (Bruttolønordningen), you need to make an agreement with your employer. The beauty of the arrangement is that while you save almost half of the cost of the Executive CBA, the arrangement is cost free for your employer, which makes most employers open to the idea.

Your employer will simply have to pay for the Executive CBA, while you accept a temporary pay cut that equals the cost of the education – saving you the tax on your pay cut.

Scholarships Opportunities

If you wish to apply for the CBA program but having difficulties with the funding in your organization, there are several opportunities to gain a scholarship to help you. Read more on avt.dk/legater or call us at +45 7020 8828 and we are happy to guide you.





Location

Some people say that it is all about location, location, location – and if so, AVT Business School is the place to be. Situated in the heart of Copenhagen – right between Amalienborg Castle and Nyhavn with The Playhouse and waterfront down the street – AVT Business School has found its home in the middle of Sankt Annæ Plads.

The building itself is a beautiful, whitewashed house from 1801 that has been home to a number of prominent people and on the list of protected building for almost a century. The rooms are bright and cheerful with high ceilings and ornamented walls that show the craftsmanship from two hundred years ago.

The school offers a modern auditorium that can hold up to 44 people, a cozy library and lounge, a café and meeting rooms that are not only used by current students for group work, but are also open to former students in need of a place to meet with clients or colleagues in the center of town.



CEO Sessions

The Executive CBA program at AVT Business Schools includes two private sessions with the CEOs of major Danish and international companies.

The sessions are informal in their form to provide a comfortable and safe environment where CEOs can share their personal experiences and offer insight into the challenges of becoming and being a chief executive.

There is no fixed agenda as it is up to the CEO in question and the students in the class to decide what is most relevant to them and the current business environment.



Flemming Jensen
CEO, DSB



Jeff Gravenhorst
Former CEO, ISS



Carsten Dilling
Chairman at SAS & NNIT



Sparked any interest?

We would like to invite you for a personal interview with Executive Dean Jesper Nytoft Bergmann to discuss your plans for the future and to show you how AVT Business School can help you on your way.

The interview will focus on your professional aspirations and introduce you to the Executive CBA > MBA program and the practical tools and theoretical knowledge that can boost your career.

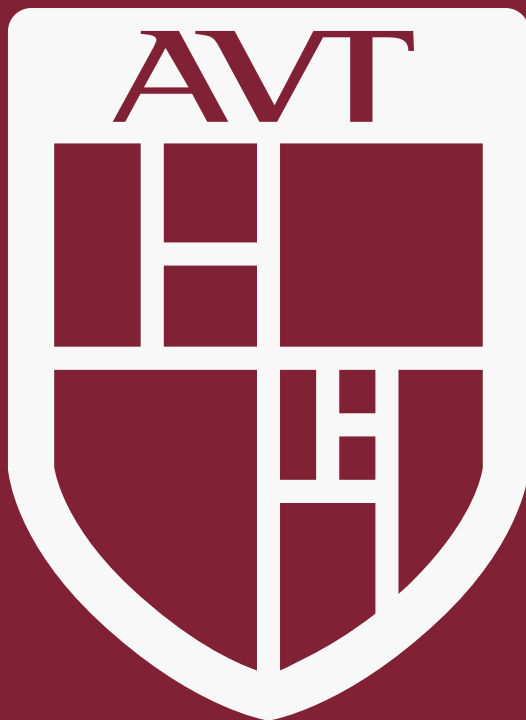
To arrange for an interview, simply visit our website at avt.dk and choose one of the available dates for a personal interview. We will be in touch shortly to agree on a time between 09:00 and 19:00 that suits you well.



Jesper Nytoft Bergmann

Executive Dean

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AVT Business School

Learn from the Best

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