



ANDERSON
WILLINGER

BACK TO SCHOOL

WHAT LEADERS SHOULD LEARN NEXT:

Anderson Willinger Executive
Education Selection

2026/27



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WHAT SHOULD LEADERS LEARN IN 2026/27

The leadership learning agenda is changing.

AI is moving from experimentation into everyday business. Geopolitical uncertainty is reshaping strategy. Organizations are rethinking how work gets done, how decisions are made and where human leadership creates the greatest value.

For leaders, the challenge is no longer simply to keep up. It is to know what deserves their attention next.

Which capabilities will matter more? What should we understand about AI without becoming technologists? And which distinctly human strengths — judgment, resilience, curiosity, communication and trust — become even more valuable as the world around us becomes increasingly automated?

Back to School 2026/27 is our curated guide to the trends worth understanding and the executive programs worth considering for what comes next.

HOW ANDERSON WILLINGER SUPPORTS LEADERS

EXECUTIVE LEARNING

Helping leaders identify the right executive education for their next challenge.

LEADERSHIP INSIGHT

Using data and advanced assessment tools to better understand leadership potential and development needs.

TRENDS & CONNECTIONS

Bringing fresh perspectives, global trends and connections across our executive community.

NOT SURE WHICH PROGRAM FITS YOUR NEXT LEADERSHIP CHALLENGE? WE ARE HAPPY TO HELP YOU NAVIGATE THE OPTIONS.



LEADERSHIP TRENDS RADAR 2026

What should leaders be learning now — and what should already be on their radar for what comes next?

Our 2026/27 Trends Radar highlights seven areas we believe deserve senior leaders' attention, each paired with a curated selection of executive programs for deeper learning.

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START WITH YOUR ROLE

Suggested learning priorities for the leadership team.

There is no single learning agenda for every leader. Start with the areas most relevant to your role and next leadership challenge — then explore the programs that fit.



CEO

AI LEADERSHIP

Geopolitics & Foresight
Transformation & Reinvention
Human Leadership



CFO

FINANCE, DATA & VALUE CREATION

AI Leadership
Digital Trust
Sustainable Business



COO

TRANSFORMATION & REINVENTION

AI & Automation
Supply Chain
Geopolitics & Strategic Readiness



CHRO

HUMAN LEADERSHIP & RESILIENCE

Human + AI Organizations
Transformation & Reinvention
AI Leadership



CIO/CTO

AI LEADERSHIP

Cybersecurity & Digital Trust
AI Governance
Transformation & Reinvention



BOARD

AI GOVERNANCE

Cybersecurity & Digital Trust
Geopolitics & Foresight
Sustainable Business & Long-Term Value

▶ A starting point, not a prescription. The right learning agenda depends on the leader, the business and what comes next.



AI LEADERSHIP & HUMAN + AI ORGANIZATIONS



AW RECOMMENDATIONS

IMD

BEST FOR EXECUTIVES

**AI Strategy and
Implementation**
In-person | 5 days

**HEC
PARIS**

WHAT'S NEXT?

Deploying Agentic AI
In-person | 2 days

FROM STRATEGY TO ACTION

**AI for Business: from
Strategy to Execution**
In-person | 3 days



PEOPLE & ORGANIZATIONS

**Reinventing Teams
with AI**
In-person | 3 days

Transforming Your Business with AI	INSEAD	Online	5 weeks
Activating AI for Business	HEC Paris	In-person	2 days
Artificial Intelligence & Leadership: Impact on Strategy and Innovation	ESSEC	In-person	3 days
AI for Managers	ESMT Berlin	In-person	4 days
Oxford Artificial Intelligence Program	Oxford Saïd Business School	Online	6 weeks
Artificial Intelligence: Implications for Business Strategy	MIT	Online	6 weeks
AI Strategy for Enterprises	University of Cambridge	In-person	3 days
AI Strategy and Leadership Programme	Oxford Saïd Business School	In-person	5 days
AI for Business: Strategic Opportunities with AI	INSEAD	In-person	5 days
Cambridge AI Leadership Programme	University of Cambridge	Mix	4 months
Innovation and Value Creation in the Era of Artificial Intelligence	University of Cambridge	In-person	3 days
Leading Teams in the AI Era	IMD	Online	1 week
Human Capital in the Age of AI	INSEAD	In-person	3 days



