

# ACCELERATING CHANGE READINESS & AGILITY

## Program Overview

Today's executive must master the ability to adapt and transform in a fluid, competitive world. Flexibility is essential. In Accelerating Change Readiness & Agility, Homa Bahrami, a senior lecturer at UC Berkeley's Haas School of Business, guides you to transform the way you organize, lead, interact, and drive change continually. In this engaging and transformative program, you will discover your receptiveness to change and aptitude for driving change ("Adaptive DNA") and learn about the key capabilities demonstrated by successful change leaders. You will work through actual workplace challenges, including diagnosing and leveraging your organizational culture, and become better equipped to swiftly react to and implement real change at the individual and team levels. Be a catalyst for change.



Develop and apply 5 key adaptive competencies: robustness, resilience, hedging, agility and versatility

Assess and understand your "adaptive DNA"

Understand how culture impacts change management and develop strategies to navigate and shape it

Align your department's culture with your strategic objectives

Create "super-flexible" teams in the face of uncertainty

Avoid analysis paralysis and accelerate decision-making speed

Develop your personal agility, build your team's capabilities, and shape your organizational environment



**JENNIFER  
CHATMAN**



**HOMA  
BAHRAMI**



**JO-ELLEN  
POZNER**



# BUILDING & LEADING EFFECTIVE TEAMS

## Program Overview

Harnessing your team's collective intellectual and creative power will help you seize new business opportunities. Building and Leading Effective Teams, led by Bill Klepper, Professor of Management at Columbia Business School, empowers you to maximize the potential of your team to generate better decision-making, increase productivity and innovation, develop relationships and team solidarity, and generate broad organizational support for your initiatives. You will better understand your own behavioral style and those of their team members, identify the power dynamics in your organization, understand the interests and agendas of stakeholders, and enlist persuasive techniques targeted to the needs and interests of key decision makers. Organize, direct, motivate, and influence your team.



### **WILLIAM KLEPPER**

*Academic Director - Executive Education*  
*Adjunct Professor - Management*

Dr. Klepper joined Columbia Business School in 1996 after over thirty years as a general manager in higher education. His teaching and research interest include Executive Learning, Strategic Leadership and Corporate Governance. His most recent book, *The CEO's Boss: Tough Love in the Boardroom* (2010) Columbia University Press was ranked as one of the Top Five Books by The Wall Street Journal's *livemint.com* in December, 2010.

# DRIVING DIGITAL TRANSFORMATION



## Program Overview

Driving Digital Transformation equips leaders with strategies, frameworks, and tools to address the threats and opportunities that accompany the increasing digitization of business models, products, and value chains. Participants in this program will develop a clear roadmap of how they need to go through their transformation journey for their company in the context of their industry.

**IDENTIFY DIGITAL OPPORTUNITIES AND THREATS**

Establish a strong awareness of the driving reasons why transformation is necessary to respond to growing digital changes.

**FORMULATE A DIGITAL RESPONSE STRATEGY**

Identify a clear and appropriate strategic response for those business elements identified to have high impact (opportunity or threat) that creates the greatest market differentiation.

**BUILD DIGITAL BUSINESS AGILITY**

Improve leader awareness, decision making, and execution speed while creating a roadmap for expanding digitization across the organizational value chain.



**MICHAEL R. WADE**



# FOSTERING INCLUSION & DIVERSITY



Yale SCHOOL OF  
MANAGEMENT

## Program Overview

Fostering Inclusion and Diversity equips leaders with the skills to make better business decisions by leading more diverse and inclusive teams that outperform their peers.

### OVERCOME BIAS

Understand how to overcome bias to better engage with people of different backgrounds and experiences, enabling better business decisions.

### EXPAND YOUR DECISION NETWORK

Increase the diversity of perspectives you solicit by understanding the similarities and differences within your regular network of decision influencers.

### LEAD MORE INCLUSIVE TEAMS

Improve team members' performance by creating an inclusive team dynamic that fosters consideration over a wider range of perspectives.



