

## Dates

### At Stanford

June 27 - July 2, 2010

### At Harvard

October 31 - Nov. 5, 2010

## Application Deadline

### At Stanford

May 24, 2010

### At Harvard

September 27, 2010

## Tuition

\$13,000 USD

Price subject to change

Tuition includes accommodations, meals, and materials.

# LEADING CHANGE AND ORGANIZATIONAL RENEWAL

To maintain its competitive edge, your organization must be able to anticipate foreseeable changes and effectively react to those thrust upon it by market forces. Leveraging the latest research in organizational behavior and performance, this program gives you real-world examples of how to overcome barriers to strategic change and teaches you how to promote innovation and change throughout your organization without sacrificing short-term goals.

## KEY TAKEAWAYS

- Practical approaches and tools to help you analyze and design a comprehensive strategy for promoting innovation and strategic change throughout your organization
- Models and frameworks for meeting today's business performance challenges while innovating for the future
- Multimedia Action Learning Toolkit for use during the program and to take back to your workplace, including faculty video cases, electronic slides, and workbooks to help you apply the program insights to your organization's specific short- and long-term business challenges

## CONTENT OVERVIEW

Leading Change and Organizational Renewal emphasizes learning in action and provides tools, time, and structure for participants to apply the learning to their own business situations. Directed by senior faculty from both the Stanford Graduate School of Business and Harvard Business School, this program represents a unique collaboration between leading researchers and practitioners in the area of organizational change and renewal. Structured work groups provide high-level participant interaction outside the classroom, with participants giving group presentations at the end of the program.

## HIGHLIGHTED SESSIONS

### Using Culture for Competitive (Dis)Advantage

Why do industry leaders often lose their innovative edge, and how can they retain it? The purpose of this session is to explore how managers can balance the tension between the short and long term, with particular attention to the use of culture in their organizations as a potential for enhancing innovation.

### The Politics of Leading Change

Change, almost by definition, requires alterations in structures, processes, and activities that some will perceive as gains and others as losses—in influence, status, and so forth. Therefore, to accomplish change, leaders must become skilled at diagnosing situations and building bases of power and influence skills. This session provides an overview of this vital activity.

### Business Challenge Work Groups

Prior to the program, participants are asked to provide a brief description of a specific innovation or change challenge that their teams are facing. During the program, small work groups will be organized by a faculty facilitator who will work with the group to address participants' actual challenges and craft solutions.

## WHO SHOULD ATTEND

This academically intensive program is crafted for senior-level executives with at least 10 to 15 years of management experience. It is appropriate for executives responsible for strategic change initiatives within their organizations.



## SAMPLE DAILY SCHEDULE

- Breakfast**  
Full breakfast at Schwab Residential Center
- Morning Session I**  
Managing the Statics of Organizational Change
- Morning Session II**  
Strategic Innovation and Organizational Evolution
- Morning Session III**  
Building Power and Influence
- Lunch**  
Buffet lunch with optional patio dining
- Afternoon Session**  
Leading Cultural Change
- Group Activity**  
Optional historical and architectural walking tour of Stanford University
- Late Afternoon**  
Business Challenge Work Groups
- Dinner**  
Cocktail reception followed by a served dinner
- Evening**  
Work group preparation for next-day class utilizing the multimedia toolkit



“ Leading Change and Organizational Renewal provides a good process and easy-to-use tools to drive cultural change on any level within a large organization. Participants learn the strategies to empower their staffs, colleagues, and peers to drive the same cultural change themselves, even without attending the program. ”

\* MICHAEL SOEHLKE / HEAD OF E.ON-AT-FUTURE / E.ON AG

“ Both the interaction with an internationally recognized teaching team that exposes participants to multiple perspectives and the senior executives who came from a variety of backgrounds made the LCOR program a challenging, enlightening, and enjoyable experience. With the wide range of change topics covered, the program was a very rewarding investment and absolutely relevant in the process of leading a substantial change in my company. ”

\* STEPHAN WILHELM / SENIOR MANAGER, CORPORATE STRATEGY / DEUTSCHE TELEKOM AG



## FACULTY DIRECTOR



**Charles A. O'Reilly III**, the Frank E. Buck Professor of Management and the Hank McKinnell–Pfizer Inc Director of the Center for Leadership Development and Research at Stanford, is a world-renowned expert in human resource management and in the areas of managing culture, innovation, and change. He is coauthor of *Winning Through Innovation: A Practical Guide to Leading Organizational Change and Renewal* and *Hidden Value: How Great Companies Achieve Extraordinary Results with Ordinary People*.

## OTHER PROGRAM FACULTY

### William P. Barnett

*Thomas M. Sieben Professor of Business Leadership, Strategy, and Organizations, Stanford Graduate School of Business; Senior Fellow, Woods Institute for the Environment at Stanford; Director of the Center for Global Business and the Economy; BP Faculty Fellow in Global Management*

### Robert A. Burgelman

*Edmund W. Littlefield Professor of Management, Stanford Graduate School of Business*

### Chip Heath

*Thrive Foundation for Youth Professor of Organizational Behavior, Stanford Graduate School of Business*

### Jeffrey Pfeffer

*Thomas D. Dee II Professor of Organizational Behavior, Stanford Graduate School of Business*

### Hayagreeva Rao

*Atboll McBean Professor of Organizational Behavior and Human Resources, Stanford Graduate School of Business; Morgan Stanley Director for the Center for Leadership Development and Research*

### Michael L. Tushman

*Paul R. Lawrence MBA Class of 1942 Professor of Business Administration, Harvard Business School*

## TYPICAL PARTICIPANT MIX

### Industry

22% Financial Services, Insurance  
13% Energy, Utilities  
13% Real Estate, Construction  
8% Computers, Technology  
8% Government  
5% Health Care, Medicine  
31% Other

### Geographic Origin

34% North America  
27% Europe  
14% Central, South America  
10% Asia Pacific  
10% Australia, New Zealand  
5% Middle East, Africa

### Job Function

64% General Management  
12% Marketing, Sales  
10% R&D, Product Development  
3% Finance, Accounting, Legal  
11% Other