



41 North Business School

Program Portfolio



Degree Programs

Description	Category	Target Profile	Global Partner	Duration	Language	Degree
Doctorate of Business Administration (DBA)	<i>Degree Programs</i>	<i>Senior & Top Managers</i>	<i>Grenoble Ecole de Management</i>	<i>4 Years (Part-time, 1 week quarterly)</i>	<i>English</i>	<i>Grenoble Ecole de Management</i>
Executive MBA	<i>Degree Programs</i>	<i>All Level Managers</i>	<i>Grenoble Ecole de Management</i>	<i>1,5 / 2 Years (Part-time, 3 days a month)</i>	<i>English</i>	<i>Grenoble Ecole de Management</i>



Non-degree Programs

Leadership Programs

Description	Category	Target Profile	Global Partner
Lead 4 Success™	<i>In Company & Open Class Leadership Program</i>	<i>All Level Managers</i>	<i>Center for Creative Leadership (CCL®)</i>
Better Conversations Everyday™	<i>In Company</i>	<i>All Level Managers</i>	<i>Center for Creative Leadership (CCL®)</i>
Team of Leaders™	<i>In Company</i>	<i>Management Board, Senior Team Members, Directors, Senior Leaders</i>	<i>Center for Creative Leadership (CCL®)</i>
Leading Strategically™	<i>In Company</i>	<i>Management Board, Senior Team Members, Directors, Senior Leaders, Middle Level Managers</i>	<i>Center for Creative Leadership (CCL®)</i>
Looking Glass Experience™	<i>In Company</i>	<i>Top Managers, Senior Team Members, Directors, Senior Leaders, Upper Middle Level Leaders</i>	<i>Center for Creative Leadership (CCL®)</i>
Leading Change™	<i>In Company</i>	<i>Mid & Senior Level Managers</i>	<i>Center for Creative Leadership (CCL®)</i>
Women in Leadership	<i>In Company</i>	<i>All Level Managers</i>	<i>41 North Business School inspired from Center for Creative Leadership (CCL®)</i>
InsideRisk™	<i>In Company & Open Class Leadership Program</i>	<i>All Level Managers</i>	<i>Center for Creative Leadership (CCL®)</i>
BlackBox Business Challenge	<i>Leadership Simulations</i>	<i>All Level Managers</i>	<i>41 North Business School</i>

Competency Set	Duration	Language	Certification
<ul style="list-style-type: none"> ◆ Self-Awareness ◆ Learning Agility ◆ Communication ◆ Influence 	2 Days	Turkish / English	CCL® International Certificate of Attendance
<ul style="list-style-type: none"> ◆ Listen to Understand ◆ Ask Powerful Questions ◆ Challenge and Support With Feedback ◆ Establish Next Steps and Accountability 	1 Day	Turkish / English	CCL® International Certificate of Attendance
<ul style="list-style-type: none"> ◆ Team Coherence ◆ Building Trust ◆ Managing Conflicts ◆ Effective Communication ◆ Self and Team Awareness ◆ Leveraging Diversity 	2 Days	Turkish / English	CCL® International Certificate of Attendance
<ul style="list-style-type: none"> ◆ Shaping Culture ◆ Leading Change & Innovation Leadership ◆ Managing Conflicting Priorities ◆ Strategic Influencing ◆ Spanning Boundaries ◆ Strategic Networking 	2 Days	Turkish / English	CCL® International Certificate of Attendance
<ul style="list-style-type: none"> ◆ Balancing Tactics & Strategy ◆ Foster Collaboration ◆ Navigate Organizational Complexity ◆ Working Across Boundaries ◆ Develop Self-Awareness ◆ Boost Resilience 	3 Days	English	CCL® International Certificate of Attendance
<ul style="list-style-type: none"> ◆ Change Leadership ◆ Change Toolkit ◆ Managing Change Agents & Resistance to Change ◆ Influencing to Accept Change ◆ Personal Adaptation to Change 	2 Days	Turkish / English	CCL® International Certificate of Attendance
<ul style="list-style-type: none"> ◆ Self-Awareness ◆ Strategic Networking ◆ Effective Communication ◆ Creating Impact ◆ Work-Life Balance ◆ Spanning Self Boundaries ◆ Managing Conflicts 	3+2 Days	Turkish / English	41 North Business School Certificate of Attendance
<ul style="list-style-type: none"> ◆ Bonding ◆ Framing ◆ Creative Thinking ◆ Being trustable / Trusting other ◆ Thinking Ethically ◆ Settling the Unresolved ◆ Resilience / Rebounding 	1 or 29 Days	English	CCL® International Certificate of Attendance
<ul style="list-style-type: none"> ◆ Self-Awareness ◆ Emotional Intelligence ◆ Leadership ◆ Innovation ◆ Creative Thinking ◆ Change Management ◆ Team Collaboration ◆ Managing Diversity ◆ Building Strategy ◆ Agility Building ◆ Resilience 	1 /2 or 1 Day	Turkish / English	41 North Business School Certificate of Attendance