AMY  
WRZESNIEWSKI



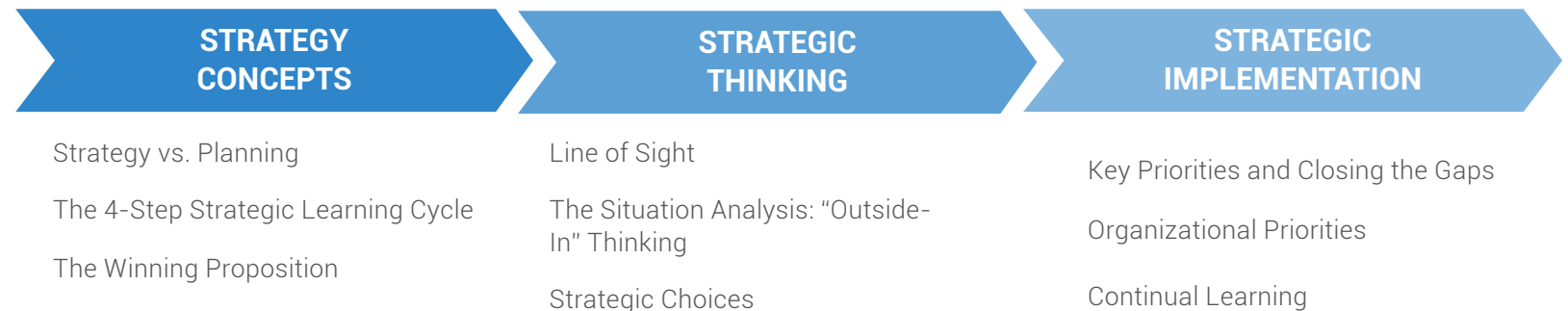
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# IMPLEMENTING WINNING STRATEGIES

## Program Overview

Implementing Winning Strategies is led by Professor Willie Pietersen, a battle-tested, former Fortune 100 corporate CEO and now celebrated Professor of the Practice of Management at Columbia Business School. The program empowers you to think systematically about strategy, understand the specific roles and responsibilities for creating aligned strategies at each level, employ a common language and shared understanding among your team, and cascade strategies through the entire organizational system—all with the aim of “unity of action” driven by true commitment. Master the fundamentals of strategy and get the job done!



### **WILLIAM PIETERSEN**

*Professor of the Practice of Management*

Willie brings a unique mix of real world experience and thought leadership to his work with corporations and executives around Strategic learning and change. Willie served as the CEO of Lever Foods, Seagram USA, and Tropicana and has advised Deloitte, Exxon Mobil, Novartis, and SAP among others during his Columbia tenure. His latest book Strategic Learning, develops the principles and application tools for the Strategic Learning Process, a unique framework for creating and implementing breakthrough strategies.



# LEADING & MANAGING GLOBALLY



Yale SCHOOL OF  
MANAGEMENT

## Program Overview

In this era of globalization, leaders must operate in regions around the world, lead a geographically dispersed workforce, and create winning strategies that integrate multinational perspectives – all of which demands skills as diverse as the employees they lead and customers they serve. In Leading & Managing Globally, Yale School of Management and IMD faculty, widely recognized as expert educators, groundbreaking researchers, and industry experts, will guide you to develop your "global intelligence." You will be empowered to employ proven practices that align people to a focused mission and strategy, optimize international diversity and collaboration, address strategic and organizational challenges, and produce and sustain a competitive advantage around the world. Master a global mindset.

**USE INFORMAL AUTHORITY TO CREATE  
ALIGNMENT AND CHANGE**

Identify sources of informal power and leverage your network of relationships to influence those sources

Manage interdependence between organizational units and foster knowledge flows across company silos

**IDENTIFY AND BRIDGE CULTURAL  
DIFFERENCES ACROSS DISTANCE**

Improve management of global virtual teams across cultural, language and time differences

Use cultural decentering techniques to diagnose cultural differences and avoid team conflicts arising from misaligned expectations and perspectives

**INNOVATE TO IMPROVE  
OPERATIONAL PERFORMANCE**

Overcome resistance to change, and achieve team integration and alignment within complex matrixed structures

Define new metrics and KPIs to align purpose and drive effectiveness of cross-functional teams



**JAMES  
BARON**



**MARTHA  
MAZNEVSKI**

# LEADING CUSTOMER-CENTRIC GROWTH



## Program Overview

In Leading Customer-Centric Growth, leaders will gain the skills they need to support robust, customer-centric growth strategies. Your leaders will learn to align their function, department, and organization around a customer-centric perspective, and how to increase enterprise value by better understanding customer needs.

