

Strategy and Leadership PV237

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Strategy and Leadership PV237

Getting to know each other

- Your name
- Why did you choose this course?

If you did not attend, please email me your real reasons why you have chosen PV237 (and yes, I know that you have to, but what's more to it?;-))



Strategy and Leadership PV237

- Leader, Coach, Teacher, Manager, mom
- Ambition to help people develop and grow
- Passionate about professionalism and development
- 15+ years in management in IT: people mgmt, coaching, project mgmt, executive functions, head of technical support, resource mgmt, HR ...
- Principal Program Manager of Associate Engagement and Leadership Development at Red Hat



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- Students/Part timers/Entrepreneurs/Full timers
- Future business owners
- Involved in Strategic Planning before?
- Undergoing/experiencing change?

Alignment:

- Vision/Mission/Strategy/Business Model
- SMART Goals
- SWOT
- PEST(EL)
- BCG Matrix



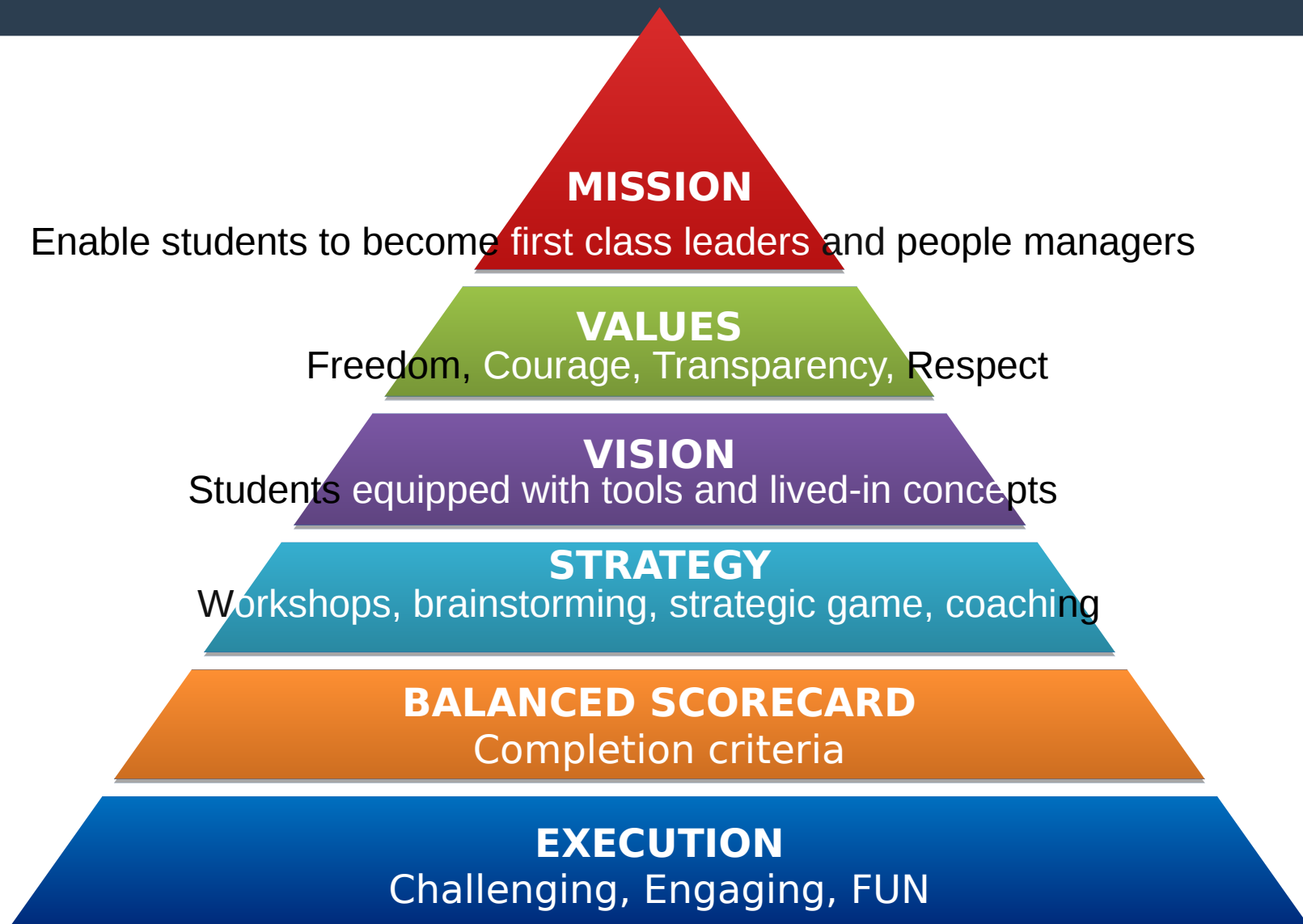
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Management & LEADERSHIP

