

LEADING STRATEGIC GROWTH

Program Overview

Successful companies must understand the business environment and competitive landscape, establish a competitive advantage, and strengthen their lead in a rapidly changing marketplace. In Leading Strategic Growth, you will transform a strategic vision into sustainable success. Columbia Business School professors, whose groundbreaking research and real-world business expertise has shaped global best practices, teach a transformative curriculum that develops leaders poised to create opportunity in any industry. You will evaluate the external business environment, understand your competition, position your company to compete, align your organization behind a Winning Proposition, and, most importantly, execute your strategy. Take your skills to the next level and improve your organization's performance.



Understand your company's competitive environment and current strategy

Apply Columbia's 4-phase cycle to better understand your company's strategic process



Bill Klepper

Reliably identify new growth opportunities and develop a "Winning Proposition"

Define key organizational priorities and current gaps within your "span of control"



William Pietersen

Develop a "line of sight" connecting you and your team's role with the overall company's growth strategy

Build your team for "continuous reconfiguration"



Rita McGrath

Execute strategic change by analyzing your company culture to navigate structural and interpersonal barriers

Exercise effective strategic leadership by understanding the learning and social styles of you and your team



Peter Meola

Key Conceptual Models

- ✓ **The Strategic Learning Process:** Professor Willie Pietersen's four-step process for developing and executing strategy – Learn, Focus, Align, Execute.
- ✓ **Social Styles:** A typological framework for understanding the social behavior of oneself and others: Analytical, Driving, Expressive and Amiable.
- ✓ **Marketbusting:** Professor Rita McGrath's battery of strategies for finding opportunities for growth, even in environments that do not seem to lend themselves to such opportunities.
- ✓ **Delay & Resistance Avoidance Strategies:** A proactive approach to identifying and surmounting potential sources of resistance to strategic change.
- ✓ **The Five Cs:** Professor Willie Pietersen's system of characteristics essential to successful strategic leadership – Choices, Clarity, Change, Courage, Compassion.

Additional Program Features

- ✓ **Personal Assessment:** The TRACOM Social Style™ Assessment provides an analysis of participants' behavioral style; crucial for understanding and adapting behaviors to maximize strategic learning in an organization.
- ✓ **Video Case Study:** The "Biomet Case Study" follows the progress of this fictional pharmaceutical company's new leadership as they attempt to redefine strategy in the midst of rapid market change; illustrates the Strategic Learning Process in action.

LEADING STRATEGIC GROWTH

Curriculum: Week by Week

MODULE*	LECTURES [VIDEOS]	KEY LEARNING
One: Leading and Strategic Learning Video Lectures: 92 Minutes Assignments: 45 Minutes Live Virtual Events: 60 Minutes	<ul style="list-style-type: none">- The Key Questions Strategy Must Answer- The Winning Proposition- The Strategic Learning Model- The Difference between Strategy and Planning- Leadership Styles	You will be introduced to Columbia's 4-Step Strategic Learning process, a practical leadership method for creating and executing breakthrough strategies. With guidance, you will choose a key challenge facing your own business or functional area, which will serve as the basis for your individual project in the program.
Two: Situation Analysis - Five Areas of Inquiry Video Lectures: 88 Minutes Assignments: 120 Minutes Live Virtual Events: 60 Minutes	<ul style="list-style-type: none">- Learning through the Situation Analysis- Analyzing Customer Needs- Analyzing Competitors- Interpreting Industry Dynamics- Leadership Dimensions	Professor Willie Pietersen will detail the first step in the Strategic Learning Process: Performing a Situation Analysis. Through the use of five areas of inquiry, new insights will emerge related to your internal and external environment that will provide the groundwork for your strategic choices. This "outside-in" perspective provides key customer and competitive insights.
Three: Marketbusting: Creating New Opportunities Video Lectures: 81 Minutes Assignments: 60 Minutes Live Virtual Events: 60 Minutes	<ul style="list-style-type: none">- Marketbusting Strategies- Transform Your Customer's Experience- Transform Your Offerings and Their Attributes- Redefine Key Metrics- Exploit Industry Shifts	This week's Module focuses on the powerful concept of MarketBusting — a set of strategies developed by Professor Rita McGrath that help organizations find new opportunities for growth by employing a set of five "lenses" and their associated tools. Rita's work serves as a powerful complement to the Situation Analysis as you develop your Personal Strategic Case.
Four: Innovation Process and Winning at Value Video Lectures: 92 Minutes Assignments: 90 Minutes Live Virtual Events: 60 Minutes	<ul style="list-style-type: none">- Discovery Driven Planning- Achieving Healthy Disengagement- How to Make Your Strategic Choices- Intel and the Parmenides Fallacy- Define Your Key Priorities	Dive into the real heart of strategy formulation: making your strategic choices after having identified your strategic challenges in the Situational Analysis. From this work your winning proposition will be formulated.
Five: Strategy Implementation – The Golden Rules Video Lectures: 75 Minutes Assignments: 90 Minutes Live Virtual Events: 60 Minutes	<ul style="list-style-type: none">- Define the Gaps- Outline Business System Alignment- Recognize Your Role in Changing an Organization's Culture- Curse of Success- Managing to Three Bottom Lines	With a winning proposition formulated the next step is identifying the areas of your organization where efforts will need to be focused. Rewards and incentives and people and processes will be evaluated in the context of creating alignment with your strategy.
Six: Overcoming Resistance and Leading Change Video Lectures: 87 Minutes Assignments: 90 Minutes Live Virtual Events: 60 Minutes	<ul style="list-style-type: none">- Anticipating and Addressing Obstacles & Barriers- Delay and Resistance Analysis Table- Developing The Leadership Message- The 5 C's- DVP Model- The Corporate Credo	Your Module experience concludes with practical methods for leading strategic change. Professors Klepper, McGrath, and Pietersen provide culminating ideas and strategies and you will develop and present your final strategy presentation, which will include the creation of a leadership message and anticipation of obstacles and resistance and strategies to overcome them. You are ready to lead change and strategic growth.

* Module = 1 Week

**Live Events may be subject to change

NOTE: Orientation Pre-Requisite Work (90 minutes) and Final Presentation at end of program (90 minutes).

LEADING STRATEGIC GROWTH

PROJECTS MAKE A LASTING ORGANIZATIONAL IMPACT

Project Examples

NAME	DESCRIPTION	PROJECTED BUSINESS IMPACT	PROJECTED FINANCIAL IMPACT
Enhancing Digital Platform	A Managing Director of Lending for a financial services firm introduced a new data capability on their digital platform to facilitate straight-through loan application processing and increase their overall customer approval ratings.	Reduced Risk 75%	\$50,000,000
Growing Market Share in Low Yielding Environments	In an effort to provide needed products to an underserved market, a Market Leader for an agriculture company designed a competitive solution for growers that farm low yield environments to gain market share.	Increased Customer Loyalty/Satisfaction 50%	\$1,000,000
Improved Tracking Ability	By focusing his team's investments in technology that provides package tracking, a District Vice President from a consumer products company was able to improve the quality of their tracking ability.	Increased Quality 50%	\$2,000,000
Network Crisis Automation	A Senior Manager of Security Support at a technology company developed a strategy to provide network understanding of incidents and events using a combination of automation and tool capabilities.	Increased Efficiency 20%	\$500,000
Site Cost Competitiveness	By increasing their product portfolio with competitive costs, an Operations Director for a medical devices company enabled the business to grow above branded generic companies.	Increased Efficiency 60%	\$1,000,000