### UNDERSTAND TARGET CUSTOMER BUYING BEHAVIOR

Learn to identify and focus on the right customers by segmenting them based on market-related behaviors and characteristics.

Understand your company's competitive positioning and how your target customers make market-based purchasing decisions.

### STRATEGIES TO MAXIMIZE CUSTOMER ENGAGEMENT

Understand your function's role in creating both economic and psychological value for customers.

Improve the customer experience by using customer journey maps to identify gaps and opportunities across the entire purchasing/use cycle.

### DEVELOP DATA-DRIVEN, GO-TO-MARKET STRATEGIES

Understand how your function can support the capabilities needed to successfully launch new offerings to the most attractive customer segments.

Learn how to differentiate a product or service to position your offering for the most attractive customer segments.



**JAGMOHAN  
S. RAJU**



**PATTI  
WILLIAMS**



**BOB  
MEYER**



**DON  
HUESMAN**



# LEADING WITH DATA & ANALYTICS

## Program Overview

As the volume of available business data expands, the winners in tomorrow's marketplace will be those who can generate insight from information. Yet, many leaders feel daunted by the sheer amount of data out there. Many others make the critical mistake of looking for patterns in the data they *have*, instead of framing productive questions to shape the data they *need*. Competency in this area is so lacking, a recent Gartner study predicted that by 2020, 80% of organizations will initiate deliberate development programs in data literacy.

**Many of the ideas, methods and principles that describe the best business data and analytics practices were pioneered by faculty at the University of Chicago Booth School of Business.** In this six-week program, participants learn how to “think data” the Booth way. They develop the critical and creative reasoning skills needed to frame a data analytics project, collaborate with data specialists, and ultimately make evidenced-based decisions that drive results – without sacrificing speed and agility.

### APPLY THE CHICAGO BOOTH APPROACH TO WIN IN THE MARKETPLACE

Develop the key ingredients of a powerful data analytics strategy: a specific business objective, well-developed theories, and a model that points the way to critical data and deep insight.

#### FRAME QUESTIONS TO GENERATE DATA-BASED INSIGHT

Identify specific objectives and related hypotheses to drive data analysis



**SANJOG MISRA**

#### AVOID BIASES IN INTERPRETING DATA

Sidestep the common pitfall of unconsciously bending data to support false assumptions and preconceptions



**JEAN-PIERRE DUBÉ**



**GÜNTER J. HITSCH**

#### TELL THE STORY OF THE DATA

Translate data-driven insights into actionable decisions and drive buy-in by delivering a compelling narrative.



**DEVIN G. POPE**





# LEADING EFFECTIVE DECISION-MAKING



Yale SCHOOL OF MANAGEMENT

## Program Overview

Leaders must make pivotal decisions while contending with an ever-expanding range of considerations within a quickly shifting landscape. This program prepares executives to confront complex decisions with confidence, adjust decision velocity to situational demands, and enable intelligent risk-taking.



### OVERCOME PSYCHOLOGICAL AND EMOTIONAL LIMITATIONS

Recognize how natural psychological tendencies and emotional influences revealed by the science of behavioral economics can derail decisions



PAUL BRACKEN



DAYLIAN CAIN



NATHAN NOVEMSKY

# LEADING INNOVATIVE CHANGE

## Program Overview

Entrepreneurial and competitive leaders must consistently ideate, innovate, and champion new ideas. In Leading Innovative Change, you will examine and apply proven frameworks and tools to capitalize on new opportunities to strengthen your competitive advantage. Berkeley-Haas professors, recognized worldwide for their forward-thinking research and thought leadership, guide you to innovate your business model and reinvigorate your leadership approach. You will strengthen your ability to foster innovation, transform your organization, drive new levels of growth, and sustain success through continual assessment and reinvention. Become a Change Agent.



