

A photograph of three sailboats on a calm body of water during a sunset. The sky is filled with soft, orange and yellow clouds, and the sun is low on the horizon, creating a warm glow. The water reflects the colors of the sky. In the background, there are dark silhouettes of hills or mountains. The overall mood is peaceful and serene.

Leadership on the Sea Program

A Journey of Learning and Adventure

Welcome to the Leadership on Sea Program

Navigate Your Potential!

This unique program offers an immersive, hands-on journey where you'll apply cutting-edge leadership theory in the dynamic, real-world environment of a sailing boat.

We'll embark on a two-part adventure: beginning with a focused 4-hour leadership introduction in the classroom or virtually, followed by an unforgettable 6-day expedition on the open water.

On the boat, we'll dedicate 2 additional hours to practical leadership use cases, while the remaining time will be spent mastering basic sailing techniques, regardless of your prior experience. This program is designed for learning enthusiasts, adventure seekers, and sailing enthusiasts alike, offering a profound connection between navigating a vessel and leading a team.

Drawing on my passion for sailing, years of experience leading international businesses, and years of teaching, mentoring, and coaching students at business schools, we'll explore how the principles of effective leadership go hand-in-hand with the art of sailing - from clear communication in manoeuvres to decisive problem-solving in challenging conditions.

Accelerate your leadership capabilities with this program, designed in cooperation between SSBM and Edumare TD d.o.o.

Hope you will enjoy the program,
Damir Gavran, SSBM professor and Course leader
SSBM & Edumare TD d.o.o.



Damir Gavran: **... a Multifaceted Course Leader**

- Accomplished global executive with a strong background and record-breaking results.
- Led teams as Regional Managing Director, Head of European sales and marketing operations, Head of CX innovation, and Digital and CRM.
- Teaching Digital strategies, Data-driven marketing, and CX at the Swiss School of Business and Management, Geneva.
- Postgraduate studies at MIT Sloan and Columbia Business School, IEDC EMBA, Mechanical engineer.
- Holds commercial sailing C licence, RYA / MCE Coastal skipper & Yacht master Offshore theory certified, RYA Daily skipper licence.



The background of the slide is a photograph of a vast, deep blue sea under a clear, light blue sky. A single sailboat with a white sail is visible on the horizon line, slightly to the right of the center.

Leadership on the Sea Program Overview

Course Structure and Content

This intensive 6-day program is structured in three distinct parts, blending theoretical **Leadership** training with practical **Sailing experience**, culminating in personalized **Career Coaching**.

1. **Leadership Lectures** (Total: 6 hours)

- **Before Sailing (4 hours):** A dedicated lecture session will be executed before the sailing component begins.
- This provides the foundational knowledge necessary to apply leadership concepts in the practical setting.
- **During Sailing (2 hours):** The remaining two hours of leadership discussion will take place during the 6-day voyage, allowing for reflection and application of the concepts learned.

2. **Practical Sailing and Skill Development** (6 days)

- **Duration:** Sunday (9 am) to Friday (1 pm)
- Students will be fully immersed in the experience of living and sailing together, learning **sailing basics**, teamwork fundamentals, and navigating the **Adriatic Sea**.

3. **Optional Individual Coaching** (1 hour)

- Students have the option to receive a one-hour individual coaching session with the course leader.
- This is a valuable opportunity to review their **CV** and discuss questions related to their **future professional progress** and career path.





Key logistics:

- **Location:** Adriatic Sea
- **Course Duration:** 6 days
- Number of Participants: Min 4, Max 8
- **Language:** English
- **Skill Level – Leadership:** Managers
- **Skill Level – Sailing:** Beginner or Medium
- **Certificate:** A Leadership Certificate will be provided upon successful completion of the course.



Your Program Format options:

The Leadership on Sea program is available in two distinct formats.

Format	Audience	Outcome	Key details
Standalone certification	Open to anyone	Official SSBM Leadership at Sea certificate	A comprehensive, accessible program for all participants
MBA elective course	Current MBA students only	Counts as an elective within your MBA program	Current students benefit from a separate fee

Certification Requirement:

To earn the official SSBM certificate in the Leadership on Sea program, all participants – regardless of their chosen format – must pass a final exam. The core focus on learning and personal growth remains consistent for everyone enrolled.

Program objectives

Experiential Leadership & Teamwork:

- **Learn and apply foundational leadership theories** in a unique, real-world setting.
- **Develop effective team collaboration skills** by working cohesively as a crew.
- **Understand and leverage individual strengths** within a diverse group to achieve common goals.

