

Aligning Strategy, Leadership, and Culture

Keys to Competitive Advantage



Developing Leaders. Delivering Results.
www.smeal.psu.edu/psep

April 28- May 3, 2013 and September 22 - 27, 2013

Program Objectives

Aligning Strategy, Leadership, and Culture is designed for leaders charged with creating and implementing strategy. It provides you with the integrated management perspective to maximize the performance of your organization. You will learn how the forces of culture impact performance and hone leadership skills that establish a common sense of purpose that drives commitment and cooperation. Specifically, the program prepares you to critically assess and respond to the changing environment and marketplace, grow and develop core capabilities and operational focus to compete, build capability through global networks of employees, partners, and suppliers, understand how financial performance affects process and operations in an organization and communicate, motivate, and empower talent to implement strategic changes.

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 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. Specifically, you will be equipped to:

- Develop a strategy and align the organization to perform
- Uncover and capitalize on emerging market and business opportunities

Program Content

Strategic Leadership

- Assessing the external environment
- Business modeling and innovation
- 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

Strategic Finance

- Creating value
- Evaluating success through the numbers
- Acquiring levers for enhancing performance

Register for this Program

Reserve your place by phone or e-mail, and then complete your registration online at www.smeal.psu.edu/psep. Registrations are requested a minimum of six weeks prior to the start of the program.

Phone: 1-800-311-6364

E-mail: psep@psu.edu

Program Benefits (cont'd)

- 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 two assessment tools that use 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. The second tool provides a focused look into the organizational climate specific to the participant's immediate sphere of influence. Feedback from the instruments combined with coaching by the faculty provide important personal and organizational insight that, when armed with new perspectives and data, form the basis of real change.

Change Leadership Simulation — You will apply concepts discussed about the process of change through a computer-based simulation that has you determine the appropriate tactics and timing of them in order to lead a successful change initiative. This is an extremely powerful tool that provides intense learning in a short period of time.

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.

Faculty Leaders

A premier 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. Carlo Ninassi, Program Faculty Director, Associate Professor of Practice - Strategy & Innovation, Executive Programs, Smeal College of Business, Penn State

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

Ms. Maria Taylor, Managing Director of Executive Programs, Smeal College of Business, Penn State

Mr. Kenneth Pasch, Instructor in Accounting, Smeal College of Business, Penn State

Mr. Jason Lewis, Management Consultant, ExperiencePoint

Location

This five-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.

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.

Penn State Executive Programs

Open the doors to transformational learning experiences with Penn State. We work with organizations and leaders from around the world to help shape strategies and practices that fuel competitive advantage and business success. We link strategic understanding with powerful ideas about how decisions affect overall corporate performance.

Each program in our diverse portfolio offers:

- Learning experiences that pair practical action learning and coaching with new knowledge, tools, and perspectives;
- Exposure to leading faculty and practitioner executives with extensive experience working with business professionals;
- Deeper exploration of critical topic areas with examples of how organizations around the world are addressing challenges now;
- Focus on successfully applying concepts to meet the needs of your unique situation.

Penn State Executive Programs also partners with organizations to develop custom learning initiatives and to address critical strategic business challenges. Please reach out to discuss how we can work with you.

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