kmbs KYIV-MOHYLA BUSINESS SCHOOL

# CEO development program

Developing the ability to activate the entire system to implement an ambitious strategic idea, balancing operational priorities needed today to ensure the company's existence, and the strategic challenges of the future and the founders' leadership ambitions.

## List of Courses:

Course 1. What Do the Best CEOs Do Differently?

- The CEO as the company's chief marketer.
- Systems thinking: seeing the invisible and understanding complexity.
- Today, tomorrow, and the day after tomorrow in the daily management of the CEO.
- Strategic company goals that increase operational resilience and lay the foundations for development.
- How to think differently? The art of the CEO in developing a team through rethinking.
- Personal management style. Developing talents and strengths as the basis for working with productivity and employee engagement.
- What lies ahead? Creating the future.

Course 2. Manager. Thinking, Talents, Strengths, and Beliefs

- The biology of thinking. The impact of biology on our behavior and decisions. What can we influence, and what is predetermined by nature?

- Managerial beliefs. Beliefs that weaken or strengthen us. How are our beliefs connected to results? What needs to change in thinking and behavior to achieve different results?
- Principles of developing managerial talents.
- Methodology for diagnosing and applying one's strengths in the CEO role and in team development.
- Managerial talents in team interaction.
- What to do with weaknesses? Risk insurance or focus on strengths?
- Directing managerial talents towards achieving goals, developing interaction with others, and forming strong decisions.

Course 3. Team. Team Management and Human Capital Development

- High-performance management. Performance management system.
- Satisfied vs. engaged employees.
- Transforming a collective into a team.
- Maturity of managers and performers. Levels of responsibility and levels of maturity.
- Goals, tasks, delegation, and assignments for different levels of maturity.
- Balance between trust, responsibility, freedom, and control.
- Feedback and evaluation in management. Types and models of feedback.

Course 4. Strategic Finance. Managerial Decisions Based on Financial Reporting. View from the Role of Owner and Top Manager

- History of finance and financial philosophy.
- Managerial accounting. Balance, PnL, and Cash Flow. Why are FCFs more important than EBITDA?
- Setting, digitizing, and decomposing goals: KPI and BSC.
- Goals and what they don't work without: structure and processes.

- Assessment of the company's financial condition: from the company owner to the business and back.
- Investment strategy. Evaluation of investment projects.
- The value of money over time. NPV and IRR.
- Calculating future cash flow.

Course 5. Client. Strategic Marketing and Sales

- The logic of marketing strategy. Analysis of external and internal context.
- Strategic marketing decisions: targeting, differentiation, positioning.
- Creating customer value.
- Managing customer experience. Customer Relationship Management vs. Customer Experience Management.
- The logic and approaches to sales management.
- Strategic levels of company growth in sales: product, partnerships, uniqueness, model, and idea. Sales strategies at each level.
- What are we really selling?

Course 6. Strategy and Business Development

- Defining the current and target market.
- LeanBizDev© technology. Managing growth, development, capitalization, and sustainability. What to change and what to preserve?
- The state of the company in dynamics and context.
- The state of strategic assets using business processes as an example. The basis of system architecture in a process approach.
- Interest model: company and founders.
- Forming a diagnostic conclusion.

Course 7. Business Model. Principles and Tools of Business Modeling

- What is a business model? Components and types of business models.
- Business-Model Canvas.

Course 8. Processes and Operational Efficiency

- Lean as a methodology for optimizing business processes. Lean management system.
- What is an inefficient process? Process evaluation from the client's value perspective.
- Working with losses vs. expenses. 8 types of operational losses.
- Where to start implementing Lean?
- Leadership in Lean style.

Course 9. Culture

- Corporate culture and its connection with national culture.
- Interaction of cultures.
- Culture as a system of meanings.
- Transformation of corporate culture.

## Final Project

For the final module of the program, participants prepare their own project, which includes:

- Strategic vision of the company: strategic goals, priorities, growth and development opportunities, and related challenges and tasks.

- Personal reflection: managerial conclusions after training (what has changed and what has been confirmed), personal challenges as a manager, new vision of the CEO role.

Preparation and presentation of the project are mandatory for successful completion of the training.

## Modules Schedule

- Module 1 — December 7–9, 2026
- Module 2 — January 18–20, 2027
- Module 3 — February 14–16, 2027
- Module 4 — March 15–17, 2027
- Module 5 — April 12–14, 2027
- Module 6 — May 10–12, 2027
- Module 7 — June 14–16, 2027


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