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Measurement

WHAT DO WE MEASURE

- Five minutes - within 24 hours - one take away - at least one thing that stuck - thoughtful paragraph - email
- Same applies if you are absent + you need to deliver in class exercises individually via email
- All Strategic simulation assignments met: 2 quizzes, 2 practice rounds, 6 decision rounds, final presentation (time estimate ~30 hours)
- All alternative assignments met if you opt-out from the game



Course structure

EXECUTION

- Strategy
Concepts and tools, strategic simulation game
- Leadership
Workshops on tools, self assessment, development plan ...
- Change Management
Concepts and coaching exercise



What is this Strategic Simulation?

EXECUTION

- Online game that models real life competition among rival companies
- Co-managers take successful company over in year 6 of operations and are hired to meet a set of objectives
- Teams of co-managers take a set of strategic decisions every week (1 decision round = 1 year), their company scores based on quality of their decisions & quality of decisions of competing companies



What is this Strategic Simulation?

EXECUTION

- Designed for students of business schools
- ~30000 Students in 1547 classes in 297 Universities in 27 countries in the last 12 months
- Cost is 45 USD/ Student covered by University
- Help menu for every decision with cause-effect explanations, thorough business guide
- Rewarding self study competition

- OPT OUT IF YOU DON'T WANT TO INVEST IN IT BY TUESDAY, February 22nd



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Strategy



Mission and Vision

Mission = purpose

Vision = direction



Mission and Vision

In theory:

Mission: lasting broader purpose beyond just making money, generally abstract and cannot be achieved, only pursued

Vision: compelling picture of the future that supports the mission, specific destination that is concrete and achievable

In practice:

The NASA's Vision:

We reach for new heights and reveal the unknown for the benefit of humankind.

The mission of The Walt Disney Company

... is to be one of the world's leading producers and providers of entertainment and information. Using our portfolio of brands to differentiate our content, services and consumer products, we seek to develop the most creative, innovative and profitable entertainment experiences and related products in the world.



Mission and Vision

In practice, companies often go for either Vision or Mission and don't necessarily make that distinction.



