

# STEPPING UP: A TOOLKIT FOR STRATEGIC LEADERSHIP

A two-day master class that will deepen your strategic leadership skills.

How do you “step up” in your role and act as a strategic leader driving initiatives forward? How do you help your organization deliver on its promises to customers and clients? How do you build the organizational capabilities and the resilience needed to win today and tomorrow? As a leader, how do you balance operating discipline and strategic agility – what we call “painting with two hands”? How do you lead successful strategic change and build a high commitment organization?

This two-day master class is for senior managers and high-potentials working on key projects. It will help you pinpoint the organizational capabilities needed to win today and tomorrow. As a leader, it will increase your “execution IQ” know how.

Importantly, it is designed as an interactive workshop addressing live issues. We will follow the 50/50 rule: 50% of our time introducing best current thinking and 50% focused on application work. You will be introduced to a variety of frameworks and practical diagnostic tools that you will apply to case studies and to live participant issues.

## Bottom line value for firms and organizations:

*You will learn practical strategic frameworks and tools you can apply right away, including:*

- A critical issues mapping process
- An execution IQ diagnostic
- The four building blocks of strategic change
- Three horizons of business: operations, growth, transformation
- Value propositions
- 5% Leadership Rule

## Your Instructor

### Joe Ryan

*Visiting Professor of Management  
Owen Graduate School of Management*



Joe is a Visiting Professor of Management at Vanderbilt, the President and Founder of True North Advisory Group, and an Executive Education faculty member at the Wharton School.

He was appointed a Visiting Professor of Management at the Owen Graduate School of Management in 2016. From 2013 – 2015, he led the capstone course, Global Strategy Projects, in the GA Tech EMBA program. He has taught at Wharton since 1991 in the MBA and EMBA programs and in Executive Education. He has worked as a management consultant, and has hands on corporate experience in strategy, business development, and organization development with GE, GTE Labs, and ARAMARK.

Joe works with executives as an advisor on business strategy and change management assignments. His executive education work focuses on accelerating leader development and deepening strategic business acumen. He is a frequent speaker at industry conferences. His teaching, consulting and research interests include leader development at C-level and working with Hi-Potentials, strategy implementation, service management, best practices in change management, action learning, and the design of customized executive education programs.

## Who Should Attend

- Senior Managers
- High Potentials
- Project managers leading key business projects
- Senior talent development and organization development staff

## Cost

\$2,410

Cost includes tuition, instructional materials, continental breakfast and lunch (all days).

## Leadership and Strategy Execution – Sample Schedule\*

	Day 1	Day 2
AM	<ul style="list-style-type: none"> <li>• Introduction: Why is strategy execution hard?</li> <li>• Mapping critical business issues</li> <li>• Diagnosing your execution IQ</li> <li>• The three horizons of business: operations, growth, transformation</li> </ul>	<ul style="list-style-type: none"> <li>• Diagnosing your organization's strategy accelerators</li> <li>• <i>Live</i> participant cases - application work</li> <li>• Report outs</li> </ul>
PM	<ul style="list-style-type: none"> <li>• Value propositions and needed organization capabilities</li> <li>• Mapping your strategy diamond</li> <li>• Best practice case studies</li> <li>• <i>Live</i> participant cases - application work</li> <li>• Report outs</li> </ul>	<ul style="list-style-type: none"> <li>• The four building blocks of strategic change</li> <li>• <i>Live</i> participant cases - application work</li> <li>• 5% Leadership Rule</li> <li>• Developing 100-day action plans</li> <li>• Summary</li> </ul>

\*Program content and faculty subject to change; check website for details.

Classes typically run from 8:30 a.m. to 4:30 p.m. (Central). Breaks are scheduled in a.m., p.m. and for lunch. Schedule is subject to change.

### About Vanderbilt Executive Education

Vanderbilt Executive Education at the Owen Graduate School of Management offers proven and practical programs to help individuals and organizations refresh, engage and strengthen management expertise. Short Programs for individuals are short, highly focused programs in areas of Leadership, Management and Strategy. Custom Programs for organizations are custom-built and are uniquely tailored to help each client tackle a specific organizational need or to achieve its developmental goals for established and emerging leaders.

Conveniently located near downtown Nashville, Vanderbilt Owen Graduate School of Management is ranked as a top institution by *BusinessWeek*, the *Wall Street Journal*, *U.S. News & World Report*, *Financial Times* and *Forbes*.

Visit our website for more information regarding programs and schedules, faculty biographies, online registration and maps and directions.



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