



IFL EXECUTIVE EDUCATION

FEM - Executive Management Program

Atlas Copco, Ericsson, Saab, Sandvik, Scania, SEB, Stora Enso and SSAB.



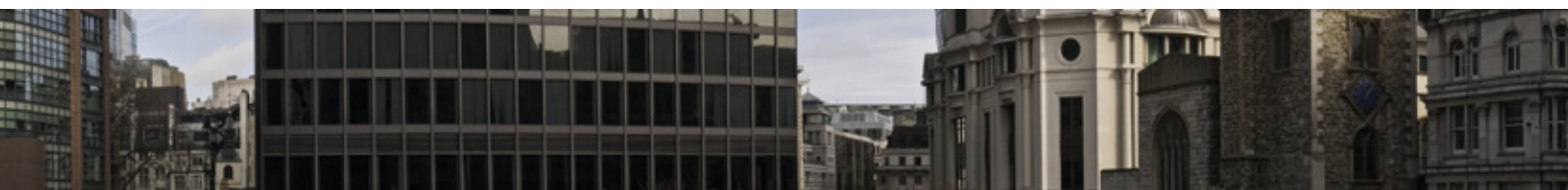
SAAB



SCANIA



SSAB



Keeping ahead in a constantly changing business environment

The FEM Executive Management Program prepares key talents to take on a broader managerial role. The program develops and enhances your general management and leadership skills from a multi-functional perspective. It will help you boost performance in your business today and prepare your organization to sustain performance in a constantly changing business environment.

FEM is the second step in a talent development pipeline of IFL Consortium Programs, which starts with IMP International Management Program and where TIO International Executives Program forms the third step.

The goals of FEM

During three intense, transformative weeks you will broaden your core business knowledge in areas such as strategy, marketing, finance and leadership as you benefit from the expertise of participants from a wide variety of industries, functional areas, cultures and geographical regions. Upon completion of the program you will have enhanced your ability to head up a team in a multinational context and reinforced your cross-cultural communication skill base. FEM projects will create opportunities to make a real contribution to the strategic and organizational growth of your company.

The FEM program will enhance your learning within the following key areas:

- Business Models and Business Development
- Business Strategy and Competitive Strategy
- Change Management
- Operations Management and Business Control
- Financial Analysis and Strategy
- Industrial Marketing and Value Creation
- Leadership and Communication Skills
- Personal Development

Your profile

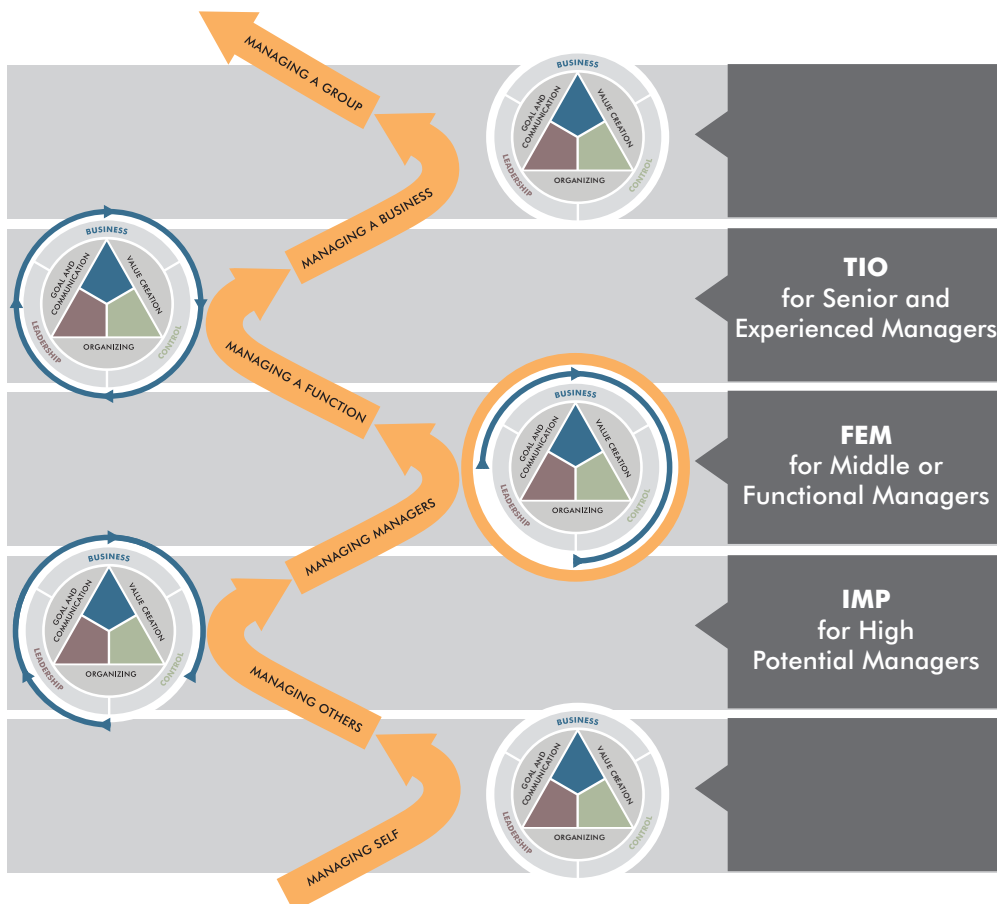
The target group is key talents in multinational companies. You are likely to be the head of a specific function, a member of a team managing an entire business/major market segment or a specialist on a comparable level. You are expected to have at least 3–5 years management experience. The average age of participants is about 40. A key requirement is that you are highly motivated to share your insights and learn from your peers on the program.