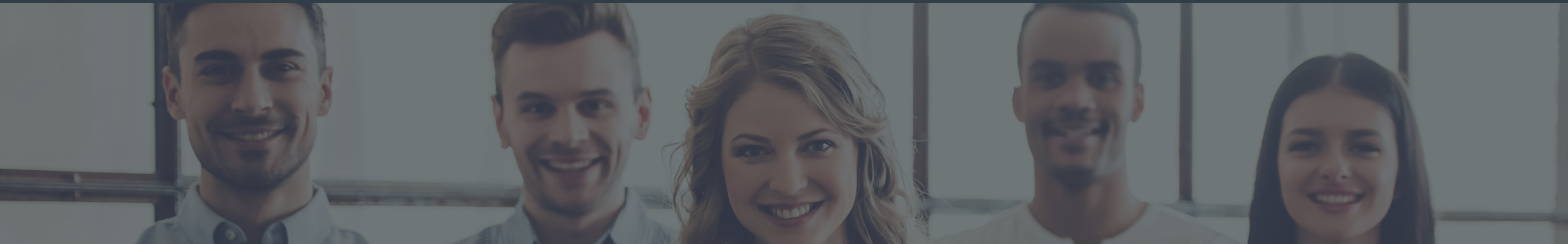


Non-degree Programs

Center for Creative Leadership Assessment Portfolio

	Description	Target Group
360 Assessments	Benchmarks® 360 Assessment for Executives	<i>Individual (Group profiles are available)</i>
	Benchmarks® 360 Assessment for Managers	<i>Individual (Group profiles are available)</i>
	Benchmarks® 360 Assessment for Learning Agility	<i>Individual (Group profiles are available)</i>
	Benchmarks® by design	<i>Individual (Group profiles are available)</i>
Team & Organizational Assessments	Digital Transformation Readiness	<i>Individual (Group profiles are available)</i>
	Digital Leadership Assessments	<i>Individual (Group profiles are available)</i>
	Leadership Competencies Scanner	<i>First Line Managers, Middle Managers, Top Managers and Innovation</i>
	Work Environment Assessment	<i>Team or Organizational</i>
	Organizational Culture Assessment	<i>Individual (Group profiles are available)</i>
	Employee Engagement Surveyment	<i>Individual (Group profiles are available)</i>
	Team Effectiveness Assessmentment	<i>Teams (8-20)</i>
	Team Pulse Surveyment	<i>Team (40 Members) (up to 1000 Members of a Team)</i>

