



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