



Strategy Execution

Syllabus

Strategy Execution equips current and aspiring managers with the tools, skills, and frameworks to allocate resources, measure performance, manage risk, and successfully implement strategy. This course features adaptations of award-winning, best-selling Harvard Business School case studies, as well as opportunities to engage with peers in team discussions. Participants will explore common challenges that prevent or derail execution and learn how to design systems and structures that meet their organization’s strategic objectives.

Modules		Leaders Interviewed	Takeaways	Key Exercises
Module 1	Managing the Tensions of Strategy Execution	<ul style="list-style-type: none"> Meghna Modi, Managing Director at Go Mobile 	<ul style="list-style-type: none"> Understand the various tensions managers face as they implement strategy Implement a framework for managing those tensions effectively 	<ul style="list-style-type: none"> Analyze your organization’s approach to managing common organizational tensions Identify strengths and deltas in your organization’s approach to executing strategy
Module 2	Aligning Job Design to Strategy	<ul style="list-style-type: none"> Denise Montgomery, Mary Kay Independent Sales Director 	<ul style="list-style-type: none"> Optimize the design of key jobs and align them to strategy 	<ul style="list-style-type: none"> Analyze a job using the Job Design Optimization Tool (JDOT) Recommend a set of job design improvements
Module 3	Energizing Employees to Execute Strategy	<ul style="list-style-type: none"> Tom Polen, CEO and President of Becton Dickinson David Rodriguez, EVP and Global Chief Human Resources Officer at Marriott 	<ul style="list-style-type: none"> Apply techniques to spur high performance and creativity among employees Create core values that inspire and guide employees through difficult decisions 	<ul style="list-style-type: none"> Identify ways to dial up performance and increase innovation within your team Evaluate the effectiveness of your organization’s core values
Module 4	Measuring and Monitoring Performance	<ul style="list-style-type: none"> Kasper Rorsted, CEO of Adidas Tom Siebel, Founder, Chairman, and CEO of C3.ai 	<ul style="list-style-type: none"> Create performance measurement systems that account for all dimensions of strategy execution while conserving scarce time and attention 	<ul style="list-style-type: none"> Analyze and improve your organization’s approach to profit planning Identify critical performance variables and develop goals, measures, and targets corresponding to them Analyze a range of incentive types and identify the most useful ones for different contexts
Module 5	Identifying and Managing Risks	<ul style="list-style-type: none"> Bruce Welty, CEO of Quiet Logistics 	<ul style="list-style-type: none"> Describe and identify common risks businesses face Create systems for managing and mitigating them 	<ul style="list-style-type: none"> Identify internal risk pressures using the Risk Exposure Calculator Propose solutions for a new conduct boundary at your organization
Module 6	Balancing Innovation and Control		<ul style="list-style-type: none"> Apply techniques to help your business innovate and adapt to change while maintaining clear focus and retaining necessary controls 	<ul style="list-style-type: none"> Identify which opportunities your organization should and should not pursue Propose a system you can use to focus organizational attention on emerging threats and uncertainties Apply course-wide knowledge by proposing a set of solutions to strategy execution challenges at a growing consulting firm Capstone activity: develop an action plan for implementing the levers of control at your or another organization

Learning requirements: In order to earn a Certificate of Completion, participants must thoughtfully complete all 6 modules and exercises therein (including a capstone activity) by stated deadlines.