

VISTAGE EXECUTIVE LEADERSHIP PROGRAM



STRATEGIC LEADERSHIP

Why are some companies more competitive than others? To be successful, a leader must be able to diagnose the reasons behind successes and failures — effectively improving performance in the future. This course helps leaders 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 their strategy so employees are guided and motivated to achieve success. The goal of this course is to hone your strategic thinking skills so that this thought process becomes second nature.

Why should you enroll?

In this course, you will:

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

COURSE FACULTY



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.



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.

“ The **Strategic Leadership course** gave me the tools to help me scale and inject routines into the startup company that I was brought on to make more profit-driven. I realized that it was time for me to use these frameworks to create my own business from scratch and assemble a group of people to develop the architecture, routines and culture that will define our strategy, execute it, and iterate through it. ”



Sherrie Simmons, Founder and CEO, Simms Solutions
Vistage Executive Leadership Program 2018



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At a glance:



2023 COURSE SCHEDULE

MAY 2 - JUNE 30



Group Size
8-12 members



Time Commitment
5-6 hours per week
for course materials,
assignments and virtual
workshops



Cost
\$7,500

COURSE OVERVIEW

Duration: Eight (8) one-week modules (8 weeks total).

Course Format: Self-paced, online learning with two (2) live sessions: a live kick-off session with Stanford course facilitators and a course finale live session with Stanford GSB faculty.

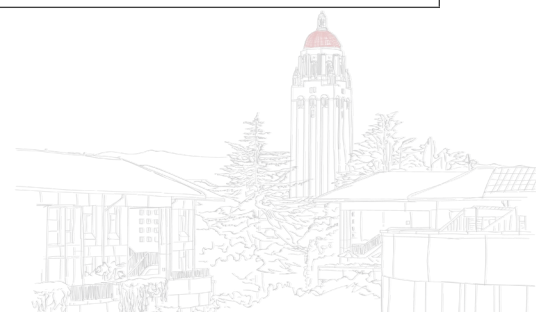
Workshops: Weekly or bi-weekly virtual group workshops with a Vistage Chair facilitator to discuss learnings and focus on immediately applying the course concepts.

Certificate: Members receive a Stanford Certificate of Completion.

MODULES	TOPICS	SPECIFICS
Program Overview and Orientation	<ul style="list-style-type: none">Program OverviewKeys to Success	General introduction to the course and sharing with members that they will find three courses in this program: Strategic Leadership, Designing Organizations for Creativity and Innovation, and Power of Story
Introduction	<ul style="list-style-type: none">Course Introduction	Setting up the focus of the course with the following key topics: <ul style="list-style-type: none">Improving your strategic thinking skills: your ability to diagnose and evaluate a firm's strategyEnriching your ability to shape the context for strategic execution through the levers of organizational design and leadershipStrengthening your ability to lead through strategic change
Module 1: Discovering	<ul style="list-style-type: none">What is Strategy?The Strategic PlanApple Case StudySensemaking and Discovery	<ul style="list-style-type: none">Describe the strategy formation process and identify strategic emergence.Explore sensemaking as a function of leadership in the strategy process.Describe the value of strategic planning for both external and internal audiences.Define key strategic concepts.
Module 2: Understanding Firm Performance	<ul style="list-style-type: none">The Question Every Strategic Leader Should AskTeam Discussion: Social and Economic ValueCreating and Capturing Economic ValueShimano Case Study	<ul style="list-style-type: none">Explain the difference between mission and strategy, and how they relate to the types of value that organizations create.Provide a definition of economic value creation and the concepts of willingness to pay and opportunity cost.Explain the reasons why organizations might not capture the value they create, and who might capture the value instead.Describe and give examples of the four primary obstacles to capturing value.

To learn more or enroll, visit: vistage.com/stanford | 2023 Enrollment closes April 7, 2023

MODULES	TOPICS	SPECIFICS
Module 3: Sources of Advantage	<ul style="list-style-type: none"> Value Creation Advantage Positioning Advantage Bargaining Advantage 	<ul style="list-style-type: none"> Define a value creation advantage and explain how it contributes to securing an organization's economic prosperity. Explain how the concept of a value creation advantage relates to the tradeoff between cost and perceived quality. Describe the notion of a positioning advantage, and explain how it allows an organization to capture a greater share of the value it creates. Provide examples. Articulate the conditions under which organizations might find themselves having a bargaining advantage or disadvantage with their buyers or suppliers.
Module 4: Delivering on Capabilities	<ul style="list-style-type: none"> Organizational Capabilities Team Discussion: PARC SM Entertainment Managing Capabilities 	<ul style="list-style-type: none"> Identify organizational capabilities. Evaluate a company's organization using the PARC Framework. Describe the alignment between a company's organizational capabilities and its strategy. Identify competency traps and determine how to correct them.
Module 5: Network Effects and Marketplaces	<ul style="list-style-type: none"> Intrinsic & Network Benefits Marketplaces Technology Platforms 	<ul style="list-style-type: none"> Explain the difference between intrinsic benefits and network benefits, and give examples of products or services with varying proportions of the two. Assess whether a firm's claim to benefit from network effects is reasonable, and evaluate how important demand-side increasing returns are likely to be to the success of the product. Give examples of two-sided marketplaces, and explain the unique dynamics of network effects in such settings. Discuss the unique strategic concerns that an operator of a two-sided marketplace might face. Define and give examples of a technology platform, and explain the role of indirect network effects on such platforms. Give examples of the strategic implications of indirect network effects for the operator of technology platforms.
Module 6: Innovation	<ul style="list-style-type: none"> The Source of Genius Qualcomm Case Study Exploration and Exploitation Team Discussion: Industry Innovation 	<ul style="list-style-type: none"> Describe the connection between failure and innovation. Explain the difference between an exploration strategy and an exploitation strategy. Develop a plan to increase non-consensus innovations. Define the VSR framework.



MODULES	TOPICS	SPECIFICS
Module 7: Strategy Formulation	<ul style="list-style-type: none"> • The Filtering Challenge • Productively Debating Strategic Alternatives 	<ul style="list-style-type: none"> • Explain why filtering between different strategic proposals and innovative ideas is a core leadership challenge and describe why idea creators care about the process and standards by which ideas are chosen. • Discuss the consequences for the strategy formulation process of failing to manage the filtering challenge successfully. • Explain why focusing on what has to be true is a more effective approach to debating strategic alternatives.
Module 8: Strategic Change	<ul style="list-style-type: none"> • Leading Amidst Change • Seagate Case Study • Final Project 	<ul style="list-style-type: none"> • Explain why discontinuous changes in technology are difficult for organizations. • Describe what makes a change disruptive to an organization. • Describe the sources of structural inertia in organizations. • Explore how the difficulty of strategic change depends on the logic of a firm's strategy. • Develop recommendations for improving your organization's existing strategy • Apply concepts, frameworks, and skills that you've learned in this course to your own organization.