High-Stakes Communication & Decision-Making:

- **Master clear and concise communication** strategies essential for safety and efficiency in dynamic situations.
- **Practice critical briefing and debriefing** techniques to prepare for maneuvers and analyze performance for continuous improvement.
- **Enhance decision-making** abilities under pressure, learning to make sound judgments in challenging and rapidly changing conditions.

Practical Sailing & Shared Accountability:

- **Acquire fundamental sailing terminology and boat handling basics**, including steering, setting sails, and navigating relative to the wind.
- **Learn essential safety procedures**, such as Man Overboard drills and fire prevention.

Program Structure – Part 1:

Pre–Sailing Leadership Immersion:

Classroom or Zoom call (Total 4 Hours)

Chapter 1: What is Leadership? Vision & The Evolving Leader

- Defining leadership and the leader's role in creating new leaders.
- Understanding the shift from traditional (analogue) to modern (digital) leadership.
- The power of vision and its link to strategy and operational planning.

Chapter 2: Building Trust & Effective Team Dynamics

- Foundations of team building and leveraging diverse profiles.
- Strategies for building and maintaining trust within teams.
- The importance of shared responsibility and accountability.

Chapter 3: High–Stakes Communication & Decision–Making

- Mastering effective communication strategies, including active listening and feedback.
- Techniques for briefing, debriefing, and decision-making under pressure.
- Approaches to problem-solving in ambiguous situations and crisis communication.

Chapter 4: Leadership in the Digital World: Marketing & Customer Experience

- How leaders drive digital transformation in marketing.
- The leader's role in championing customer needs and fostering customer-centricity.



Program Structure – Part 2:

On-Boat Leadership Application (Total 2 Hours)

Chapter 5: Learning the Language & Forming the Crew

- Onboard safety, basic sailing terminology, and initial role assignments.
- Includes the "Terminology Challenge" game to build shared vocabulary and team understanding.

Chapter 6: Communication Under Pressure & Leveraging Strengths

- Practical sailing fundamentals and hands-on boat handling.
- Features "Message Relay & Active Listening," "Stress Communication & Cross-Checking," and "Strength-Based Role Swap" games to develop communication, trust, and team adaptability.

Chapter 7: Crisis Response, Debriefing & Continuous Improvement

- Simulated "Man Overboard (MOB) Drill" for crisis response practice.
- Structured debriefing to analyse performance and extract transferable leadership lessons.



What You Can Expect to Learn related to Sailing?

- **Sailing Terminology:** Understanding the "language" (e.g., bow, stern, port, starboard, mast, boom, sheets, halyards, tack, jibe).
- **Parts of the Boat:** Familiarization with the main components of a sailboat and their functions.
- **Boat Handling Basics:**
 - Steering:** Using the tiller or wheel to control the boat's direction,
 - Setting Sails:** Raising, lowering, and adjusting sails to harness the wind,
 - Points of Sail:** Learning how the boat behaves relative to the wind direction (e.g., close-hauled, reaching, running),
 - Tacking:** Changing the boat's direction by turning the bow through the wind,
 - Jibing (Gybing):** Changing the boat's direction by turning the stern through the wind.
- **Knot Tying:** Essential knots for securing lines, fenders, and other equipment (e.g., bowline, cleat hitch, figure eight, sheet bend).
- **Safety Procedures:** Man Overboard (MOB), Fire prevention and extinguisher use, Using safety equipment like life jackets and flares, Basic first aid.
- **Rules of the Road:** Understanding navigation rules to avoid collisions with other vessels.
- **Wind Awareness:** Identifying wind direction and strength, and how to use it effectively.
- **Basic Navigation:** Reading nautical charts, understanding navigation markers, and planning a simple course.
- **Docking and Anchoring:** Approaching and departing docks safely and properly setting and weighing anchor.
- **Boat Maintenance Basics:** Simple checks and care for the boat.
- **Teamwork and Communication:** How to work effectively as part of a crew.



What will the Leadership Program bring to your career?

Enhanced Leadership & Teamwork:

- Develop critical leadership skills (decision-making, communication, problem-solving).
- Learn experientially in a high-stakes sailing environment.
- Become a more effective and adaptable leader.

Unique Skill Set & Credibility:

- Gain a distinctive credential.
 - Demonstrate leadership under pressure and adaptability.
 - Exhibit strong soft skills and practical resilience.
- Improved Communication & Collaboration:
- Refine clear and concise communication.
 - Master giving/receiving instructions and constructive feedback.
 - Build productive team dynamics and conflict resolution skills.

