

LEADING CHANGE AND ORGANIZATIONAL RENEWAL
STANFORD GRADUATE SCHOOL OF BUSINESS
SAMPLE SCHEDULE

	<i>Sunday,</i>	<i>Monday,</i>	<i>Tuesday,</i>	<i>Wednesday,</i>	<i>Thursday,</i>	<i>Friday,</i>
8:00–9:20 am		Strategy is Destiny (1): Forces Driving Firm Evolution Robert Burgelman	Organizational Diagnosis II Michael Tushman	Using Culture for Competitive (Dis)Advantage II Charles O'Reilly	Leading the Change to a Market Focused Organization Hayagreeva Rao	Business Challenge Presentations Charles O'Reilly
9:20–9:40 am		Break & Group Photo	Break	Break	Break	Break
9:40–11:00 am		Strategy is Destiny (2): An Evolutionary Framework of the Strategy-making Process Robert Burgelman	Strategic Innovation & Organizational Evolution: Managing the Dynamics of Organizational Change Michael Tushman	Leading Cultural Change Charles O'Reilly	Leading the Change to a Market Focused Organization II Hayagreeva Rao	Implementing Strategy and Managing Large Scale Organizational Change Charles O'Reilly
11:00–11:20 am		Break	Break	Break	Break	Break
11:20 am–12:40 pm	<i>Check-In at Schwab Available after 12:00 Noon</i>	Strategy is Destiny (3): Internal Corporate Venturing Robert Burgelman	Strategic Innovation & Organizational Evolution II Michael Tushman	The Politics of Leading Change (1) : Building Power and Influence Jeffrey Pfeffer	Decision Making I Frank Flynn	11:20 am – 12:00 pm Leadership Taking Action Peter Finkelstein Charles O'Reilly
12:40–2:00 pm		Lunch	Lunch	Lunch	Lunch	Box Lunch To Go
2:00–3:20 pm	2:00 pm <i>Walking Tour of Stanford (Optional)</i>	Organizational Diagnosis & Managerial Problem Solving: Managing the Statics of Organizational Change Michael Tushman	Using Culture for Competitive (Dis)Advantage Charles O'Reilly	The Politics of Leading Change (2): Building Power and Influence Jeffrey Pfeffer	Decision Making II Frank Flynn	
3:30–4:30 pm	4:00 – 5:30 pm Introduction: The Challenge of Strategic Change	Individual Preparation Time for Work Group	Individual Preparation Time for Work Group	Individual Preparation Time for Work Group	Individual Preparation Time for Work Group	
4:30–6:00 pm	Charles O'Reilly	Business Challenge Work Groups	Business Challenge Work Groups	Business Challenge Work Groups	Business Challenge Work Groups	
6:00–7:30 pm	6:00 pm Reception 6:30 pm Dinner	6:00 pm Reception 6:30 pm Dinner	6:00 pm Reception 6:30 pm Dinner	6:00 pm Reception 6:30 pm Dinner	6:30 pm Reception 7:00 pm Dinner	
7:30–9:30 pm		Case Study Work Groups	Case Study Work Groups	Case Study Work Groups	Late-evening Reception	