TECHNOLOGY, CYBERSECURITY & DIGITAL TRUST

Cyber Resilience for Business Leaders	Vlerick Business School	Online	4.5 days
Managing Innovation Strategically	University of Cambridge	Online	2 days
Effective Management for Security Professionals	IE	In-person	5 days
AI Governance for Boards and CXOs	University of Cambridge	In-person	3 days
Governing Responsible AI	HEC Paris	In-person	2 days
Agentic AI: Design, Build, Govern	University of Cambridge	In-person	3 days
AI for Boards	INSEAD	In-person	4 days
Digital and AI Transformation for Boards	IMD	In-person	2 days
Cybersecurity, AI and Digital Trust	London Business School	Online	6 weeks

SOMETHING EXTRA



The Coming Wave

Mustafa Suleyman, Michael Bhaskar | 2023

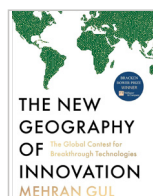
A compelling look at one of today's biggest leadership challenges: how to capture the opportunities of powerful technologies such as AI while keeping them under control. A highly relevant read for executives navigating AI governance, technological risk, power and accountability.



GEOPOLITICS, FORESIGHT & STRATEGIC READINESS

Strategy for Future Readiness	IMD	In-person	3.5 days
Strategic Crisis Leadership: Thriving Amidst Challenges	WHU	In-person	3 days
Geopolitics for Boards	IMD	In-person	2 days
Strategic Forum for Senior Executives	IMD	In-person	3 days
Leading Across Borders and Cultures	INSEAD	In-person	5 days
Risk & Crisis Management Online Certificate	London School of Economics	Online	8 weeks

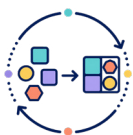
SOMETHING EXTRA



The New Geography of Innovation

Mehran Gul | 2026

A must-read on the trends shaping the future of business, investing, and geopolitics—from AI and semiconductors to new global innovation hubs.



TRANSFORMATION & ORGANIZATIONAL REINVENTION

- Transformation & Organizational Reinvention • Operations, Automation & Supply Chain
- Customer, Growth & Commercial Leadership

TRANSFORMATION / ORGANIZATION

Leading Organisations in Disruptive Times	INSEAD	Online	6 weeks
Leading Change in an Age of Digital Transformation	INSEAD	In-person	4 days
Leading Digital Transformation	ESMT Berlin	Mix	4 days
Executive Certificate in Digital Transformation	ESSEC Business School	Online	6 weeks
Online Executive Certificate in Digital Acceleration	IMD	Online	24 months
Executive Master in Digital Transformation & Innovation Leadership	IE	Mix	13 months
Driving Digital Change – People & Processes	ESSEC Business School	Online	6 weeks
Change Management	IMD	Online	5 weeks
Mastering Digital Transformation	London School of Business	In-person	5.5 days
Beyond HR: People, Culture, Transformation	Rotterdam School of Management	In-person	3 days
Managing Cyber Incidents in an AI Driven World	IE	Online	4 days
Strategy in the Age of AI and Digital Disruption	INSEAD	Online	5 weeks

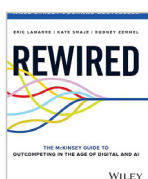
OPERATIONS / SUPPLY CHAIN

Supply Chain for the AI Era	IMD	In-person	5 days
Supply Chain Leadership	London School of Business	In-person	1 week
Supply Chain Management	INSEAD	In-person	5 days
Digital Supply Chain Management	SDA Bocconi	Online	3 weeks

CUSTOMER / COMMERCIAL

Leading Commercial Transformation	IESE Business School	In-person	3 days
Transforming Customer Experience	ISEG	Online	35 hours
Master in Customer Experience & Innovation	IE	In-person	10 months
Leading AI and Digital Marketing Strategy	INSEAD	In-person	5 days
Strategic Marketing Programme	INSEAD	In-person	5 days
Marketing Strategy in the Digital Age	IMD	Online	8 weeks

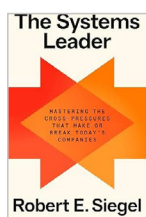
SOMETHING EXTRA



Rewired

Eric Lamarre, Kate Smaje & Rodney Zemmel | 2023

A practical guide to transforming organizations at scale — moving beyond digital initiatives to rethink operating models, capabilities, technology and the way change actually gets delivered.



The Systems Leader

Robert E. Siegel | 2025

A fresh perspective on leading organizations through competing demands and constant change. Explores how leaders can navigate the tensions between strategy and execution, innovation and discipline, and people and performance.