Strategic Thinking & Problem-Solving:

- Sharpen strategic thinking and risk management.
- Improve quick, informed decision-making.
- Prepare for complex business challenges with confidence.



Prices for PILOT period (2026):

- **Shared cabin:** ~~1200~~ 900 Euro/person
- **Own cabin:** ~~1500~~ 1.200 Euro/person
- **Minimum 4 participants; Max 8 participants**
- **Boat size:** 38 – 45 ft, 3 – 4 cabins

Included:

- Sailing boat / Accommodation
- Log/cleaning
- Deposit insurance
- Skipper / Course leader

Excluded:

- **Food/drink/restaurants:** approximately +200 Euro per person
- **Marina / Buoy costs:** in avg. +100 Euro per docking (boat size dependent)
- **Tourist tax:** 1,4 Euro per person and day (price from 2025)
- **Fuel:** approximately 50 Euro (depends on the need of engine usage)
- **Individual travel costs** to the marina from your home, parking cost
- **Health or Any Other Personal Insurance:** It is highly recommended that you arrange your own comprehensive health and travel insurance coverage.
- **Trip Cancellation Insurance:** The full course fee must be paid 60 days before the trip commences, and please note that no refunds will be issued in case of cancellation. Trip cancellation insurance can protect your investment.

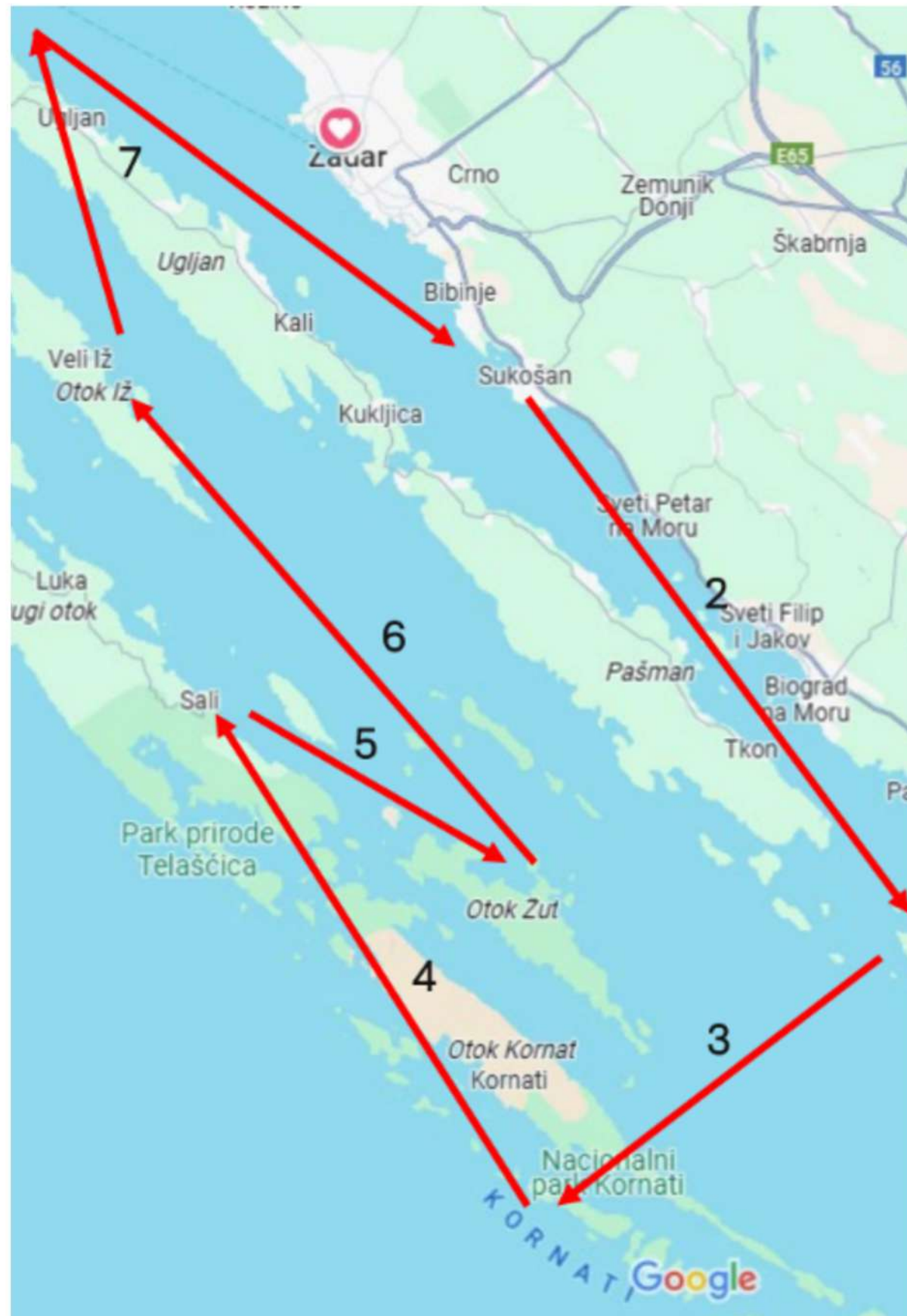
Note:

- First payment 50% as part of registration
- Last payment 45 days before course date

Sailing itinerary – *possible* plan

Please note: This is subject to change depending on weather conditions.

Possible Itinerary:



1. Day: 23.05.26 Arrival Zadar / Sukošan
2. Day: 24.05.26 Sukošan – Island Vrgada
3. Day: 25.05.26 Island Vrgada – Piškera
4. Day: 26.05.26 Marina Piškera – Port of Sali
5. Day: 27.05.26 Port of Sali – Marina Žut
6. Day: 28.05.26 Marina Žut – Port of Iž
7. Day: 29.05.26 Port of Iž – Zadar / Sukošan

- This is best best-case scenario. Due to weather conditions, we might deviate from the plan to keep the crew and boat safe.
- This itinerary is about 150 NM sailing distance.
- Itinerary include a plan to stay 1 overnight on buoy and 4 overnight marina docking.

Day 1: 23.05.2026

Arrival at Marina Sukošan (Zadar)



- Marina Sukošan is conveniently located about 11 km south of the city of Zadar.
- Zadar Airport (ZAD) is also close by, approximately 10 km from the marina.
- Zadar Airport is a Ryanair base with many in/out flights
- UBER is widely available in the region and is a popular choice for tourists. A ride from Zadar Airport or the city of Zadar to Marina Sukošan should generally not cost more than 20 euros.
- Your boat can be embarked from 17:00 CET on the arrival day.
- On the first day, we will not sail out, but stay overnight in Sukošan.

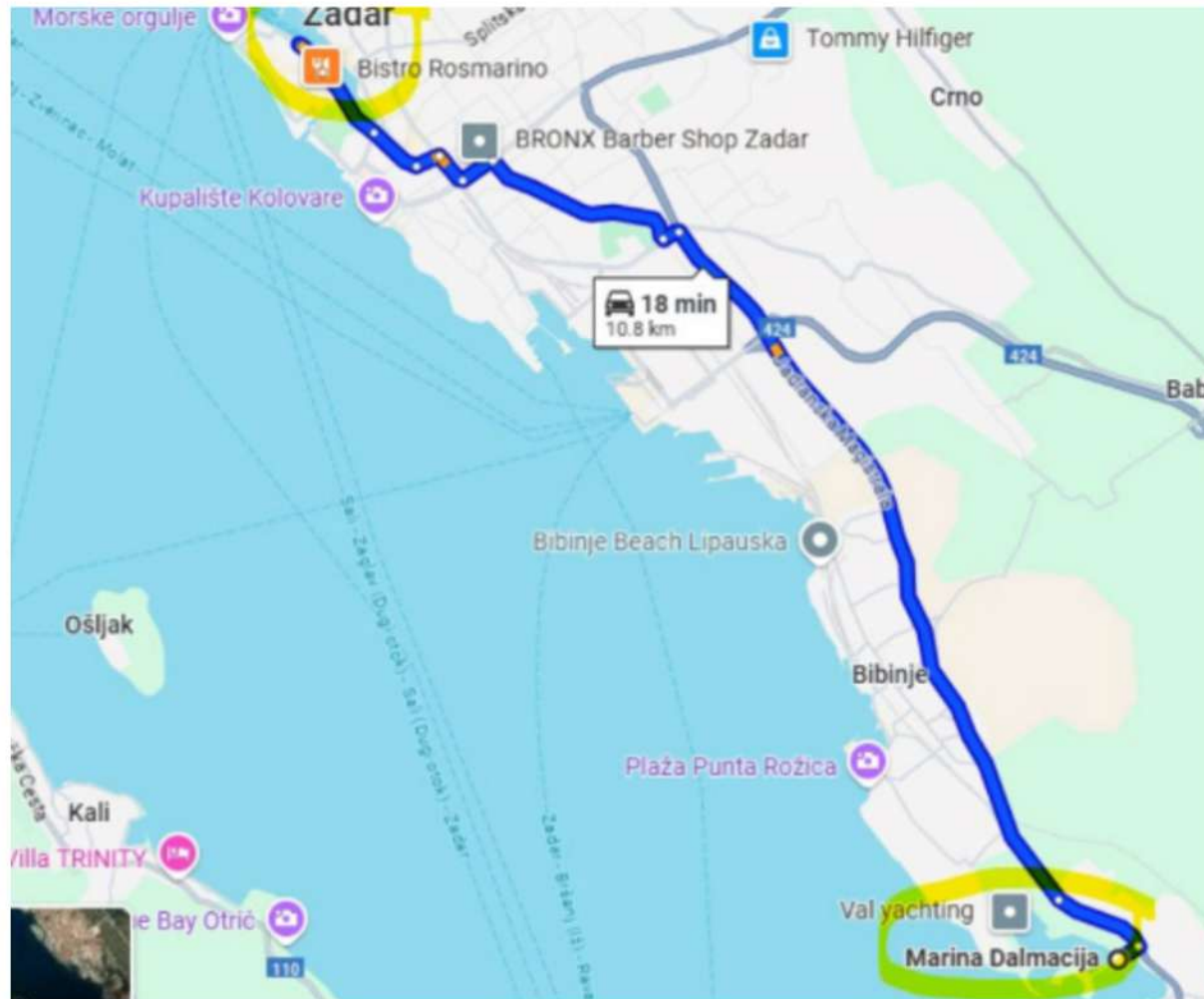
This allows us time for boat exploration and safety procedures.