Features
<i>Based on research conducted with top-level executives comparing global status; Includes CCL Compass™, a digital tool that gathers all assessment data, interprets it, and recommends what to do next; Measures 16 competencies; Additional option to choose industry specific comparison; including 1-1 Feedback Coaching Sessions.</i>
<i>Based on research of how successful managers develop, and why they derail comparing global status; Includes CCL Compass™, a digital tool that gathers all assessment data, interprets it, and recommends what to do next; Measures 16 competencies and 5 derailment factors; Additional option to choose industry specific comparison including 1-1 Feedback Coaching Sessions.</i>
<i>Based on research with successful global managers and international executives; Provides feedback on the skills most often found in successful leaders and the learning behaviors needed to acquire those skills. It measures learning agility and capacity for new skill adoption; Measures 11 competencies; Includes CCL Compass™, a digital tool that gathers all assessment data, interprets it, and recommends what to do next; including 1-1 Feedback Coaching Sessions.</i>
<i>Based on research with successful global managers and international executives; Provides feedback on CCL's research-grounded competencies and derailment factors that you select from our content library. Provides normative comparisons of results with other successful managers, Starts the process of feedback-based individual development, continues the development process with CCL Compass™ by setting goals and creating actionable plans.</i>
<i>The Digital Transformation Readiness Assessment measures the organizational readiness (based on CCL's 10 pillar model) for digital transformation and provides a Digital Transformation Readiness Index (based on 4 levels of digital readiness). The report includes answers to open questions. Based on the report the organization can set priorities and develop an action plan to accelerate digital transformation. The report is fully anonymous.</i>
<i>The Digital Leadership Assessments measures the individual readiness of a leader for leading digital transformation. An individual and an anonymous group report (all respondents) are provided. The group report allows the organization to understand if it has the diversity of roles to ensure an effective digital transformation.</i>
<ul style="list-style-type: none"> ♦ The CCL Leadership Competencies Scanner™ measures the level of competencies within a group of managers. It provides very powerful insights on behaviors and derailment factors, and qualitative information on business and leadership challenges. ♦ The CCL Leadership Competencies Scanner™ is ideal to identify the leadership maturity of a group of leaders attending a CCL leadership program, or to measure the overall competencies level of the managerial population. ♦ The CCL Leadership Competencies Scanner™ can also be used to measure the overall leadership maturity of the managerial population of a chosen level.
<i>Assesses what factors support and inhibit innovation, gains insights about how to improve the climate for creativity and innovation. Identifies the most important factors that support or inhibit innovation and creativity. Reveals pockets of excellence as well as areas with critical development needs when comparing categories such as departments, functions, or locations with a comparison of some industries.</i>
<i>The Organizational Culture Assessment measures the cultural traits of the organization (or division) and allows to identify critical cultural gaps in order to more effectively implement the strategy. The report is fully anonymous.</i>
<i>The Employee Engagement Survey measures traits of the organizational culture that relate to enhancing employee engagement, and provides a set of key metrics including the employee NPS (e-NPS) score. It includes open questions for deeper understanding of issues related to engagement. The report is fully anonymous.</i>
<i>Measures the maturity of a functional or project team. It is based on CCL Team Effectiveness Model (Team Practices, Team Leadership Process Outcomes, Team Effectiveness). All team members respond to the survey; a full team report is provided to analyze the team's strengths and weaknesses, including a comparison between different group of raters, and a list of highest and lowest scores. The raters can also provide qualitative input. Typically the report is used for a team debriefing session with action planning for generally 6 months.</i>
<i>A unique digital tool to support your teams become more coherent and effective. Quick and anonymous surveys, intuitive scoring, fast in use without any need to install an app on the tablet or smart phone. Measures 6 key team attributes (Focus on Results, Satisfaction, Learning, Trust, Managing Conflict, Accountability) in addition to Team Business Goals, provides a Team Index. Optional anonymous qualitative input, DAC measurement and DAC Index, and Team Potential Achievement. Useful for every functional or project team, unlimited number of team members. Clear reporting, showing graphs how the team is developing. Ideal to prepare a rich conversation with all team members to discuss the progress that the team has made, using the charts of the CCL Team Pulse Survey.</i>



Description	Category	Target Profile	Global Partner
<p>Frontline Leader Impact With the rapidly changing digital world, frontline managers now have greater responsibility than ever before. Develop key competencies for the least experienced managers in your organization</p>	Digital Learning & Self-Development	Leading Others	Center for Creative Leadership (CCL®)
<p>The Leadership Conversation Lead and collaborate with chosen live examples of leadership success /failure stories on Nomadic Learning interface.</p>	Digital Learning & Self-Development	All Managers	Center for Creative Leadership (CCL®)
<p>CCL® Boost™, providing six flips or tactics that new managers can use while on the job to attain immediate success in their new role.</p>	Digital Learning & Self-Development	Early Managers	Center for Creative Leadership (CCL®)
<p>CCL® Compass™; including Digital Tool -guide for leadership development-; Assessment - guide to move from assessments to action-; Publication -guide for leadership development and coaching- in one new platform; a multitude of benefits. In-company online class & facilitator options available.</p>	Digital Learning & Self-Development	Management Board, Senior Team members, Directors, Senior Leaders, Mid Managers	Center for Creative Leadership (CCL®)

