

**BETTER BUSINESS RESULTS  
IN A RAPIDLY CHANGING  
WORLD**



**ENERGY AND  
CLIMATE EXECUTIVE  
PROGRAM**



**ENERGY AND  
CLIMATE  
ACADEMY**

IN  
COOPERATION  
WITH:





# ENERGY AND CLIMATE EXECUTIVE PROGRAM

## Program purpose

Companies in the energy and climate industries face unique challenges. Political uncertainty, macroeconomic market trends & relationships, new technologies and efficiency improvements interact in a complex system. This system is particularly unpredictable and volatile in the energy and climate industry so it is crucial that executives are able to manage risk effectively, leverage and develop the talents of their people, and create an innovative culture that can adapt quickly to changes in the environment.

## Program objectives

After attending this program executives from energy and climate industries should be able to:

- Allocate money and capital more effectively
- Anticipate and manage risk related to
  - Organization
  - Different countries/regions
  - Different technologies
- Manage a technology portfolio by
  - Diversifying risk effectively
  - Anticipating disruptive innovation
- Manage talent by
  - More effectively spotting intrapreneurs (internal - entrepreneurs)
  - Picking the right projects to pursue (and not pursue)
  - Creating a more innovative culture
- Manage change including
  - Motivating people in the organization
  - Focusing people on a collective ambition
  - Managing multiple locations

After attending this program executives should think differently about:

- Solving complex dynamic problems
- Being systems thinkers instead of linear thinkers
- Scenario planning

## Who should attend

Experienced executives in energy and climate industry companies who carry significant leadership and strategic roles in their companies either as: Executives, general managers, leaders of functions or business lines, SVPs or VP of business strategy, operations, supply chain management, services, and product development.

- Minimum 10 years of work experience, across several different functional and business lines
- Significant international exposure
- Confident fluency in spoken English



### Description of working sessions

Over the course of 2 one-week modules the program will accomplish these goals through a combination of academic sessions, small group discussions, and individual exercises. The content broadly falls into 4 themes or streams:

- Global Market Dynamics
- Innovation and Intrapreneurship
- Managing Organizations and People
- System Dynamics

Module 1				
Day 1	Day 2	Day 3	Day 4	Day 5
	Breakfast	Breakfast	Breakfast	Breakfast
Breakfast and Registration	Learning Circles	Learning Circles	Learning Circles	Learning Circles
Global Economics of the Energy Market	Global Macroeconomics	System Dynamics and Innovation	Technology Strategy	Collective Ambition
Lunch	Lunch	Lunch	Lunch	Lunch
System Dynamics & Scenario Planning	Macroeconomics - BBNN	Global and Regional Strategy	Innovation and Intrapreneurship	Synthesis and Planning - Your Next Steps
MIT Innovation Tour	MIT Energy Ecosystem Company Visit	Energy Industry Guest Speaker	Innovation & Intrapreneurship Panel Discussion	

  

Module 2				
Day 1	Day 2	Day 3	Day 4	Day 5
	Breakfast	Breakfast	Breakfast	Breakfast
Global and Regional Economics Revisited	Innovation & Intrapreneurship Portfolio Management	Managing Change	Creating an Innovative Culture	Facilitated Planning
Lunch	Lunch	Lunch	Lunch	Lunch
Intrapreneurship and Infrastructure	Managing People and Organizations - 3 Lenses	Managing Talent	Innovation Structure and Processes	
Danish Energy Ecosystem Company Visit	Development of talents at the Danish Musical Academy	Leadership Visit	Celebratory Dinner	

To further bring the application and external perspectives to the content there will be speakers from the energy industry, visits to various companies and organizations that are part of the MIT innovation ecosystem, and energy companies. Through this assortment of activities participants will be exposed not only to world class research but also insight into how to apply this knowledge.



MIT Sloan Executive Education: *innovation@work*



Conference hotel, Denmark

**The Lecturers:**

The program is the result of a cooperation between The Energy and Climate Academy and MIT Sloan Executive Education. All lecturers are affiliated with the MIT School of Management, including the following:

*Henry Weil*, Senior Lecturer of Technological Innovation, Entrepreneurship, and Strategic Management.

*Roberto Fernandez*, William F. Pounds Professor in Management and a Professor of Organization Studies

*Steven D. Eppinger*, General Motors LGO Professor of Management, Professor of Management Science and Innovation, Professor of Engineering Systems

*Pierre Azoulay*, Associate Professor at MIT's Sloan School of Management, a Research Associate at the National Bureau of Economic Research, and the founder of the Gifts of Athena collective blog.

**Venue and Time:**

The first module will take place at the MIT Campus, Cambridge, Massachusetts, USA and the second in Denmark.

The first module is scheduled for late October / early November 2015 and the second module for February 2016.

**Tuition:**

€ 16,750 (excluding accommodation).

**Certificate**

An MIT Sloan Executive Certificate is a formal recognition of the professional development and commitment to continuous learning. To qualify for an Executive Certificate, the participants must complete four programs—of which at least three originate from their chosen certificate track—within a 4-year period.

The Energy and Climate Executive Program is recognized as an elective program and can be chosen in any of the four certificate tracks MIT Sloan Executive Education offers.

For further information, go to:  
MIT Sloan Executive Education web.

**The Energy and Climate Academy**

Founded in 2013 and provides superb and leading edge training for companies in the energy and climate industries as well as cities, regions, and states. We combine theory with practical experience in a high-impact learning environment.

We cooperate with some of the world's leading universities, private and public companies, and organizations.

**Application:**

Please refer to the website

Changes to the Lecturers may occur. Please see our webpage for further information



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