Day 1: 23.05.2026

Optional – dinner and walk in Zadar

Zadar is known for:

- **Sea Organ:** A unique architectural sound art object that plays music by means of sea waves and tubes located underneath a set of large marble steps.
- **Greeting to the Sun:** Another impressive art installation near the Sea Organ, a large solar-powered circle that creates a mesmerizing light show after sunset.
- **Rich History & Roman Forum:** Zadar boasts a fascinating history with well-preserved Roman ruins, including the Roman Forum, and an Old Town that reflects various influences.
- **Beautiful Sunsets:** Zadar is renowned for its spectacular sunsets, often described by Alfred Hitchcock as among the most beautiful in the world.



Zadar city center – Google map I :
<https://maps.app.goo.gl/hg1QYB5tHa4JJ1C57>

Day 2: 24.05.2026

Sail from Marina Sukošan to Island Vrgada

Vrgada is known for:

- **Sandy Beaches:** It's particularly famous for its beautiful sandy beaches, which are relatively rare on the rocky Croatian coast.
- **Peaceful and Car-Free Environment:** It offers a tranquil escape, as there are no cars on the island, promoting a slower, more relaxed pace of life.
- **Untouched Nature and Pine Forests:** Much of the island is covered in dense pine forests, providing natural shade and a serene atmosphere.
- **"Robinson Crusoe" Tourism:** It appeals to visitors looking for a more secluded, back-to-nature holiday experience away from crowded tourist centers.
- **Historical Significance:** Mentioned as early as the 10th century by Byzantine Emperor Constantine Porphyrogenitus, with remnants of fortresses and old churches.
- **Fishing Tradition:** Historically, its inhabitants were known as skilled fishermen.

