

VISTAGE EXECUTIVE LEADERSHIP PROGRAM

In Collaboration with Stanford Graduate School of Business

STANFORD
BUSINESS

GRADUATE
SCHOOL OF

Executive
Education

VISTAGE

CHALLENGE
THE STATUS QUO.

INNOVATE
FOR SUCCESS.

GROW
YOUR BUSINESS.

Learn and apply strategies from distinguished thought
leaders through the power of the Vistage experience.



Sam Reese

CEO, VISTAGE WORLDWIDE

“Imagine if we could connect the latest leadership theories and concepts from today’s best business gurus and then intertwine them with a Vistage experience. Vistage is collaborating with Stanford Graduate School of Business to work together in building a new model of executive learning. The Vistage Executive Leadership Program will be our first venture together in the quest for better ways to bring theories into action.”



David Weinstein

ASSOC. DEAN, EXEC. EDUCATION
STANFORD GRADUATE SCHOOL
OF BUSINESS

“We are excited to collaborate with Vistage on an innovative online program for their members. This unique offering allows CEOs to continue to meet their leadership demands while applying their learnings from Stanford Graduate School of Business faculty to make an immediate impact on their organizations.”



“I wanted to **think bigger** and focus on being a **more strategic leader**. The Vistage Executive Leadership program has helped me dial in our strategy and really **find my growth mentality**.

Since applying the learnings to our business, one of our countertop providers did **over \$5 million of business**, generated 5,000 leads and saw a 21% higher ticket price than in-store purchases through our software alone. Additionally, we just signed our first national bathroom remodeling company deal.”



Frank Sciarrino

MANAGING PARTNER, QUOTE COUNTERTOPS
COO, EUROPEAN WHOLESALE COUNTERTOPS
VISTAGE MEMBER SINCE 2015

“What I learned in just a year has **changed the way I do business.**”

VISTAGE EXECUTIVE LEADERSHIP PROGRAM

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Program Overview

The Vistage Executive Leadership Program is a 12-month immersion in strategic thinking and innovation strategy and is specifically designed for and exclusively available to Vistage CEO members.

With a unique combination of online self-paced learning, live webinars with Stanford faculty, and monthly workshops facilitated by expert Vistage Chairs, the program focuses on immediately applying the material to the transformation of the strategic management and growth trajectory of a member's business. The cohort structure of the program provides additional support and accountability from similarly motivated and focused CEO peers.

Who is best suited for this program?

This program is designed specifically for growth-minded CEO members who want to take a deep dive into evaluating their organization's strategy, structure and story.

It is best suited for leaders:

- Seeking to refresh / sharpen their strategic thinking skills
- Experiencing disruption to their business model
- Seeking transformative change to spur growth in their company
- Growing at a pace where the current strategic framework is no longer working

*This program does not require prerequisites or a prior degree to enroll.

How it Works

The Vistage Executive Leadership Program consists of three (3) Stanford online courses and ten (10) workshops, offered as either an in-person or virtual group experience.

- **Strategic Leadership** by Professor William Barnett and Professor Jesper Sorensen
- **Designing Organizations for Creativity and Innovation** by Professor Sarah Soule
- **The Innovation Playbook** by Professor Jennifer Aaker

Each course is organized as eight (8) individual one-week modules spread over 12 weeks, with two live webinars per course (6 total). These are supplemented by a program kickoff workshop and three workshops per course which focus on applying course concepts.

Upon completion, you will earn a Certificate (but no college credit) and be invited to the annual Vistage celebration day on Stanford's campus.



William P. Barnett

THE THOMAS M. SIEBEL
PROFESSOR OF BUSINESS
LEADERSHIP, STRATEGY, AND
ORGANIZATIONS

William Barnett studies competition among organizations and how organizations and industries evolve globally. He is best known for his work on “Red Queen Competition,” where firms learn from competition and so become stronger competitors over time.

<https://www.gsb.stanford.edu/faculty-research/faculty/william-barnett>



Jesper B. Sørensen

THE ROBERT A. AND ELIZABETH
R. JEFFE PROFESSOR AND
PROFESSOR OF ORGANIZATIONAL
BEHAVIOR

Jesper B. Sørensen specializes in the dynamics of organizational and strategic change, and their implications for individuals and their career. His research on firm outcomes has focused on the impact of organizational structure and culture on organizational learning, performance and innovation.

