

Strategy and Innovation

Define the Future and Deliver the Organizational Vision

Over six days of intellectually rich engagement, this program in residence challenges you to explore the latest strategic tools and apply them directly to your business environment, with the support and guidance of our leading faculty. You will develop and harness your own creative potential to deliver competitive advantage for your organization, and understand the different routes to successful innovation. You will understand current trends in the environment and plan for future scenarios, whilst addressing the practical reality of implementing strategy in a dynamic business environment.

Benefits to You

Strategy provides the tools you need to lead your organization through turbulent times. You will be able to:

- Effectively apply cutting-edge strategic tools to your business
- Foster innovation and creativity and harness them for competitive advantage
- Understand the current and future business environment and how to plan for the unexpected
- Understand your strategic organizational culture and how to leverage it
- Effectively manage the change required to deliver on your vision
- Build your confidence and skill in operating in the strategic arena

Benefits to Your Organization

Strategy elevates good leaders to exceptional performers. This program will help participant organizations:

- Develop their organizational capacity to define and implement effective business strategies
- Capture the competitive benefits of innovation and creativity in the workplace
- Capitalize immediately on the deepened insights and skills brought back to the workplace
- Support their teams through periods of organizational change
- Develop a long-term plan for the sustainability of the organization

Exclusive, High-Impact Learning

The program takes place at an exclusive hotel in downtown Vancouver. All participants are required to stay for the week in order to participate fully in the program experience. The intimate setting allows you to absorb new ideas in an intellectually stimulating environment, away from the daily pressures of the office. Accommodation and all meals are included in the program fee.

Program Content

Core Concepts of Strategy

- Classic macro environment scanning (PEST, SWOT, Porter's 5 Forces)

New Tools in Strategy

- Blue Ocean Strategy, Business Model Canvas and Lean Launch Pad, The End of Competitive Advantage, Playing to Win

What Does it Mean to be a Creative Leader?

- Key skills and techniques to develop individual creativity for business impact

Case Studies in Innovation

- How very different companies successfully innovate: Gore, Apple, IBM, 3M, Lockheed Martin

Systems for Innovation and Appreciating Failure

Evaluating, Understanding and Managing Uncertainty in the Business Environment

External Risk Management and Reducing the Impact of Crises

- Horizon scanning, risk reputation management and effective stakeholder engagement

Scenario Approaches to the Development of Strategy

Strategic Aspects of Organizational Culture

- What does it mean to be a 'great place to work' and why does it matter? Understanding your organizational culture and leveraging it for success

Effectively Managing Change

Program Format

Even the deepest learning comes to nothing, if intent is not turned into action. The program is designed as a highly interactive experience, using case studies, small group projects, experiential activities and lectures. Throughout the program you will receive individualized attention from the program instructors, who are available beyond their session times.

Strategy Project

This program is designed to build applied skills in strategy, innovation and change management. To this purpose, you will engage in a Strategy Project that focuses on the future of your organization. The project will consist of the following components:

- 1) *Opportunity statement*: considering issues at the frontiers of strategic management, you will identify a significant strategic direction or opportunity for your company. You will map out the nature of the challenge or opportunity, and create a strong, clear statement outlining its implications and strategic importance to your business.
- 2) *Analysis*: using the tools you have learned in the program, you will develop a business case that evaluates your company's strengths, weaknesses, competitive position and resources in the face of your chosen challenge or opportunity.
- 3) *Recommendations*: you will draft a proposal to your senior management team on how to tackle your plan. What changes to organizational structures or processes will be required to make it happen? What are the expected strategic outcomes?

During the week you will receive one-on-one time with a faculty advisor to support your project. At the end of the program you will present your proposal to the group, and get feedback for moving it forward in your organization.

Audience

Experienced business executives operating in strategic environments, typically at Director-level and above. Sample job titles include:

- Chief Executive Officer
- Chief Financial Officer
- General Manager
- Vice President
- Director
- Consultant
- Business Strategy Manager

Program Leaders

Dr. Darren Dahl is Senior Associate Dean at the Sauder School of Business, where he holds the Innovate BC Professorship in Sales and Sales Management. His work focuses on marketing strategy, entrepreneurship and creativity. He also consults widely for multinational corporations such as Procter & Gamble, General Electric and Lululemon Athletica. Recognized for research and teaching excellence, he was recently a finalist in the Economist magazine's Business Professor of the Year competition.

Tracey Gurton is a popular Human Resources and Organizational Behaviour lecturer at the Sauder School of Business. Her expertise includes team leadership, motivation, performance planning, diversity and change management. She also delivers professional development programs that help your company be a better place to work. She is known for her engaging and caring teaching style that brings theory to life through practical application.

Dr. Tim Silk teaches brand management and new product development at the Sauder School of Business. He works with major international organizations to identify strategic market opportunities for new products. He has also helped shape consumer-friendly public policies for government agencies. Formerly he was a marketing manager for a soft-drink company and an advertising account executive.

Dr. James Tansey is an Associate Professor at the Sauder School of Business. He is also the Executive Director of Sauder's Centre for Social Innovation & Impact Investing and UBC's Sustainability Initiative. An award-winning leader in the areas of social enterprise, emerging technologies and environmental strategy, he co-founded Canada's largest carbon project developer and advises government agencies in the green energy space.

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Executive Education

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