HUMAN LEADERSHIP & RESILIENCE

Judgment & Decision-Making • Influence & Communication • Resilience & High Performance • Customer, Growth & Commercial Leadership

The more we automate, the more valuable the distinctly human side of leadership becomes.



How do you make better decisions when the answer isn't obvious?

Strategic Decision Making for Leaders
In-person | 4 days

How do you create impact when authority alone is not enough?

Executive Presence and Influence
Online | 5 weeks

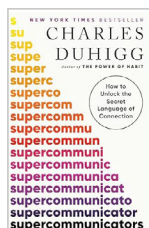


How do you sustain high performance — in yourself and in others?

High Performance Leadership
In-person | 6 days

Developing Leadership Competencies	IESE Business School	Mix	4 days
Next-Level Leadership	London Business School	In-person	5 days
High Performance People Skills for Leaders	London Business School	In-person	5 days
Leading People and Teams	ESMT Berlin	In-person	4 days
Lead the Future	INSEAD	Online	1 year
Crisis Management Online Program	IMD	Online	5 weeks
Advanced Leadership	IMD	Online	5 weeks
Negotiating and Influencing Skills for Leaders	London School of Business	Online	5 weeks
Mastering decision making with a scientific approach	SDA Bocconi	In-person	3 days
Orchestrating Winning Performance	IMD	In-person	5 days

SOMETHING EXTRA



Supercommunicators
Charles Duhigg | 2024

A practical, science-based exploration of why some conversations create connection while others fail. Shows how understanding different types of communication can help leaders build trust, navigate difficult conversations and connect more effectively with others.



Your Shadow Is Your Strength
Ann Askenberger | 2024

A thought-provoking exploration of the hidden patterns that shape how we lead, decide and relate to others. Shows how greater awareness of our blind spots and unconscious behaviors can become a source of stronger, more authentic leadership.



FINANCE, DATA & VALUE CREATION

AI & Analytics • Strategic Finance • Capital Allocation & Value Creation

Finance is moving from measuring value to helping create it.



How do you turn data into better business decisions?

Business Analytics for Leaders
Online | 8 weeks

How do you allocate resources and capital to create sustainable value?

Strategic Finance
In-person | 5 days

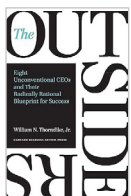


How can finance become a stronger strategic partner to the business?

Global CFO Program
Mix | 4 months

Building a Data & AI Strategy	HEC Paris	In-person	2 days
Business Strategy and Financial Performance	INSEAD	Online	7 weeks
AI and Financial Innovation	ESCP Business School	Online	60 hours
Future is FinTech	University of Edinburgh	Online	10 weeks
Strategic Finance	IMD	In-person	5 days
Business Finance	IMD	Online	5 weeks
Advanced International Corporate Finance	INSEAD	In-person	5 days

SOMETHING EXTRA



The Outsiders

William N. Thorndike | 2012

A compelling study of eight unconventional CEOs who created exceptional long-term value through disciplined capital allocation. A reminder that some of the most important decisions a leader makes are not about running the business — but about where to put its resources.



SUSTAINABLE BUSINESS & LONG-TERM VALUE

Circular Economy and Sustainability Strategies	University of Cambridge	Online	6 weeks
Sustainability Executive Program	IE	Online	4 days
ESG and Sustainability for Innovation Leaders	ESCP Business School	In-person	3 days
Leading Sustainability: High Impact Leadership	University of Cambridge - CISL	Online	8 weeks
Integrating Sustainability into Strategy	IMD	Mix	4 days
Managing and Measuring Sustainability Impact	IMD	Mix	4 days
Strategic Leadership for Sustainable Transformation	ESCP Business School	Online	60 hours
Sustainability Reporting and ESG Data Management Programme	University of Oxford	Online	7 weeks



INVEST IN WHAT'S NEXT

Longer Programs for Your Next Leadership Chapter

Some of the most valuable moments in a career come when we **create space to learn, broaden our perspective and think about what comes next.**

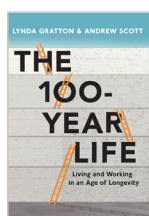
Longer executive programs offer more than a capability upgrade. They can help leaders prepare for broader responsibilities, explore a new direction, build new networks or simply step outside the intensity of day-to-day leadership and invest in themselves.

