

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.



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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.
- ✓ **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.

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Curriculum: Week by Week

MODULE

One: Leading and Strategic Learning

Video Lectures: 92 Minutes
Assignments: 45 Minutes

Two: Situation Analysis – Five Areas of Inquiry

Video Lectures: 88 Minutes
Assignments: 120 Minutes
Live Virtual Events: 90 Minutes

Three: Marketbusting: Creating New Opportunities

Video Lectures: 81 Minutes
Assignments: 60 Minutes

Four: Innovation Process and Winning at Value

Video Lectures: 92 Minutes
Assignments: 90 Minutes
Live Virtual Events: 90 Minutes

Five: Strategy Implementation – The Golden Rules

Video Lectures: 75 Minutes
Assignments: 90 Minutes

Six: Overcoming Resistance and Leading Change

Video Lectures: 87 Minutes
Assignments: 90 Minutes
Live Virtual Events: 90 Minutes

LECTURES [VIDEOS]

- The Key Questions Strategy Must Answer
- The Winning Proposition
- The Strategic Learning Model
- The Difference between Strategy and Planning
- Leadership Styles

- Learning through the Situation Analysis
- Analyzing Customer Needs
- Analyzing Competitors
- Interpreting Industry Dynamics
- Leadership Dimensions

- Marketbusting Strategies
- Transform Your Customer's Experience
- Transform Your Offerings and Their Attributes
- Redefine Key Metrics
- Exploit Industry Shifts

- Discovery Driven Planning
- Achieving Healthy Disengagement
- How to Make Your Strategic Choices
- Intel and the Parmenides Fallacy
- Define Your Key Priorities

- Define the Gaps
- Outline Business System Alignment
- Recognize Your Role in Changing an Organization's Culture
- Curse of Success
- Managing to Three Bottom Lines

- Anticipating and Addressing Obstacles & Barriers
- Delay and Resistance Analysis Table
- Developing The Leadership Message
- The 5 C's
- DVP Model
- The Corporate Credo

KEY LEARNING

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.

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.

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.

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.

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.

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-Requirement Work (90 minutes) and Final Presentation at end of program (90 minutes).

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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

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Faculty Bios



WILLIAM KLEPPER

Professor of Management

Professor William Klepper is the academic director of Columbia's Executive Education program. He's worked on custom programs for a number of corporations, including AT&T, Chase, DuPont, and General Electric.



WILLIAM PIETERSEN

Professor of the Practice of Management

For more than 20 years, Professor William Pietersen served as the CEO of multibillion-dollar businesses such as Lever Foods, Seagram USA, Tropicana, and Sterling Winthrop's Consumer Health Group. His top-selling book Strategic Learning is widely applied within Columbia's executive education programs.



RITA MCGRATH

Professor of Strategy

Professor Rita McGrath is a globally recognized expert on innovation and growth strategies, with an emphasis on corporate entrepreneurship. Her work and ideas help senior leaders chart a pathway to success in rapidly changing and volatile environments.



PETER MEOLA

Professor of Executive Education

Adjunct Professor Peter Meola has more than 25 years of senior executive experience at multinational businesses, including The Seagram Company, Tropicana, ExxonMobil, and British Petroleum. His primary research areas are leadership of organizational culture and strategic learning as a leadership process.