

Dates

August 1 - 6, 2010

Application Deadline

June 7, 2010

Tuition

\$11,000 USD

Price subject to change

Tuition includes accommodations, meals, and materials.

EXECUTIVE PROGRAM IN LEADERSHIP: THE EFFECTIVE USE OF POWER

Successful leaders understand power—and they know how to share it. In today's world, where intellectual capital reigns, competitive advantage occurs when an organization utilizes the knowledge and experience of all its members. "Command and control" leadership styles are obsolete; instead, leaders must learn to identify, focus, and release the power of the entire organization.

KEY TAKEAWAYS

- Strategies for using personal power and building strong, mutual influence relationships within your organization
- Skills for building a strong, cohesive team that can solve tough problems efficiently
- Practical tools you can apply immediately, based on the personalized Leadership Questionnaire and the Change Plan

HIGHLIGHTED SESSIONS

Managing Organizational Change:

The Executive Information System Simulation

Participants will explore the nature and consequences of resistance to change, as well as the impact of various approaches to executing change, using a computer-based management simulation.

Influence Without Authority:

Dealing with Multiple Stakeholders

This session introduces a model for influencing important stakeholders who cannot be given orders (or who will cooperate better when allowed to influence back). Learn to apply it in complex organizational situations where it is necessary to diagnose the interests of a diverse group.

The Power of Confrontation

One hesitancy that leaders have with building an empowered team is whether members will take up their responsibilities in an appropriate manner. Since few employees come fully developed, coaching is a key leadership task. One of the most frequent criticisms employees have is that they don't receive timely and honest feedback. This session is built on the premise that one can say (almost) anything to (almost) anybody if you stick with your reality.

CONTENT OVERVIEW

The Executive Program in Leadership is designed to help participants put effective, collaborative methods of leadership to work in their organizations and leverage the leadership potential of all members of their teams. Participants focus on developing their own leadership skills and personal influence, as well as exploring strategies for building a team of strong individuals who will support each other, deal with tough problems in an efficient manner, and take accountability for results.

A Leadership Questionnaire is distributed to each participant's colleagues and direct reports before the program. Participants then use the results to develop their own leadership action plans tailored to their personal objectives and the needs of their companies.

WHO SHOULD ATTEND

This program is designed for senior-level executives and general managers with at least seven years of management experience. It is appropriate for executives from organizations of any size and in any industry.

www.gsb.stanford.edu/exed/lead



STANFORD
GRADUATE SCHOOL OF BUSINESS



SAMPLE DAILY SCHEDULE

- Breakfast**
Full breakfast at Schwab Residential Center
- Morning Session I**
The Leader as Architect: Managing the Challenge of Change
- Morning Session II**
Culture as a Source of Competitive (Dis)Advantage
- Lunch**
Buffet lunch with optional patio dining
- Afternoon Session I**
Case Study: Internalizing Vision in the Organization
- Afternoon Session II**
The Power of Confrontation
- Group Activity**
Optional architectural walking tour of the Stanford campus
- Dinner**
Cocktail reception followed by a served dinner
- Evening**
Study group discussions and networking with participants

“ I found my week at Stanford’s Executive Program in Leadership to be the most rewarding executive education program I have attended. The practical approach to solving leadership challenges allowed me to return with a fresh outlook on how to resolve several critical issues we faced at the time. A collateral benefit is working with the other interesting and accomplished participants—I continue to discuss management issues with several of them regularly. I recommend this program to any executives looking to improve their skills and techniques in managing people. ”

* DAVID JOCHIM / SENIOR VICE PRESIDENT AND MANAGER / UNION BANK OF CALIFORNIA

“ Stanford’s 2006 Executive Program in Leadership was a great academic experience, as well as an opportunity to network with many corporate leaders from around the world. The diversity of the participants, the various industries represented, and the wealth of knowledge and experience brought by all made the program a unique learning experience. ”

* EDGARDO NAVARRO-LINARES / VICE PRESIDENT, QUALITY AND SERVICE / MCDONALD’S USA



FACULTY DIRECTOR



David L. Bradford, the Eugene D. O’Kelly II Senior Lecturer in Leadership, Emeritus, teaches and conducts research on leadership and the characteristics of high-performance teams at the executive level. He is the coauthor of several widely recognized books, including *Power Up: Transforming Organizations Through Shared Leadership* and *Managing for Excellence*.

OTHER STANFORD BUSINESS SCHOOL FACULTY

Charles A. O’Reilly III

Frank E. Buck Professor of Management; Hank McKinnell-Pfizer Inc Director of the Center for Leadership Development and Research

William P. Barnett

Thomas M. Siebel Professor of Business Leadership, Strategy, and Organizations; 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

Jeffrey Pfeffer

Thomas D. Dee II Professor of Organizational Behavior

Hayagreeva Rao

Atholl McBean Professor of Organizational Behavior and Human Resources; Morgan Stanley Director of the Center for Leadership Development and Research

TYPICAL PARTICIPANT MIX

Industry

| | |
|-----|----------------------------------|
| 17% | Financial Services, Insurance |
| 13% | Computers, Technology |
| 10% | Communications |
| 10% | Energy, Utilities |
| 10% | Real Estate, Construction |
| 6% | Education, Arts, Social Services |
| 6% | Government, Military |
| 6% | Health Care, Medicine |
| 6% | Retail, Wholesale, Trading |
| 16% | Other |

Geographic Origin

| | |
|-----|------------------------|
| 65% | North America |
| 19% | Europe |
| 6% | Central, South America |
| 4% | Asia Pacific |
| 4% | Middle East |
| 2% | Australia, New Zealand |

Job Function

| | |
|-----|----------------------------|
| 44% | General Management |
| 21% | Finance, Accounting, Legal |
| 12% | Marketing, Sales |
| 8% | R&D, Product Development |
| 2% | Human Resources |
| 13% | Other |