A simple way to think about it:

3-5 days	Fresh Perspective
4-8 weeks	Build a New Capability
3-6 months	Accelerate Your Leadership
9-20 months	Shape Your Next Chapter

★ Stanford Executive Program	Stanford GBS	Mix	5.5 months
General Management Program	IESE Business School	Mix	6 months
Global Advanced Management Program	IE	Mix	6 months
Executive Master in Marketing & Sales	ESADE	Mix	13 months
★ Transition to General Management	INSEAD	Mix	2+2 weeks
Executive Master in AI & Digital Business Transformation	IMD	Mix	18-48 months
Executive Master in Sustainable Business Transformation	IMD	Mix	18-48 months
Advanced Management Program	IESE Business School	In-person	7 months
Executive Master in Change	INSEAD	Mix	18 months
★ Advanced Management Programme	INSEAD	In-person	4 weeks
Senior Executive Programme	London Business School	In-person	2x2 weeks
Global Executive MBA Flex (GEMBA Flex)	INSEAD	Mix	20 months
Global CEO Program	IESE Business School	Mix	7 months
Advanced Management Program	Harvard Business School	Mix	9 months
Advanced Management Program	Wharton	Mix	5 weeks
Breakthrough Program for Senior Executives	IMD	In-person	10 days

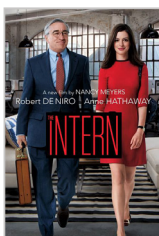
SOMETHING EXTRA



The 100-Year Life

Lynda Gratton & Andrew Scott | 2016

A thought-provoking look at how longer lives are reshaping careers, learning and traditional ideas of retirement. Particularly relevant for leaders considering how to keep growing, reinventing and investing in themselves across a much longer professional life.



The Intern

Nancy Meyers | 2015

A warm reminder that experience and curiosity are not opposites. A light-hearted look at starting a new chapter, learning across generations and discovering that what we already know can become valuable in entirely new ways.



ACROSS THE ATLANTIC

Selected Executive Programs from Leading US Business Schools

A different market. A different perspective.

Selected online and flexible programs from leading US business schools — bringing some of the latest thinking in AI, leadership, strategy and innovation within reach of European executives.



Harvard Business School

AI Essentials for Business	Online	4 weeks
Credential of Leadership, Impact, and Management in Business (CLIMB)	Online	1 year
Leading Change and Organizational Renewal	Online	6 weeks



Stanford Graduate School of Business

Stanford LEAD Online Business Program	Online	1 year
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MIT Sloan School of Management

Artificial Intelligence: Implications for Business Strategy	Online	6 weeks
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Columbia Business School

AI for Business & Finance Certificate Program	Online	8 weeks
Business Analytics: Create Value Through Data Analysis	Online	6 weeks



The Wharton School

Digital Strategy in the Era of AI Certificate	Online	self-paced
Strategies for Accountable AI	LIVE Online	8 weeks
Strategic Management: Competitive & Corporate Strategy	Online	4-6 weeks
Innovation Strategy and Design Thinking Certificate	Online	3-6 weeks



Kellogg Executive Education

AI-First Marketing Strategy: Executing Intelligent Systems for Growth	Online	8 weeks
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5 QUESTIONS TO TAKE INTO 2026/2027

01 AI

What are you still doing today that AI should be doing for you tomorrow?

02 Organization

If you built your organization from scratch today, what would you design differently?

03 Leadership

Which part of your leadership becomes more valuable as technology gets better?

04 Yourself

Which capability could become your biggest limitation in the next three years?

05 What's Next

If you invested 100 hours in yourself next year, where would you put them?

You don't need to learn everything. You need to know what to learn next.

ALSO ON OUR RADAR FOR 2027

Agentic organizations | Technology sovereignty | Quantum Longevity | Climate adaptation

Thank you for being part of the Anderson Willinger community.

We believe the best leaders are defined not only by their experience and achievements, but by their curiosity, openness to new perspectives, and commitment to continuous learning.

If any of these ideas inspired you, or if you'd like to continue the conversation with fellow members of our leadership community, we'd be delighted to hear from you.

Here's to staying curious, open to new perspectives and always ready for what's next.

Anderson Willinger Team



Recognized by
MANAGE HR

We are Executive Search.

We support our clients not only in shaping leadership strategy and selecting key executives, but also as a trusted partner in educating and inspiring top management on the latest global trends.



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MIND REFRESH

Top recommendations from Anderson Willinger: bestsellers, podcasts, and documentaries that spark ideas and energy.



CONFERENCES 2026

A comprehensive overview of the most interesting conferences across industries – for those who want to follow trends, get inspired, and be in the right place at the right time.



LEADERSHIP REPORT

We are very pleased to share with you a comprehensive study of the most interesting developments within our Leadership community.