Apply Berkeley's 4-phase cycle to your company's Innovative Process

Understand your role in the Innovation process and identify a project aligned to key priorities

Identify market-driven opportunities and internal innovation opportunities that drive clear ROI

Identify new service offerings wrapped around existing products, new market segments, or new internal processes

Understand the role of organizational culture in successful implementation of innovative ideas and how to successfully navigate culture

Overcome organizational resistance and blockers by developing a communications strategy based on effective storytelling

Understand, and take advantage of, your personal leadership style to lead innovative change more effectively

Create organizational momentum for innovative ideas by learning how to communicate the vision and generate enthusiasm



**SARA BECKMAN**



**JENNIFER CHATMAN**



**HENRY CHESBROUGH**



**JEROME ENGEL**



**DAVID RIEMER**

# 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.



**BILL  
KLEPPER**



**WILLIAM  
PIETERSEN**



**RITA  
MCGRATH**



**PETER  
MEOLA**

# LEADING THROUGH FINANCIAL EXCELLENCE

## Program Overview

In Leading Through Financial Excellence, MIT Sloan School of Management's elite faculty elevates non-financial leaders by giving them the concepts, language, and skills necessary to make important business decisions through a financial lens. Upon completing the certificate program, business leaders will be able to analyze, develop, and make the financial case for critical investments to senior-most management.

### MAKING THE BUSINESS CASE

Understand how to build a business case for an investment project, including demonstrating why the project is needed and its benefits.

### DEVELOPING PROJECT INVESTMENT PRO FORMAS

Acquire a framework for evaluating all incremental costs, cost savings, and/or revenues over the lifetime of an investment.

### SCENARIO ANALYSIS

Learn to identify assumptions and areas of risk, and apply these learnings to develop alternative scenarios, resulting valuations, and opportunities for generating real options.



**ANTOINETTE  
SCHOAR**



**PAUL  
ASQUITH**



**JAKE  
COHEN**





# LEADING OPERATIONAL EXCELLENCE

## Program Overview

Operations and non-Operations leaders, alike, must ensure that their organization's products and services meet or exceed their customer's expectations and that their business has the best working environment and processes. In Leading Operational Excellence, senior faculty from the MIT Sloan School of Management guide you through proven processes for innovating and systematizing product development, business procedures, and service design—from ideation and development to commercialization and ongoing product/service leadership. This high-impact program is highly applicable to a broad range of industries such as IT, Healthcare, Financial Services, Consumer Products, and Industrials. Transform your business.



Align operations to your company's business model

Understand value chain dynamics

Balance creativity and discipline

Reengineer processes to better serve your customer

Eliminate costly bottlenecks

Reduce costs by optimizing human capital allocation and inventory

Accurately measure operational performance

Create a culture of performance improvement

Effectively lead change

LEADERSHIP

Driving cross-functional collaboration and perspective



**CHARLES  
FINE**



**VIVEK  
FARIAS**



**ZEYNEP  
TON**

# SELLING THROUGH CUSTOMER CENTRICITY



## Program Overview

Enable sales leaders and professionals to increase revenue and accelerate growth by engaging in strategic customer-centric thinking. In today's market, traditional product and even solution selling approaches don't work. Instead, sales professionals require a deeper understanding of their customers, going beyond identifying their customer's direct needs to uncover what will make them successful, that is, to understand the needs of their customer's customers. Participants apply learnings to identify their highest-opportunity customers, determine how to strategically support them, and develop impactful sales plans that deliver improved value.

### LEAD DEEPER CONVERSATIONS THAT UNCOVER TRUE NEEDS

Map your customers' lifecycle journey from initial exploration through repurchase.

Uncover opportunities to develop a shared understanding of how to help your customers achieve their larger goals.

### PRIORITIZE YOUR HIGHEST- OPPORTUNITY CUSTOMERS

Segment your customers or channels to target those who offer the most opportunity based on market behaviors.

Define how to position yourself to these customers and identify gaps and opportunities across their purchasing/use lifecycle.

### BETTER ALIGN RESOURCES TO MEET CUSTOMER NEEDS

Translate customer insight into a plan of action to serve as a trusted advisor.

Explore multiple paths to growth, including considering incremental product or service improvements that create disproportionate value. Develop a compelling business case to mobilize support.



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S. RAJU**



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