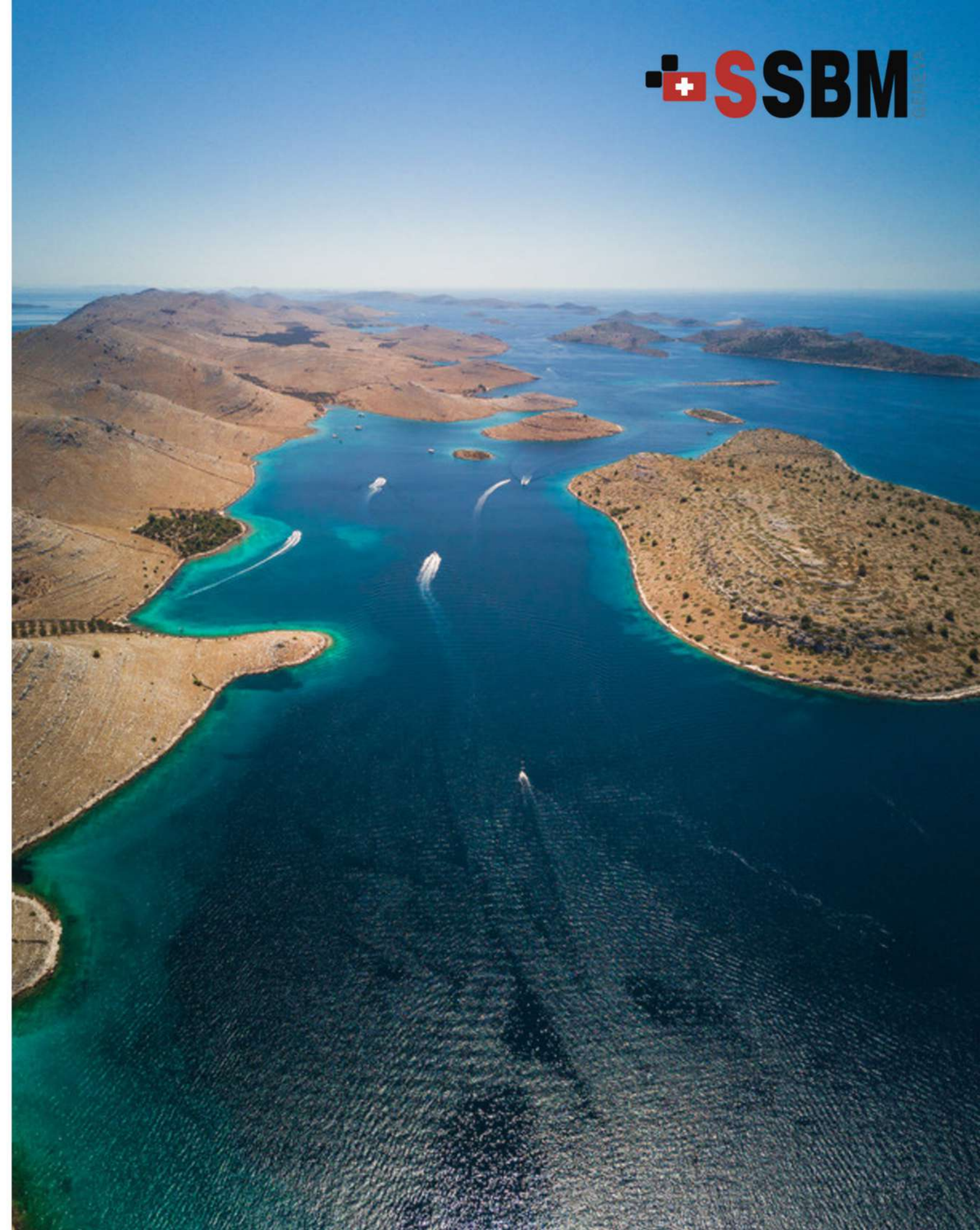


Island Vrgada – Google maps link
<https://maps.app.goo.gl/47BK3nfxX5dwSNfr8>

Day 3: 25.05.2026
Sail from Island Vrgada to Marina
Piškerá and National park Kornati

- **Kornati National Park:** Known as a "nautical paradise," it's a dense cluster of 89 uninhabited islands, islets, and reefs famous for their unique geomorphology, towering cliffs ("crowns"), and crystal-clear turquoise waters.
- **Rugged Beauty & Seclusion:** The park offers a breathtaking landscape of bare, karst islands that dramatically rise from the sea, providing a sense of wild, untouched nature and exceptional solitude for sailors.
- **ACI Marina Piškera:** Strategically located in the heart of the Kornati archipelago, this marina is only accessible by sea, making it an exclusive and essential stop for sailors exploring the park.
- **Ideal Base for Exploration:** Piškera offers a safe harbour and amenities (restaurant, shop) within the National Park itself, serving as a perfect base for daily excursions to discover the stunning Kornati islands and their hidden coves.