Competency Set	Duration	Language	Certification
<ul style="list-style-type: none"> ♦ Self-Awareness ♦ Learning Agility ♦ Communication ♦ Influence ♦ Political Savvy ♦ Motivating your Team 	Yearly Access	Turkish (soon) / English	CCL® International Certificate of Attendance
<ul style="list-style-type: none"> ♦ "Creating Leadership (Leadership Context, DAC : Direction - Alignment-Commitment)" ♦ "Elements of Leadership (Self-Awareness, Influence, Communication, Learning)" ♦ "Virtual Leadership (Virtual Context, Virtual Workplace, Virtual Teams, Virtual Relationships)" ♦ "Leading Innovation (Embracing Uncertainty, Framing Problems, Generating Ideas, Designing Experiments)" 	Yearly Access	Turkish (soon) / English	CCL® International Certificate of Attendance
<ul style="list-style-type: none"> ♦ Mindset ♦ Skillset ♦ Relationships ♦ Do it All Attitude ♦ Perspective ♦ Focus - Assignments for practice - Success video case studies - Actionable tips and tools 	Yearly Access	Turkish (soon) / English	CCL® International Certificate of Attendance
<ul style="list-style-type: none"> ♦ Overviewing 50 competencies in CCL Compass grouped into five areas: Leading Self, Leading Others, Leading Managers, Leading the Function, and Leading the Organization. ♦ Videos and articles to inform plan creation. ♦ Establishing development goals ♦ Identifying the specific steps & action plans ♦ Digital note taking ♦ Team Collaboration ♦ Managing Diversity ♦ Building Strategy ♦ Agility Building ♦ Resilience 	Yearly Access	English	CCL® International Certificate of Attendance



Non-degree Programs

Strategy & Technology & Innovation Programs

Description	Category	Target Profile	Global Partner
Innovation as a Corporate Model & Building Digital Strategy	<i>In Company & Open Class</i>	<i>All Level Managers</i>	<i>The European School of Management and Technology (ESMT) Berlin</i>
Ideation Workshop: Being Agile and Entrepreneurial	<i>In Company & Open Class</i>	<i>All Level Managers</i>	<i>The European School of Management and Technology (ESMT) Berlin</i>
Data Driven Organisations	<i>In Company & Open Class</i>	<i>All Level Managers</i>	<i>The European School of Management and Technology (ESMT) Berlin</i>
Understanding Leadership & Being a Leader in a Digital World	<i>In Company & Open Class</i>	<i>All Level Managers</i>	<i>The European School of Management and Technology (ESMT) Berlin</i>
Understanding, Analysing and Applying New Technologies in Existing and New Business Models	<i>In Company & Open Class</i>	<i>All Level Managers</i>	<i>The European School of Management and Technology (ESMT) Berlin</i>
Bringing Technology to Market and Delivering on Digital	<i>In Company & Open Class</i>	<i>All Level Managers</i>	<i>The European School of Management and Technology (ESMT) Berlin</i>
Digital Excellence "Pack and Go" Program for Companies	<i>In Company & Open Class</i>	<i>All Level Managers</i>	<i>The European School of Management and Technology (ESMT) Berlin</i>