Mission and Vision

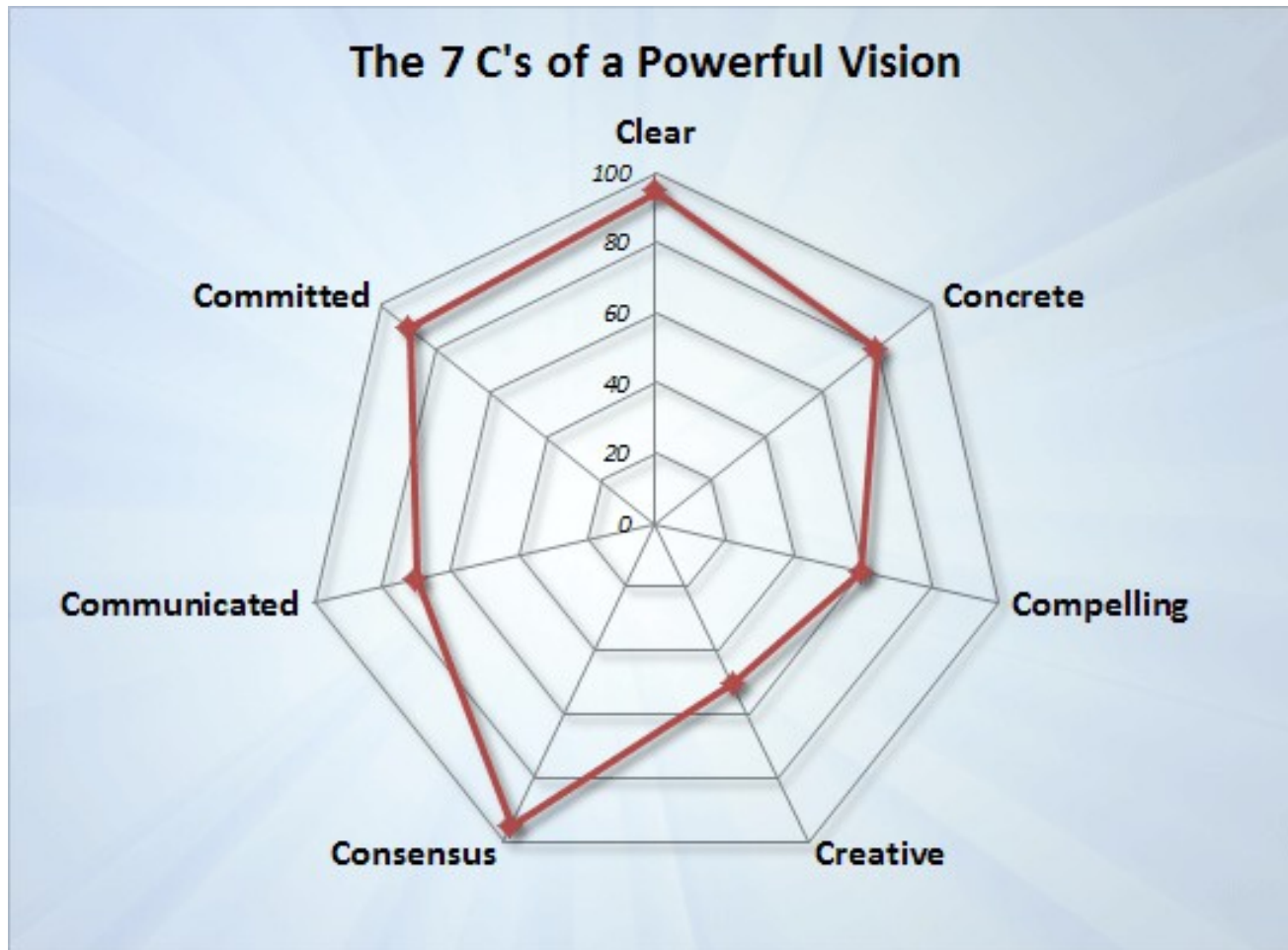
Brainstorming:

What are the characteristics of a good vision and mission statement.

Work in groups, get wild, brainstorm, choose 4 to 8 you'd evaluate yours against.



Breaking abstract to concrete Spider net visual tool



Source: <http://bluesummitstrategy.com/vision/the-7-cs-of-powerful-vision/2007/>



Values

Values - behavior standards that help set company culture

Exercise:

Write down the ones that come to your mind – if it were your company, what would be important?

Put it together in groups, indicate number there where a particular value appeared repeatedly.

Put it on whiteboard as a class, create a wordle as homework – you will need it for final presentation



Assignment 1

- Carefully study the Globus strategic game simulation overview you can find in Study Materials
- Develop Mission and Vision statement for your company tested against the characteristics you came up with using the spider net tool
- Create a wordle with Values for your company



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Course Structure



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- Strategy

- Things to know so you are not left out from strategic conversations
- Testing the quality of abstract concepts such as mission and vision, creating your own
- Tools to employ for analysis in the strategy setting process (SWOT, PEST(EL))
- Porter's five generic strategies, BCG Matrix



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- Leadership
 - Theoretical concepts and how they apply to your experience
 - Your leadership traits, development action plans, SMART goals
 - Avoiding bad decision making by being aware of bias



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- Change Management

- Realizing why change is ALWAYS taken badly
- Coaching through change
- Best practices
- Things to avoid
- Post-mortem coaching & self-coaching