“For me, the program enhanced several areas of knowledge. I had a great time throughout the program, really enjoying the content and the people. One of the best all round trainings I have participated in.”

– Mark Cameron, Manager, Sales Training, Scania Academy, Scania CV AB, Sweden



LEADERSHIP PASSAGES



Source: Leadership Pipeline, revised by SSE IFL



Program design and content

The main feature of the FEM program is its emphasis on management:

Business Models, Business Strategy and Change Management

In a competitive landscape a business has continuously to rethink its business models and strategies, and be prepared to change. These topics are afforded special program attention. We also focus on ways to broaden insights on how to implement change in organizations.

Financial Analysis and Strategy

A substantial part of the program is devoted to financial analysis and strategy. It will help you understand how business models, strategies and operational efficiency are reflected in the financial statements. Moreover, we focus on how a company's financial position enables or restricts, allows or limits its future development. This component is designed to achieve both intellectual and intuitive understanding of these interdependencies.

Live Learning Projects

As a backbone of the program we work with key business challenges which each participant has identified and brought to the program. The challenges are addressed and processed throughout the program in coaching sessions and facilitated by IFL faculty. These projects are furthered in workshops with invited guests, where the development of communication skills is an additional learning take-away.

“Here at Saab Aerothech there is a real respect for a FEM graduate.”

– **George Caracost, Director of Customer Support, Saab Aerotech of America, USA.**

Faculty and learning approach

The entire learning process is supported by world-class international faculty and experienced coaches. The program features international faculty associated with SSE IFL Executive Education, and includes a wide spread from academia to consultants and experienced managers from the business community.

The key content areas are woven seamlessly into the program, offering the participants an on-going learning journey through dialogue, structured learning reviews and reflection. The program sessions are designed to capture the accumulated and diverse management experience of the participant group, providing opportunities for exploring issues across business and cultural boundaries.

A holistic perspective for successful leadership

Successful management and leadership impose complex demands. Managers at all levels need to find a balanced personal competence profile which combines leadership, management control and the ability to move the business forward. Furthermore, a good manager must understand the inter-relation of these three key management perspectives. A holistic perspective is the cornerstone of successful leadership.

The challenge of integrating Business, Control and Leadership lies in focusing on how these areas interact. For instance, the complexity of corporate organizations can be addressed both from a Leadership and a Control perspective, whereas the company's operational vision bridges Leadership and Business development.

