# Organizational Strategy Programs

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## Driving Corporate Performance: Aligning Scorecards and Structure for Strategy Execution

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<thead>
<tr>
<th>What You Will Learn</th>
<th>Key Benefits</th>
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| Create value by aligning your organization’s structures, systems, and processes for optimal execution of your strategy. Prepare to implement powerful measurement and control systems well-suited to your business as you lead a successful, scalable organization. | • Translate your company’s mission and business strategy into performance targets and measures  
• Implement more effective performance measurement and management control systems  
• Build a Balanced Scorecard (BSC) strategy map  
• Balance financial and nonfinancial measures of success  
• Align front-line employees with your strategic objectives  
• Measure accountability and improve organizational design and resource allocation |

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| General managers and senior financial executives responsible for designing and implementing systems to measure, monitor, and improve enterprise performance  
• Particularly appropriate for:  
  - Executives with planning, control, and accounting responsibilities |  |

## Driving Profitable Growth

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| Equip yourself to drive business expansion by examining the nature of growth as a process—its key variables, risks, and decision points. Prepare to overcome scaling challenges, discover new avenues for growth, and manage your organization’s growth curve with confidence. | • Identify market opportunities and the best pace of growth  
• Develop the right strategy for your company—scaling up or scoping out  
• Leverage growth to strengthen your competitive position  
• Manage financial aspects of growth  
• Retain and evolve your corporate culture as you grow  
• Build the talent, leadership, and process you need to achieve growth objectives at each stage |

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| Senior leaders from diverse functional backgrounds tasked with driving growth in midsize to large organizations  
• CEOs, general managers, and division heads focused on strategy, new business acquisition, or operations management |  |

## Reimagining Strategy: Applying Design Thinking to Your Organization

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| Rethink and revitalize your strategy and organizational performance through a powerful new lens: design thinking, which places customer needs at the center of a product, service, process, or business model. Spark breakthrough innovation—and boost your company’s competitive advantage. | • Consider the needs of end users in every strategic decision  
• Practice systematic inventive thinking to overcome immobility  
• Create models and deploy rapid prototyping to address complex problems  
• Tolerate risk and failure to boost creative thinking—and promote learning  
• Foster a culture of creative critique and openness to change  
• Develop design-thinking practices core to your strategic approach |

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| C-suite leaders and other senior executives who play a key role in formulating and executing strategy, including:  
• CEOs, CFOs, and COOs  
• Strategy officers  
• Heads of business units, divisions, regions, or functions |  |

## Risk Management for Corporate Leaders

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| Protect your company’s assets, brand reputation, and competitive advantage by strengthening its approach to internal and external risk. Gain new ability to measure risk level, assess potential threats, balance innovation and risk, and structure an optimal risk management function. | • Assess your company’s potential risks, such as geopolitical crises, competitive threats, brand damage, and unethical employee behavior  
• Know when to turn down opportunities that could expose your company to excessive risk  
• Anticipate, prioritize, and mitigate threats  
• Integrate risk management into strategy formulation and execution  
• Decide which threats to manage and mitigate internally as a source of competitive advantage |

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| Senior leaders including:  
• Chief risk officers and other risk management leaders  
• CFOs  
• General managers, including CEOs, COOs, and division heads  
• Public relations executives |  |

## Strategic IQ: Creating Smarter Corporations

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| Create a smarter, more nimble, and profitable organization that can easily adapt to new realities and thrive in a rapidly changing and highly competitive landscape. Avoid the fate of companies that rigidly adhere to inflexible strategies and structures. | • Identify what’s holding your company back and set priorities for improvement  
• Overcome underlying sources of strategic, structural, and human inertia  
• Learn from mistakes, continue to evolve, and pull ahead of the competition  
• Design and implement structures that readily respond to new circumstances  
• Attract, develop, and retain people who will help your firm thrive in the midst of change |

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| Senior executives who significantly influence their firm’s strategic direction, organizational design, or human-capital development  
• Particularly appropriate for:  
  - CEOs, COOs, CFOs, group vice presidents, strategy officers, and heads of human resources |  |
# COMPETITIVE STRATEGY PROGRAMS

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<th>BUILDING AND SUSTAINING VALUE ACROSS MARKETS</th>
<th>CREATING SHARED VALUE: COMPETITIVE ADVANTAGE THROUGH SOCIAL IMPACT</th>
<th>DISRUPTIVE INNOVATION: STRATEGIES FOR A SUCCESSFUL ENTERPRISE</th>
<th>DRIVING DIGITAL STRATEGY</th>
<th>STRATEGY: BUILDING AND SUSTAINING COMPETITIVE ADVANTAGE</th>
<th>TRANSFORMING CUSTOMER EXPERIENCES</th>
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<td><strong>Build and sustain competitive advantage</strong></td>
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**Whether your company does business in multiple industries or multiple countries—or is just starting to diversify horizontally, vertically, or geographically—prepare to design and execute a profitable growth strategy in the midst of rapid change and uncertainty.**

Discover how your company can achieve a competitive advantage by addressing societal challenges. Move beyond corporate social responsibility and sustainability reports and shift your company’s strategy to create Shared Value, a concept that connects economic performance with social progress.

Examine disruption and strategic decision-making through Clay Christensen’s transformative theory. Learn how disruption really works, so you can spot potential threats and opportunities sooner, make the right strategic moves faster, and position your organization for long-term success through effective innovation.

Take full advantage of the opportunities created by digital transformation, from your core business strategy to marketing and operations. Prepare to reinvent your business model, reassess your value chain, reconnect with your customers, and rebuild your organization for the future.

Dive into the business strategy development and execution process—from competitive positioning, competitor analyses, and strategic agility to corporate strategy, sustainability, innovation, and implementation. Develop the analytical skills and leadership vision to forecast industry trends and outmaneuver the competition.

- Choose your best vector for growth
- Identify corporate resources that can be leveraged as sources of value creation across businesses or geographies
- Design the optimal scope of your corporation and plan how you will achieve it
- Evolve your organization structure, management processes, and external ecosystems
- Assess the impact of geopolitical, technological, and business model trends

- Senior executives engaged in corporate strategy, new business development, and operations management
- Investment professionals
- Corporate, nonprofit, or government leaders interested in forging strategic business partnerships
- Business academics

- Senior executives, general managers, or business owners who are responsible for setting strategic direction for their organizations.

- Senior executives responsible for developing and implementing competitive strategy for a company or business unit, including:
  - CEOs, COOs, and heads of a division or unit
  - CFOs
  - Strategy or innovation officers

- C-suite and other senior executives designing strategy for diversified or multinational firms
- Business unit heads, country/regional managers, or corporate leaders coordinating activities across units
- Entrepreneurial leaders and strategists considering expansion into new markets

- Senior executives in service design and delivery for B2B or B2C service or product companies, including:
  - Leaders of customer service or operations
  - Executives in marketing, inside sales, data analysis, or operations