<https://www.gsb.stanford.edu/faculty-research/faculty/jesper-b-sorensen>

STRATEGIC LEADERSHIP

Why are some companies more competitive than others? To be successful, a manager must be able to diagnose the reasons behind successes and failures — effectively improve performance in the future. This course helps managers learn to think strategically: how to identify opportunities and challenges, how to develop a viable course of action, how to formulate a strategy, and how to execute strategy so that their employees are guided and motivated to achieve success. Our goal in this course is to hone your strategic thinking skills so that this thought process becomes second nature.

COURSE CONCEPTS:

- Improving your strategic thinking skills: to identify opportunities and challenges, develop a viable course of action, and formulate a strategy
- Enriching your ability to shape the context for strategic execution through the levers of organizational design and leadership
- Strengthening your ability to lead through strategic change and motivate your employees to achieve success

“This course helped me scale my company. I’ve updated my strategic plan and everyone is on board. It is now part of our hiring process, so each new hire knows where we are going, why and how we are going to get there.”

Sandra James
CEO PRIVATE EYE, INC.
VISTAGE MEMBER SINCE 2016





Sarah Soule

THE MORGRIDGE PROFESSOR OF
ORGANIZATIONAL BEHAVIOR AND
SENIOR ASSOCIATE DEAN FOR
ACADEMIC AFFAIRS

Sarah A. Soule is the Morgridge Professor of Organizational Behavior at the Graduate School of Business. Her major areas of interest are organizational theory, social movements, and political sociology. She has written two recent books, the first with Cambridge University Press, entitled *Contention and Corporate Social Responsibility*, and the second with Norton, called *A Primer on Social Movements*.

<https://www.gsb.stanford.edu/faculty-research/faculty/sarah-soule>

ORGANIZATIONAL DESIGN

Designing Organizations for Creativity and Innovation focuses on a framework for thinking about the organizational ecosystem, and how we can use a human-centered design process to effectively diagnose the causes of very common organizational problems (e.g., lack of coordination and trust between units, shortage of time for creative thinking, and loss of top talent). In this course, you will study the interplay among formal structure, routines, informal networks and culture in shaping organizational performance, change, innovation, and employment engagement.

COURSE CONCEPTS:

- Understanding organizational dynamics and connecting these to organizational strategy
- Driving innovation, creativity, and employee engagement via organizational design
- Using a design thinking approach to diagnose managerial problems
- Using a design thinking approach to build an innovative culture

“The Organizational Design course helped me clearly define and live my values to the point that a stand-out employee recently said, ‘I came here for the job, but I am staying because of the family.’”

Mike Mahon
CEO, ZIA CONSULTING, INC..
VISTAGE MEMBER SINCE 2015





Jennifer Aaker
THE GENERAL ATLANTIC
PROFESSOR OF MARKETING

A social psychologist, Jennifer Aaker is The General Atlantic Professor of Marketing at Stanford University's Graduate School of Business. Her research focuses on the psychology of time, money and happiness — specifically, how people choose to spend their time and money — and when and why those choices are associated with lasting value.

<https://www.gsb.stanford.edu/faculty-research/faculty/jennifer-lynn-aaker>

INNOVATION PLAYBOOK

Innovation Playbook is designed to give leaders the tools to highlight their own signature stories in a way that can provide value to their companies and in people's lives. You'll leave with the ability to curate, craft, and tell stories effectively — and to harness storytelling to drive growth.

COURSE CONCEPTS:


- Demonstrate how leaders use signature stories to build high performing teams and companies
- Share best practices by CEOs and leaders from companies like Salesforce, Nike, Pixar, and Tory Burch to illuminate how to harness storytelling as an asset
- Develop an Innovation Playbook — a digital, dynamic, living sketch of your company's future — and the story of how you plan to get there

“The Innovation Playbook course led me to create a new innovation that reduced the lead time on getting quotes. This allowed me to respond to a critical customer in time and win the account.”