In this truly comprehensive program, all these areas are represented and tailored to tackle the actual challenges you face in your role as manager and leader. This methodology places great demands on the learning process and on the participants' ability to switch between various perspectives.



The Consortium Model for Management Development

Consortium programs have long been at the core of our executive education offerings. Our consortium collaborations all share some key characteristics: a select group of partner organizations (typically 5-8) with a long term view on structured management development; a shared desire to exert a proactive influence on program goals and structure; and a joint interest in cross-company experience sharing and networking. Furthermore, the consortium model leverages the process of making real impact in the organizations by allowing several participants from each organization to participate at any point in time. This facilitates the task of processing company-specific challenges as part of the program process, and beyond.

Global Perspective, a Dynamic Network

SSE IFL Executive Education has been delivering executive development around the world for over 40 years. We are ranked by the Financial Times as one of the world's foremost providers of executive education with a position as the leading provider in Northern Europe. We have offices in Sweden, Finland, Russia and the Baltic States and a strong network of international faculty in more than 20 countries. Key to our mission is that we are firmly anchored in the commercial world, in academia and in the community at large. As such, we constitute a dynamic network of researchers and experienced business leaders from the entire world.

Our View of Learning Produces Results

We focus on learning, not on teaching. You will develop by sorting, evaluating and construing the context within which your organization operates. This strengthens you in your mandate to lead others. By developing a holistic understanding of your organization and its business, you will understand how to act strategically. We are not a conventional school. You can be certain that our faculty resources represent the foremost in their respective fields, but for us the meeting of minds, the exchange of experience, the dialogue and reflection, carry equal weight in creating a real learning outcome. For us, generating real results in the organization is our challenge and our priority. Want to learn more? Visit us on www.ifl.se/philosophy.

Want to Know More?

Up-to-date information on programs, contact persons and application forms can be found on www.ifl.se



IFL EXECUTIVE EDUCATION

Stockholm School of Economics IFL Executive Education

Stockholm School of Economics IFL Executive Education is ranked by the Financial Times as one of Europe's leading business schools and is pre-eminent in Leadership and Business Development, Economics and Finance. We bring together academic research and close co-operation with the market-place to offer a range of open programs for individuals and custom programs for corporate and institutional clients. Our membership of the world's top networks provides a truly global reach in Leadership Development.

| STOCKHOLM | HELSINKI | RIGA | MOSCOW | ST PETERSBURG |

FEM Executive Management Program

Target group and participant profiles

A general management program for experienced managers in selected multinational business groups; Atlas Copco, Ericsson, Saab, Sandvik, Scania, SEB, SSAB and Stora Enso. FEM Executive Management Program is designed to enhance the participants' ability and confidence to lead their organizations from a multifunctional perspective.

Duration

The FEM program is organized in 3 modules of 7 days each within a period of approximately 6 months (working over the weekend).

Program fee

147 000 SEK, excl VAT. Approx 55 000 SEK for accommodation, full board and lodging.

Dates and venues

FEM-Executive Management Program I-2012

Module 1 Tuesday January 10-16 2012, Kämpasten, Sweden

Module 2 Sunday March 25-31 2012, Brussels and London

Module 3 Sunday June 10-16 2012, Kämpasten, Sweden

FEM-Executive Management Program II-2012-2013

Module 1 Tuesday September 11-17 2012, Kämpasten, Sweden

Module 2 Sunday November 25 - December 1 2012, Brussels and London

Module 3 Sunday February 10-16 2013, Kämpasten, Sweden

Program language

English

Program Team

Peter Myhrström, Program Director

Per Stiller, Program Coordinator

For further information

Peter Myhrström, phone +46 8 586 175 07, e-mail peter.myhrstrom@ifl.se

Per Stiller, phone +46 8 586 174 05, e-mail per.stiller@ifl.se

Application

Stockholm School of Economics IFL Executive Education,

Att Per Stiller, P.O. Box 45180, SE 104 30 Stockholm, Sweden, Fax + 46 8 31 43 60.

For more information visit [www ifl.se](http://www.ifl.se)

