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!

STRATEGY CONCEPTS

- Strategy vs. Planning
- The 4-Step Strategic Learning Cycle
- The Winning Proposition

STRATEGIC THINKING

- Line of Sight
- The Situation Analysis: “Outside-In” Thinking
- Strategic Choices

STRATEGIC IMPLEMENTATION

- Key Priorities and Closing the Gaps
- Organizational Priorities
- Continual Learning

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.
IMPLEMENTING WINNING STRATEGIES

Key Conceptual Models

✓ **The Strategic Learning Process**: Professor Willie Pietersen's four-step process for developing and executing strategy – Learn, Focus, Align, Execute.

✓ **Situation Analysis**: A structured approach to generating actionable insight that focuses on the “Five Areas of Inquiry” – Customers and Stakeholders, Competitors, Industry Dynamics, the Broader Environment, and the Organization's Own Realities.

✓ **Strategic Focus**: A decision-making process for defining where to compete and how to win the competition for value in that arena.

✓ **The Golden Rules**: Professor Pietersen's guidelines and related tactics for effective strategy implementation – Close the Gaps, Align the Business Systems, Develop a Leadership Message, and Overcome Resistance.

✓ **The Five Cs**: The characteristics essential to successful strategic leadership – Choices, Clarity, Change, Courage, and Compassion.
IMPLEMENTING WINNING STRATEGIES

Curriculum: Week by Week

<table>
<thead>
<tr>
<th>MODULE</th>
<th>LECTURES [VIDEOS]</th>
<th>KEY LEARNING</th>
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| One: Strategic Leading and the 5 Areas of Inquiry | • The Strategic Learning Process  
• Interpreting Industry Dynamics  
• Analyzing Customers and Competitors  
• The Power of Synthesis | Understand the core concepts of Strategy and how to complete the first steps of the Strategic Learning Cycle - conducting a Situation Analysis. |
| Video Lectures: 80 Minutes  
Assignments: 90 Minutes  
Live Virtual Events: 90 Minutes | | |
| Two: Making Choices and Winning at Value | • Serving External and Internal Customers  
• Defining Your Winning Proposition and Key Priorities  
• Maximizing Your Value-Cost Gap  
• The Arithmetic of Business & the 3 Bottom Lines | Distill strategic challenges and choices into a Winning Proposition and Key Priorities within the executive span of control. |
| Video Lectures: 60 Minutes  
Assignments: 90 Minutes | | |
| Three: Strategy Implementation: The Golden Rules | • Keys to Successful Implementation  
• Achieving Business System Alignment  
• Overcoming Resistance and Driving Momentum  
• The Five Cs | Identify organizational considerations that must be navigated for the successful implementation of a new Strategy. |
| Video Lectures: 80 Minutes  
Assignments: 90 Minutes  
Live Virtual Events: 90 Minutes | | |

* 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).
# IMPLEMENTING WINNING STRATEGIES

## Project Examples

<table>
<thead>
<tr>
<th>NAME</th>
<th>DESCRIPTION</th>
<th>PROJECTED BUSINESS IMPACT</th>
<th>PROJECTED FINANCIAL IMPACT</th>
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<tbody>
<tr>
<td>Exceptional HR Service Delivery</td>
<td>Because of a complex HR structure, an HR Manager with a consumer services company restructured her team to better align with the business strategy.</td>
<td>Increased Customer Loyalty/Satisfaction 75%</td>
<td>$100,000</td>
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<td>Good to Great</td>
<td>A Head of Service Delivery for a manufacturing company was able to work with internal stakeholders to discover common issues surrounding the company’s shared services center.</td>
<td>Increased Customer Loyalty/Satisfaction 20%</td>
<td>$5,000,000</td>
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<td>Omni-Channel Experience</td>
<td>With a high volume of expensive voice calls in their call centers, a Vendor Manager from an insurance institution invested in alternate channels for their associates to communicate with members.</td>
<td>Increased Efficiency 30%</td>
<td>$50,000</td>
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<td>Redeploying Assets</td>
<td>Because of an antiquated asset with limited ability to build more than one product, a Director of Sales for a manufacturing company re-deployed it after the product was discontinued to provide the business with additional return on investment.</td>
<td>Reduced Risk 10%</td>
<td>Currently Measuring</td>
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<td>Replacing Yesterday’s HR Technology</td>
<td>An Associate Vice President of HR Information Systems at a financial institution made the business case to replace her institutions 16-year-old systems to enable HR to meet the needs of employees and managers.</td>
<td>Increased Employee Productivity 40%</td>
<td>$500,000</td>
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