

LEARNING OBJECTIVES

After attending *Leadership for Strategic Execution*, you will be able to:

- Apply a framework of strategic leadership at the organizational, team and personal levels
- Use evidence more extensively in decision making
- Apply a decision-making process
- Describe how the various types of innovation create alignment issues
- Create maps of strategy to the execution layer
- Use a process for prioritizing action to manage the risks associated with organizational systems that affect execution
- Assess their total power levels and identify areas for improving execution ability
- Assess the strength of execution sponsorship, determine their role in sponsorship, and diagnose specific problems that require action
- Use a simple and powerful human dynamic model to change the way they interact with others and become more influential



Achieveblue has partnered with IPSolutions Inc. for the delivery of their program in Canada. Contact Derrick Fishwick at 416-236-3005 extension 204 dfishwick@achieveblue.com

Leadership for Strategic Execution

Get a roadmap for success in this capstone course of the Stanford Advanced Project Management curriculum

Organizations stand or fall on their ability to execute strategy effectively. Has your company already tried implementing initiatives like Six Sigma, Balanced Scorecard, ERP, JIT, TQM, CMM, BPM, CRM, OPM3, or other spoonfuls of management alphabet soup—without seeing effective results? Perhaps your long-term strategies aren't getting the sustained leadership that they need to succeed because of the exigencies of day-to-day business.

As the capstone course in the Stanford Advanced Project Management curriculum, *Leadership for Strategic Execution* addresses the crucial role that leadership plays in achieving better organizational performance in today's dynamic global environment. Developed by IPSolutions and the Stanford Center for Professional Development at Stanford University, this intensive, three-day course helps develop skills in critical areas of providing leadership to teams of people who translate strategy into effective results. The concepts presented are reinforced through simulations, videos, demonstrations, structured exercises, and group laboratories.

You'll obtain a clear understanding of the leadership role and how best to use it strategically. You'll learn how you can be an effective leader, whether for making strategic decisions, translating strategy, assessing risk, establishing sponsorship, or managing change within your organization. And you'll leave the course—and the program—with an in-depth appreciation for the critical context leaders must provide to create the optimum level of performance through portfolio, program, and project management.

Target Audience

This course is designed for all professionals who are responsible for strategic management: mid- to senior-level managers, project, program, and portfolio managers, and team members. This course has no prerequisites, but *Converting Strategy Into Action* is highly recommended.



Benefits to the Organization

As a result of *Leadership for Strategic Execution*, your organization will benefit from:

- Increased organizational alignment that leads to fast, high-quality strategic decisions
- Visual tools that enable a shared dialogue on the options, constraints, risks, and interfaces essential for more effective portfolio and project execution
- Better enterprise risk management thinking

Research Basis

All courses in the Stanford Advanced Project Management program are grounded in extensive research, teaching, and real-world experience. *Leadership for Strategic Execution* is based on the work of these professors:

Robert I. Sutton, Professor of Management Science and Engineering in the Stanford University School of Engineering, where he is co-director of the Center for Work, Technology, and Organization. He is also Professor of Organizational Behavior (by courtesy) at the Stanford Graduate School of Business. He is the co-author (with Jeffrey Pfeffer) of *The Knowing-Doing Gap: How Smart Companies Turn Knowledge into Action*, which was selected as Best Management Book of 2000 by Management General. His most recent book, *Weird Ideas that*

Work: *11-1/2 Practices for Promoting, Managing, and Sustaining Innovation*, was selected by *Harvard Business Review* as one of the best ten business books of the year.

Jeffrey Pfeffer, the Thomas D. Dee II Professor of Organizational Behavior at the Graduate School of Business, Stanford University. His many publications include *Managing with Power: Politics and Influence in Organizations* and (with Robert I. Sutton) *The Knowing-Doing Gap: How Smart Companies Turn Knowledge into Action*. He writes a monthly column, "The Human Factor," for *Business 2.0*.

Jennifer Chatman, the Paul J. Cortese Distinguished Professor of Management and director of the PhD program of the Haas School of Business at the University of California–Berkeley. Her articles appear frequently in leading academic journals. She has won many awards for her work, most recently the Accenture Research Award for the best article in the *California Management Review* in 2003.

Course Topics

The DNA of Strategic Execution

- Introductions
- Course map and expectations
- A framework for examining leadership
- Case study for analysis
- Strategy, execution, and leadership
- Alignment across domains and organizational levels

What Wise Leaders Do: An Evidence-Based Approach

- Support for an evidence-based approach
- What is evidence-based management?
- Hazards of business advice
- Being wise is more important than being smart
- Leadership and the illusion of control
- Thoughts about leadership

Making Effective Decisions

- Elements of a quality decision
- Individual decision-making biases

- Application: Carter Racing case study
- Group decision-making bias

Strategy Innovation

- Factors that influence innovation decisions
- Which strategic outcome do we want?
- How mature is the market in which we will innovate?
- Types of innovation
- Dealing with organizational inertia

Strategy Execution Mapping

- The execution dilemma
- Strategy planning considerations
- Strategy mapping process
- Application: Cisco Enterprise IT case study
- Strategy mapping process: additional steps
- Communicating visually

System Risk Assessment

- Obstacles to execution
- Managing system risk
- System risk assessment process
- Application exercise
- System risk management guidelines

Leading with Power

- Ambivalence about power
- Sources of power
- Power case study: Tina Brown
- Attributes for acquiring and holding power
- Influence strategies

Sponsorship

- Perspectives on sponsorship in organizations
- Sponsorship is a two-way street—analyzing the manager/sponsor relationship
- Portfolio, program, and project sponsorship
- Rules for managing sponsor relationships

Insights to Leadership

- Leadership for managing change
- Insights profile feedback analysis and discussion