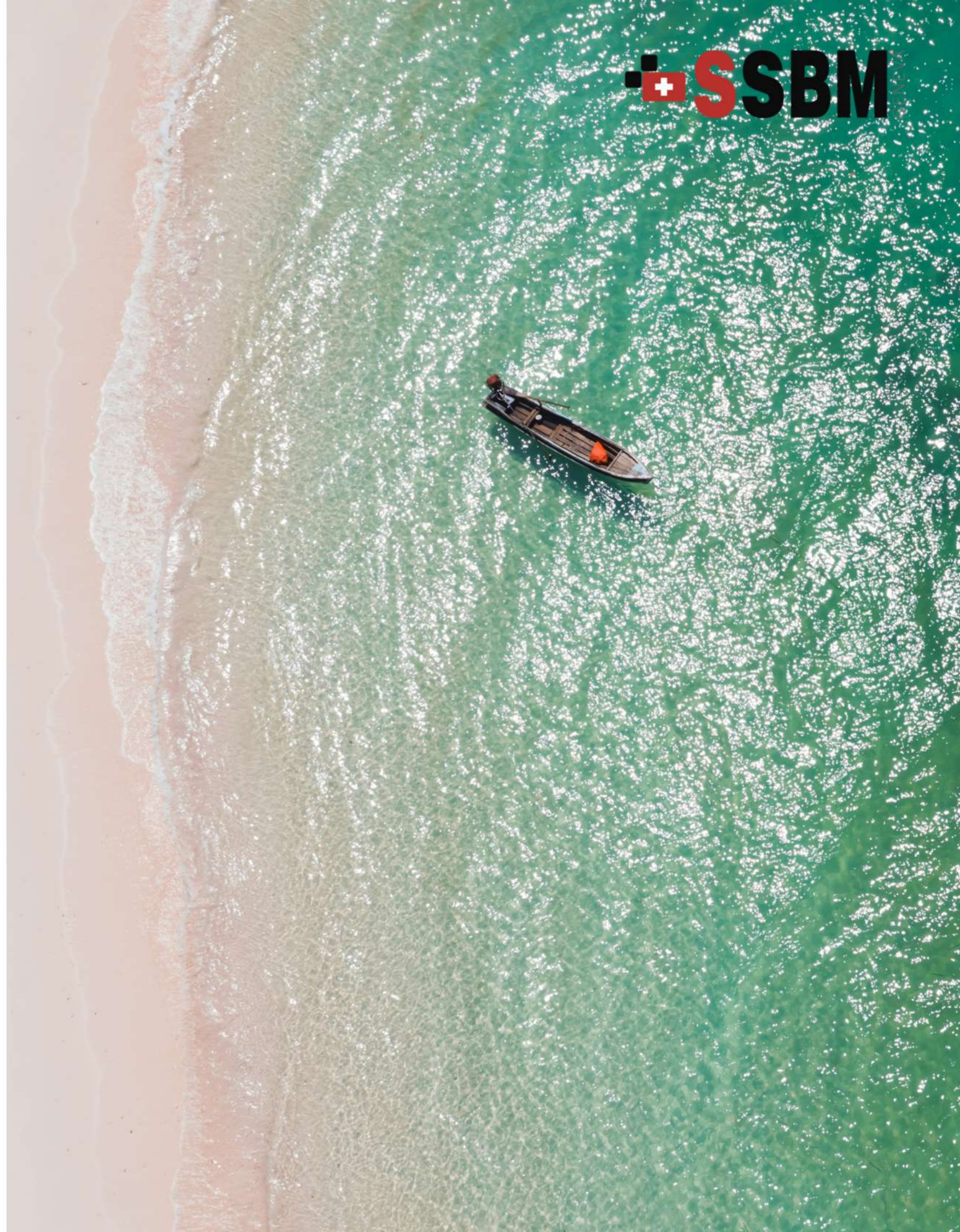
ACI Marina Piškera – Google maps link
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Day 4: 26.05.2026

Sail from Marina Piškera to Sali at Dugi Otok

- **Ancient Fishing Tradition:** Sali boasts a thousand-year-old fishing tradition, with historical documents from the 10th century confirming its deep roots in the maritime industry.
- **Gateway to Nature Parks:** It's the closest town to both Telašćica Nature Park (known for its impressive cliffs, salt lake Mir, and calm bay) and the famous Kornati National Park.
- **Home of "Tovareća Mužika" (Donkey Music):** Sali is famous for its unique and lively three-day festival, "Saljske užance," featuring traditional donkey music, a quirky and beloved part of the local culture.
- **Ancient Olive Groves:** Surrounding Sali, you'll find ancient olive groves, including some trees that are over 700 years old, showcasing centuries of agricultural heritage and a unique botanical reserve.



Day 5: 27.05.2026

Sail from Sali at Dugi Otok to Island Žut

- **Part of the Kornati Archipelago:** Otok Žut is one of the larger islands within the Žut-Sit group, which is a significant part of the wider Kornati archipelago, offering a similar rugged beauty but without being part of the official National Park.
- **Boaters' Haven:** The island is a true paradise for sailors and boaters, offering numerous secluded coves, inlets, and bays perfect for anchoring, swimming, and enjoying tranquillity away from crowds.
- **ACI Marina Žut:** Secluded Oasis: Located in the large, well-protected Luka Žut bay, ACI Marina Žut is unique as it's only accessible by sea. It provides all essential services (water, electricity, restaurant, shop) for yachtsmen in a truly natural setting.
- **Perfect Stop for Island Hopping:** As there are no permanent settlements on Žut, the island and its marina serve as an ideal and popular stopover for those island-hopping through the Kornati region, offering a blend of wild nature and convenient services.