Competency Set	Duration	Language	Certification
<ul style="list-style-type: none"> ◆ Exploring new organizational forms of corporate entrepreneurship ◆ Getting inspired to open the mindset ◆ Tools and methods for building a business model and value proposition ◆ Tools and techniques to develop a digital strategy & New forms of innovation ◆ Components of a digital strategy ◆ Platforms and ecosystems ◆ Managing the investment portfolio 	2 Days	Turkish / English	ESMT Berlin International Certificate of Attendance
<ul style="list-style-type: none"> ◆ Getting familiar with and apply the different tools and methods of the six steps of Design Thinking and Lean start-up ◆ Practice developing formal hypotheses ◆ Assessing results against their hypotheses for decision making ◆ Learning how to implement new forms of innovation in their own companies ◆ Learning to get faster feedback from product experiments ◆ Learning to create safe working environment for innovation teams 	2 Days	Turkish / English	ESMT Berlin International Certificate of Attendance
<p>Fundamentals of data analytics</p> <ul style="list-style-type: none"> ◆ Creating business value from data ◆ Organizing for analytics ◆ Application of analytics ◆ Ability to understand and assess innovation performance ◆ How to put Big Data to practical use ◆ How to leverage analytics to increase efficiency and productivity 	2 Days	Turkish / English	ESMT Berlin & 41 North Business School International Certificate of Attendance
<ul style="list-style-type: none"> ◆ Being able to design an appropriate organizational structure ◆ Building up teams for efficient collaboration ◆ Tools and techniques for change communication ◆ Misleading experiences and biased leadership ◆ Disruptive technologies ◆ Digital strategies and business models ◆ Agile decision making ◆ Leading Millennials ◆ Leading virtual teams 	2 Days	Turkish / English	ESMT Berlin & 41 North Business School International Certificate of Attendance
<ul style="list-style-type: none"> ◆ Understanding future technologies and trends, becoming aware of the potential benefits of new technologies like blockchain, machine learning (ML) and Artificial Intelligence (AI), IoT and platforms. ◆ Having a deeper understanding of what AI is and how it is relevant to their job / life. ◆ Having a high-level AI agenda for themselves or their organization. ◆ Knowing where to look at if they want to go deeper in the subject. ◆ Sensitizing that cybersecurity and digital threats become more imminent than ever before ◆ Prerequisites to build a platform 		Turkish / English	ESMT Berlin & 41 North Business School International Certificate of Attendance
<ul style="list-style-type: none"> ◆ Right understanding, concepts, and tools for improving revenue generation ◆ Clear understanding of how organizations can maximize returns from their digital investments ◆ Tools and techniques that allow the realization of real benefits. ◆ Tackling low cost competition ◆ Strategic options: no frills, premium goods and complex service solutions ◆ Cost traps in innovative business models ◆ Stakeholder analysis ◆ Digital investments and its implications 	2 Days	Turkish / English	ESMT Berlin & 41 North Business School International Certificate of Attendance
<ul style="list-style-type: none"> ◆ Holistic approach to digital transformation & must learn topics ◆ Tools and techniques for digital excellence for all functions ◆ Leading cultural change in digitalization ◆ Disruptive & future technologies ◆ Digital strategies and business models ◆ Organizational analytics & creating value from data ◆ Financials of digital investments & portfolio ◆ Maximizing returns of digital initiatives 	3+3 Days	Turkish / English	ESMT Berlin & 41 North Business School International Certificate of Attendance



Description	Category	Target Profile	Global Partner
Innovation Games for Inspiring Ideas : TECH-IT™	<i>In Company Business Workshop</i>	<i>All Level Managers & Function Leaders</i>	<i>Grenoble Ecole de Management</i>
Innovation Games for Inspiring Ideas : CUBIFICATION™	<i>In Company Business Workshop</i>	<i>All Level Managers & Function Leaders</i>	<i>Grenoble Ecole de Management</i>
21 Days Quest * Innovation & Creative Leadership	<i>Business Games</i>	<i>Top & Senior Managers</i>	<i>Grenoble Ecole de Management</i>

Competency Set	Duration	Language	Certification
<ul style="list-style-type: none"> ◆ Customer Centric Approach ◆ Existing Global Technologies Awareness ◆ Problem Creating / Problem Solving ◆ Innovation ◆ Creative Thinking ◆ Managing Diversity 	1 Day	Turkish / English	41 North Business School & Grenoble Ecole de Management
<ul style="list-style-type: none"> ◆ 6 Dimensional Modeling ◆ Innovation ◆ Creative Thinking ◆ Project Design / Ideation ◆ Team Collaboration ◆ Managing Diversity ◆ Building Creative Strategy ◆ Project Development (Feasible, Original, Disruptive) 	1 Day	Turkish / English	41 North Business School & Grenoble Ecole de Management
<ul style="list-style-type: none"> ◆ Causal Reasoning: The awareness of the necessity of change, a strong sense of curiosity, and the ability to leave one's comfort zone. ◆ Effectual Reasoning: Mental agility and the avoidance of mental bias ◆ Exploiting Contingencies: The ability to reimagine a constraint as an opportunity. ◆ Exploiting Knowledge: How to effectively design a project and test it through prototyping and iteration. ◆ Global Vision: Long term vision and prioritization ◆ Resilience: Confidence in the face of the unknown, inclusivity, and optimism. 	21 Days + 1to1 & Group Feedbacks	Turkish / English	41 North Business School & Grenoble Ecole de Management