George Whitehill
CEO, ADVANCED MATERIALS SOLUTIONS.
VISTAGE MEMBER SINCE 1997



PROGRAM EXPERIENCE: IN-PERSON GROUP

Cohort Details	
	 IN-PERSON GROUP
Upcoming cohorts	January 2020
Courses (8 modules/course)	Strategic Leadership
	Designing Organizations for Creativity and Innovation
	The Innovation Playbook
Group size	8 - 12
Stanford webinars	6 (2 per course)
Vistage workshops	10
Workshop length	4 hours
Capstone experience	On Stanford's campus
Cost	\$16,500

PROGRAM EXPERIENCE: VIRTUAL GROUP

Cohort Details	
	 VIRTUAL GROUP
Upcoming cohorts	January 2020
Courses (8 modules/course)	Strategic Leadership
	Designing Organizations for Creativity and Innovation
	The Innovation Playbook
Group size	8 - 12
Stanford webinars	6 (2 per course)
Vistage virtual workshops	10
Workshop length	2 hours per workshop
Subgroups working in triads	2 hours per meeting
Group kickoff meeting	In-person; San Diego, CA (full day)
Capstone experience	On Stanford's campus
Cost	\$16,500



WHAT VISTAGE PARTICIPANTS ARE SAYING

“I am learning how having a defined strategy can help my team get behind our goals and implement allowing us to scale quickly.”

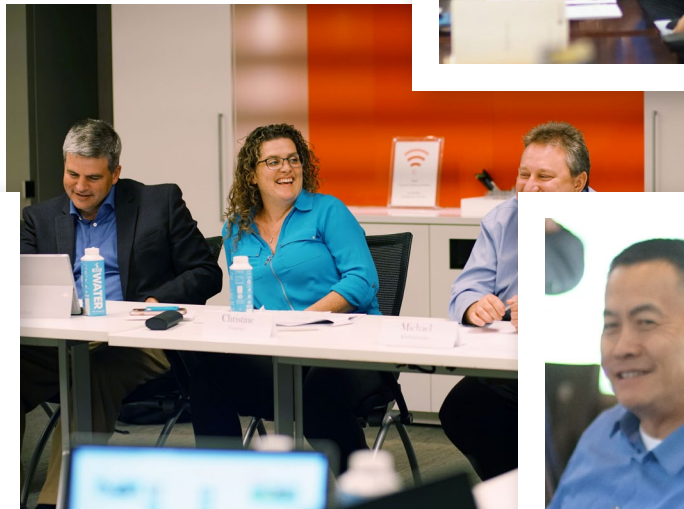
“I simplified our strategic planning, going from 34 strategic initiatives to focusing on five in order to truly accomplish our strategy and increase the profitability and market share of our company.”

“I struggled with how to innovate in an industry where we typically respond to ideas by our customers versus creating the ideas ourselves. I have a better idea of how to begin to be a creator versus a responder.”

“I was able to apply strategy and innovation to come up with a complete game plan that we were able to take to market during the course.”

“The concept of value creation vs. value capture has allowed me a language to understand theoretically why different firms in my industry make radically different profit margins.”

“The Innovation Playbook course helped me craft and deliver a presentation in front of 80 corporations. I was able to tie in memorable company, leadership and personal stories to reach and connect to my audience.”



ABUNDANCE PERSPECTIVE
BUSINESS FOCUS
INNOVATION
THOUGHT LEADERS
VISTAGE DECISIONS
OPPORTUNITY
INTEGRITY PROGRAM
MANAGEMENT DEVELOPMENT
STANFORD STRATEGY
JUDGMENT EDUCATION
STORYTELLING **GROWTH** DEDICATED
CLARITY EXPERTISE DEVELOP
ENDURING VALUE

RESULTS

FREQUENTLY ASKED QUESTIONS

How will this impact my Vistage group?

The program does not replace your existing Vistage group and financial commitments. It is a distinctive value-add offering for a select group of CEO members as a complement to your Vistage group.

What do members get for completing the program?

Members who complete the program will receive a Stanford Certificate of Completion signed by the Associate Dean of the Graduate School of Business and Sam Reese, Vistage CEO.

When and where is the program offered?

2020 marks the fourth consecutive Vistage Executive Leadership Program cohort. Additional cohorts and markets continue to be added. Refer to www.vistage.com/stanford for a complete list of in-person 2020 cohort markets available. A virtual group option is also available to members who are not in a market with an in-person cohort.

What is the time commitment required per week for members?

Each course consists of eight individual one-week modules with a deliverable. Catch-up weeks are inserted at natural points throughout the course to reflect the busy lives of active executives. Typical members spend approximately five hours per week on the course material.

How do members apply?

Complete the interest form at www.vistage.com/stanford.





Learn more: www.vistage.com/stanford.



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VISTAGE