IMPLEMENTING WINNING STRATEGIES

Program Overview

This 3-week program, delivered by top Columbia professor Willie Pietersen, is targeted to the senior manager populations while adopting the overarching theme of “unity of action.” It delivers both the fundamentals of strategy creation and the keys to successful execution.

STRATEGY CONCEPTS

- Strategy vs. Planning
- The 4-Step Strategic Learning Cycle
- The Winning Proposition

STRATEGIC THINKING

- Line of Sight
- The Situation Analysis: “Outside-In” Thinking
- Strategic Choices

STRATEGIC IMPLEMENTATION

- Key Priorities and Closing the Gaps
- Organizational Priorities
- Continual Learning

William Pietersen

Professor of the Practice of Management

Willie brings a unique mix of real world experience and thought leadership to his work with corporations and executives around Strategic learning and change. Willie served as the CEO of Lever Foods, Seagram USA, and Tropicana and has advised Deloitte, Exxon Mobil, Novartis, and SAP among others during his Columbia tenure. His latest book Strategic Learning, develops the principles and application tools for the Strategic Learning Process, a unique framework for creating and implementing breakthrough strategies.
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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.

✓ **Situation Analysis:** A structured approach to generating actionable insight that focuses on the “Five Areas of Inquiry” – Customers and Stakeholders, Competitors, Industry Dynamics, the Broader Environment, and the Organization’s Own Realities.

✓ **Strategic Focus:** A decision-making process for defining where to compete and how to win the competition for value in that arena.

✓ **The Golden Rules:** Professor Pietersen’s guidelines and related tactics for effective strategy implementation – Close the Gaps, Align the Business Systems, Develop a Leadership Message, and Overcome Resistance.

✓ **The Five Cs:** The characteristics essential to successful strategic leadership – Choices, Clarity, Change, Courage, and Compassion.
# IMPLEMENTING WINNING STRATEGIES

## Curriculum: Week by Week

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<th>MODULE*</th>
<th>LECTURES [VIDEOS]</th>
<th>KEY LEARNING</th>
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| **One: Strategic Leading and the 5 Areas of Inquiry** | - The Strategic Learning Process  
- Interpreting Industry Dynamics  
- Analyzing Customers and Competitors  
- The Power of Synthesis | Understanding the core concepts of strategy and how to complete the first steps of the Strategic Learning Cycle - conducting a Situation Analysis |

Assignments: 60 Minutes  
Live Virtual Events: 60 Minutes

| **Two: Making Choices and Winning at Value** | - Serving External and Internal Customers  
- Defining Your Winning Proposition and Key Priorities  
- Maximizing Your Value-Cost Gap  
- The Arithmetic of Business & the 3 Bottom Lines | Distill strategic challenges and choices into a Winning Proposition and Key Priorities within the executive span of control. |

Assignments: 90 Minutes  
Live Virtual Events: 120 Minutes

- Achieving Business System Alignment  
- Overcoming Resistance and Driving Momentum  
- The Five Cs | Identify organizational considerations that must be navigated for the successful implementation of a new strategy. |

Assignments: 90 Minutes  
Live Virtual Events: 60 Minutes

* Module = 1 Week

NOTE: Orientation Pre-Requisite Work (90 minutes) and Final Presentation at end of program (90 minutes).