ACI Marina Žut – Google link:
<https://maps.app.goo.gl/oHi37uPWkFAVBrjV9>





Day 6: 28.05.2026

Sail from Island Žut to Island Iž

- **Traditional Island Charm:** Otok Iž (Island Iž) is known for preserving a more traditional, authentic island way of life compared to some of its more developed neighbours. It's quieter, with a focus on olive growing and fishing.
- **Unique Potters' Village:** The village of Veli Iž has a historical tradition of pottery, with unique handmade ceramics. You might still find local potters at work, a nod to the island's distinctive cultural heritage.
- **ACI Marina Veli Iž:** Located in the heart of Veli Iž, this modern marina is well-equipped and provides a convenient and comfortable stopover for sailors exploring the Zadar archipelago. It's known for its friendly atmosphere.
- **Ideal for Relaxed Exploration:** With its charming villages (Veli Iž and Mali Iž), cycling paths, and clear waters, Otok Iž is perfect for those seeking a relaxed sailing destination with opportunities for swimming, cycling, and experiencing genuine island hospitality.

Marina Iž – Google maps link

<https://maps.app.goo.gl/1CreyamM1M6BX2Ep8>



Day 7: 29.05.2026

Sail from Island Iž to marina Sukošan

- **View of the Zadar Channel:** As we leave Iž, we'll enter the Zadar Channel, offering panoramic views of the mainland coastline, including Zadar itself, and the array of smaller islands within the channel.
- **Numerous Smaller Islands and Islets:** We'll navigate past many uninhabited islets and rocks, typical of the Croatian Adriatic, which add to the picturesque scenery and provide potential secluded spots.
- **Ugljan Islands:** We'll be sailing along the north side of Ugljan witnessing the charming coastal towns and lush landscapes.

Life on the sailing boat



Life on Board: What to Expect & Packing Essentials

- Sailing boats are incredibly well-designed, with every inch meticulously planned to ensure optimal functionality and comfort, even in a relatively small space. You'll be amazed at how well everything fits and works!
- You will be using your own private cabin or sharing one with a fellow guest, depending on the boat's layout and your booking arrangements.
- Get ready for an immersive experience where efficiency and smart packing are key to enjoying your time on the water.
- Crucially, this is a team adventure! Each crew member will have their own responsibilities. We will share all boat duties, including cleaning, cooking, and other sailing tasks. Your active participation makes the experience better for everyone!

Additional Sailing Instructions & Tips

- **Safety First:** To ensure the full safety of everyone on board, smoking and drinking alcohol is strictly not permitted while sailing. However, once we have safely docked or anchored for the day, drinks are welcome in limited quantities.
- **Sun Protection is Crucial:** Besides hats and sunglasses, bring high SPF sunscreen (reef-safe if possible) and lip balm with SPF. The sun's reflection off the water intensifies its effect.
- **Stay Hydrated:** We'll ensure plenty of water is available, but feel free to bring your reusable water bottle.
- **Medication:** If you require any personal medications, please bring an ample supply. Consider motion sickness medication if you are prone to seasickness.
- **Towels:** While some are provided, an extra quick-drying towel can be handy for swimming.
- **Personal Items:** Don't forget your toiletries, chargers, and any personal entertainment (books, headphones).
- **Footwear:** Remember, non-marking soles for shoes on deck are critical to protect the boat's surface.
- **Respect the Sea and Boat:** Listen carefully to all safety briefings and instructions from the skipper. Your safety and enjoyment are our top priorities.

Crucial Packing Information

- **ALL LUGGAGE MUST BE SOFT BAGS** (duffel bags, soft backpacks, etc.). Hard-shell suitcases are impossible to store efficiently on a boat. Please ensure your belongings are packed in flexible luggage.
- **Optimize your gear and clothes!** Space is precious on a boat.
- **For protection against wind and potential rain:**
 - A lightweight, waterproof, and windproof jacket (a must-have, even on sunny forecasts), a long-sleeved shirt or light fleece for cooler evenings
- **For warm, sunny days:**
 - Swimwear (multiple sets are always good), Sunglasses (polarized are best for reducing glare on the water), Hats (wide-brimmed or caps for sun protection), Light shirts and shorts, Stronger pants (e.g., quick-drying shorts or light trousers), Sport shoes (non-marking soles are essential for deck safety and cleanliness), Sandals or flip-flops for shore excursions
- The Adriatic Sea is generally beautiful, and the winds we'll be sailing in are typically up to 25 knots, providing exciting yet comfortable sailing.

