

Aligning Strategy, Leadership, and Culture: Keys to Competitive Advantage

March 28-April 2, 2010
September 12-17, 2010



Program Objectives

Aligning Strategy, Leadership, and Culture prepares you to view your organization as a strategic entity driven by an articulated strategic direction. You will acquire a big-picture view of your organization and your role in it. You'll learn how to establish a common sense of focus and purpose that drives commitment, cooperation, and performance. You will learn to think in the mindset of your superiors, better understand their perspective, and be able to anticipate and deliver in the manner most useful to your organization.

Program Benefits

This program prepares you to effectively deal with the multi-faceted complexities of leading today's organizations. Faculty leaders will have you step back and take a global view of your job where you will confront the broad shifts impacting the business. Then you will break down your role into components of strategic, interpersonal, and execution. You will acquire the self-awareness to understand personal motivation and how to engage and impact others. Personal growth is achieved as you develop the insight to lead with integrity and in harmony with your personal values. Specifically, you will be equipped to:

- Develop a strategy and align the organization to perform
- Uncover and capitalize on emerging market and business opportunities
- Grow and develop core capabilities and operational focus to compete in ever-changing markets
- Assess your organizational culture and the propensity for change
- Use organizational culture to positively affect performance and behavior in others
- Implement best processes for leading change
- Create high-performing teams
- Strengthen your leadership effectiveness

Value Created for You and Your Company

Research Instrument—Through a unique assessment tool that uses data provided by your colleagues, you receive candid, objective assessment of your current organizational and leadership environment. The Strategy, Leadership, Culture Questionnaire (SLCQ®) is a simple but powerful process that measures 18 critical dimensions of organizational effectiveness.

Feedback from the instrument and coaching by the faculty provide important personal and organizational insight that, when combined with new perspectives and tools, form the basis of real change.

Simulation—The Strategic Management Game is a computer-based business simulation that gives you the opportunity to operate a company in a competitive environment. Simulation is a powerful method to give hands-on practice with the program concepts, fact-based analysis, and teamwork. You'll work in groups to assess marketplace needs, develop a market strategy, determine operational plans to implement the strategy, and interpret feedback on the success of your decisions both in terms of market share and financial results.

Action Plan—Throughout the program, you will assimilate all you've learned from faculty, combined with networking dialogue, and prepare the beginning of an actionable plan that will enable you to have a conversation with your boss and other stakeholders about direction and strategic imperatives. Following the program, you will continue to have access to your networks of fellow participants and faculty to maintain the momentum for change.

Program Content

➤ Strategic Leadership

- Assessing the external environment
- Setting direction for your organization
- Managing cycles of change
- Enhancing leadership effectiveness
- Encouraging flexibility and creativity

➤ Enhancing People Systems

- Leadership roles and responsibilities
- Team-building methods and procedures
- Building motivation and reward systems

➤ Implementing Change

- Enacting organizational models in a global environment
- Assessing organizational vision
- Translating strategic intent into action

Faculty Leaders

A top-tier faculty group, including a Top 10 leadership coach, will provide models and frameworks to help you transform vision into an action plan for results. Planned faculty include:

Dr. Virginia M. Tucker, Associate Professor of Business and Senior Executive Education Consultant, The Smeal College of Business, Penn State

Dr. Albert A. Vicere, Executive Education Professor of Strategic Leadership, The Smeal College of Business, Penn State

Dr. Craig M. McAllaster, Professor of Management and Dean of the Crummer School, Rollins College

Program Dates

March 28-April 2, 2010

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Who Should Attend

This program is designed for those charged with creating and implementing business strategy, organizational capability, and talent development. Past participants have been senior managers or directors in large companies; and senior managers thru VP-level in small companies. Middle to upper-middle level general or functional managers in large companies will benefit also. The participant may or may not have direct reports but is in a position of strategic influence in the enterprise or business unit.

Note to Government Professionals: This program fulfills much of the Executive Core Qualifications (ECQ) required for Senior Executive Service.

Program Hosts

Penn State Executive Programs is a world leader in developing competencies for leadership excellence. A broad portfolio of general and functional management programs is focused on creating value for the individual and the organization through knowledge that fosters best business practices and growth. We are consistently ranked among the world's best executive education providers by numerous major publications.

“Without hesitation, the most thorough and useful presentation of leadership material of any executive seminar I have attended. I would wholeheartedly recommend all leaders and aspiring leaders attend. The entire Penn State experience was outstanding!”

—Bruce Berinato, Associate Director for Contracting,
U.S. Army Tank Automotive and Armaments Command
Armament Research Development and Engineering Center

Fees

The program fee for Aligning Strategy, Leadership, and Culture: Keys to Competitive Advantage is \$7,950. This includes all instructional materials, private room accommodations, and meals.

We support team participation to maximize the impact of learning. Teams of three or more receive significant savings. Please call for details on all of our special participation options.

We accept MasterCard, Visa, Discover, and American Express.



Location

This four-day program will be conducted at the Penn State University Park campus in State College, Pennsylvania. Participants stay at the historic Nittany Lion Inn adjacent to our private, modern executive education facilities.

Related Programs

➤ Executive Management Program

The hallmark of our leadership portfolio provides a framework for making strategic decisions that impact the organization. It holistically integrates the knowledge, vision, and processes required of a senior executive to set business objectives and achieve results.

<http://www.smeal.psu.edu/psep/emp.html>

➤ Developing Managerial Effectiveness

Develops a broad organizational perspective for middle managers charged with setting and implementing business plans that look beyond the confines of the department.

<http://www.smeal.psu.edu/psep/dme.html>

➤ Executive Program for Women Leaders

Participants learn essential beliefs, behaviors, and techniques that result in greater visibility as well as overall confidence and competence as business leaders.

<http://www.smeal.psu.edu/psep/epwl.html>

➤ The Enterprise Technology Strategist: Aligning IT and Business Strategies

This program delves into all aspects of IT and organizational alignment—from strategy and infrastructure issues to those surrounding external alliances and partnerships.

<http://www.smeal.psu.edu/psep/ets.html>

Registration

Class size is limited. Reserve space via phone or e-mail (Phone: 814-865-3435; Toll Free: 800-311-6364; FAX: 814-865-3372; E-mail: psep@psu.edu). Then apply online at <http://php.smeal.psu.edu/psep/apply/>