

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.

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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.

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Curriculum: Week by Week

MODULE

One: Strategic Leading and the 5 Areas of Inquiry

Video Lectures: 80 Minutes

Assignments: 90 Minutes

Live Virtual Events: 90 Minutes

Two: Making Choices and Winning at Value

Video Lectures: 60 Minutes

Assignments: 90 Minutes

Three: Strategy Implementation: The Golden Rules

Video Lectures: 80 Minutes

Assignments: 90 Minutes

Live Virtual Events: 90 Minutes

LECTURES [VIDEOS]

- The Strategic Learning Process
- Interpreting Industry Dynamics
- Analyzing Customers and Competitors
- The Power of Synthesis

- 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

- Keys to Successful Implementation
- Achieving Business System Alignment
- Overcoming Resistance and Driving Momentum
- The Five Cs

KEY LEARNING

Understand the core concepts of Strategy and how to complete the first steps of the Strategic Learning Cycle – conducting a Situation Analysis.

Distill strategic challenges and choices into a Winning Proposition and Key Priorities within the executive span of control.

Identify organizational considerations that must be navigated for the successful implementation of a new Strategy.

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Project Examples

NAME	DESCRIPTION	PROJECTED BUSINESS IMPACT	PROJECTED FINANCIAL IMPACT
Exceptional HR Service Delivery	Because of a complex HR structure, an HR Manager with a consumer services company restructured her team to better align with the business strategy.	Increased Customer Loyalty/Satisfaction 75%	\$100,000
Good to Great	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.	Increased Customer Loyalty/Satisfaction 20%	\$5,000,000
Omni-Channel Experience	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.	Increased Efficiency 30%	\$50,000
Redeploying Assets	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.	Reduced Risk 10%	Currently Measuring
Replacing Yesterday's HR Technology	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.	Increased Employee Productivity 40%	\$500,000