

# Achieving Strategic Agility

Seize the upside of turbulence



5-day Strategy Programme  
Executive Education 2009/10

A nighttime photograph of the London skyline, featuring the Gherkin and other skyscrapers. The scene is overlaid with vibrant, glowing light trails in red and blue that swirl and curve across the sky, creating a sense of motion and energy.

**They came from more than 130 countries.**

The organisations they worked for spanned every major industry sector.

Their experiences, cultures and commercial objectives were truly diverse.

And yet every individual who attended London Business School last year was united by the same desire.

**To go further.**

**This year, embarking on a programme of Executive Education could do the same for you.**

Ranked as one of the finest business schools in the world, London Business School is renowned for delivering the insights and skills to energise and empower senior executives.

Whether you seek to improve your performance; accelerate your career; instigate change in your organisation; or define your personal goals - London Business School can ignite your purpose and empower your decisions and actions.

**How?**

By creating a unique learning environment focused on you and your individual business challenge.

By delivering the very latest thought-leadership that will develop your knowledge in key business areas.

By deploying diverse learning methods, that will inspire you in many different ways.

By providing a unique opportunity for you to interact with a truly international participant group and learn from their experiences and perspectives.

The results are life-changing and will take you further both now and in the future.

So, if your desire is to go further, continue your journey here.

**GO FURTHER**

[www.london.edu/execed/](http://www.london.edu/execed/)

# OVERVIEW

## Can your company go the distance?

In today's unsettled markets, doing more of what worked in the past is a recipe for extinction. Instead, leaders must anticipate market shifts and change direction quickly to seize emerging opportunities and dodge looming threats.

Achieving Strategic Agility provides a real-world approach to managing in an uncertain world. The programme introduces you to a holistic model encompassing strategy, organisation, finance and leadership that is based on a decade of cutting-edge research into how some of the world's most successful companies survive and thrive in fast-changing markets.

The programme presents a set of strategic tools to help managers identify and evaluate opportunities to grow revenues, think more rigorously about their business model, and manage a portfolio of business units more effectively.

Over five intensive days, you will learn practical survival tips for volatile markets including: how to spot opportunities others miss; how to survive risks that you cannot foresee; how to execute a strategy; and how to lead your organisation more effectively. In short, how to consistently seize opportunities (and avoid threats) faster than your competitors.

Multimedia presentations throughout the five days enliven internal discussions, while guest speakers bring a refreshing outside perspective to the classroom. What's more, you'll have the opportunity to apply what you've learned to your own organisation. To facilitate this, you'll receive a set of 'tools' that allow you to create a plan of action for when you return to work.



**Don Sull**  
Programme Director

## Programme Overview

### Who is it for?

- CEOs, senior managers or general managers working within emerging markets or unpredictable business environments
- Functional managers looking to influence their department strategy, company strategy or develop entry strategies for unpredictable markets
- Consultants, venture capitalists and other professionals who compete in unpredictable environments.

### Programme focus

Achieving Strategic Agility will help you move from a strategy process of 'plan, implement and protect' to an iterative cycle of 'make sense, make choices and make it happen' in order to:

- Tightly link strategy with execution
- Maintain flexibility while executing on your current business model
- Coordinate activities across organisational areas
- Transform your organisation from a 'can't do' to 'can do' culture
- Lead in an unpredictable world
- Avoid inertia that leads good companies to go bad.

### Dates and fees

15 - 20 November 2009

20 - 25 June 2010

14 - 19 November 2010

### The 2010 programme fee is £5,600

The programme fee includes all tuition, educational materials, coffee breaks and most meals.

This is a residential programme and accommodation is reserved by London Business School at a local hotel at preferential rates. Accommodation costs are not included in the programme fee.

(Dates and fees may be subject to change)

### Benefits for the participant:

- Improve your ability to drive strategy implementation
- Become more aware and manage opportunities and threats early on
- Gain a new set of tools to use in volatile situations
- Use commitments as a powerful tool to get things done in large, complex organisations
- Develop the skills required to lead in an uncertain world.

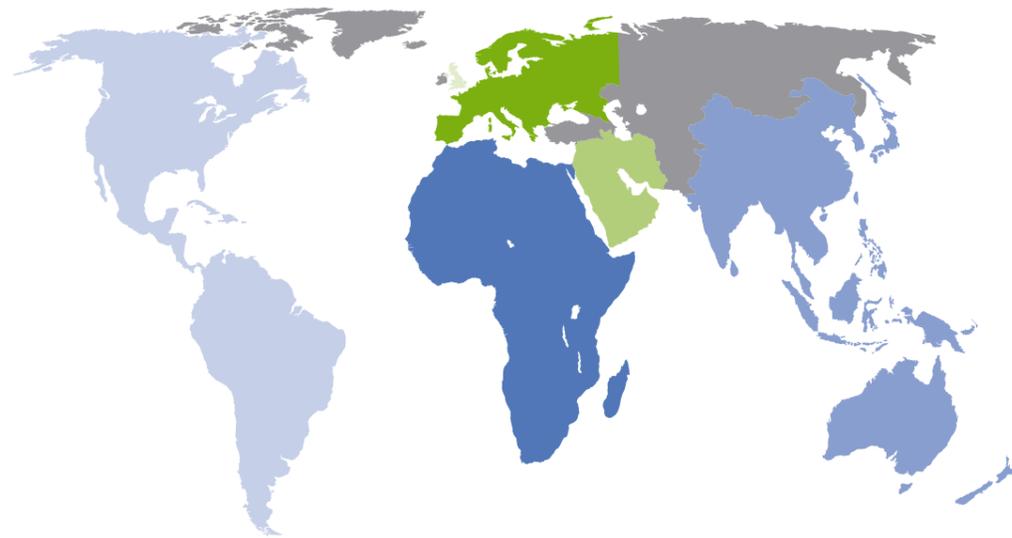
### Benefits for the organisation:

- Enhanced ability to seize opportunities and manage risks other companies miss
- Learn how to execute strategy
- Find out how to drive growth by managing opportunities
- Assess your organisation's strengths and weaknesses using diagnostic tools
- Understand why good companies go bad - and how your organisation can avoid it.

# INSPIRATION THROUGH DIVERSITY

## Participants are drawn to study here from every corner of the world

They find inspiration by being in the world's greatest commercial centre; in one of the world's most-respected business schools; surrounded by some of the finest business thinkers and interacting with a high-powered executive peer group. A truly dynamic environment that inspires breakthrough thinking.



### Nationality of recent participants

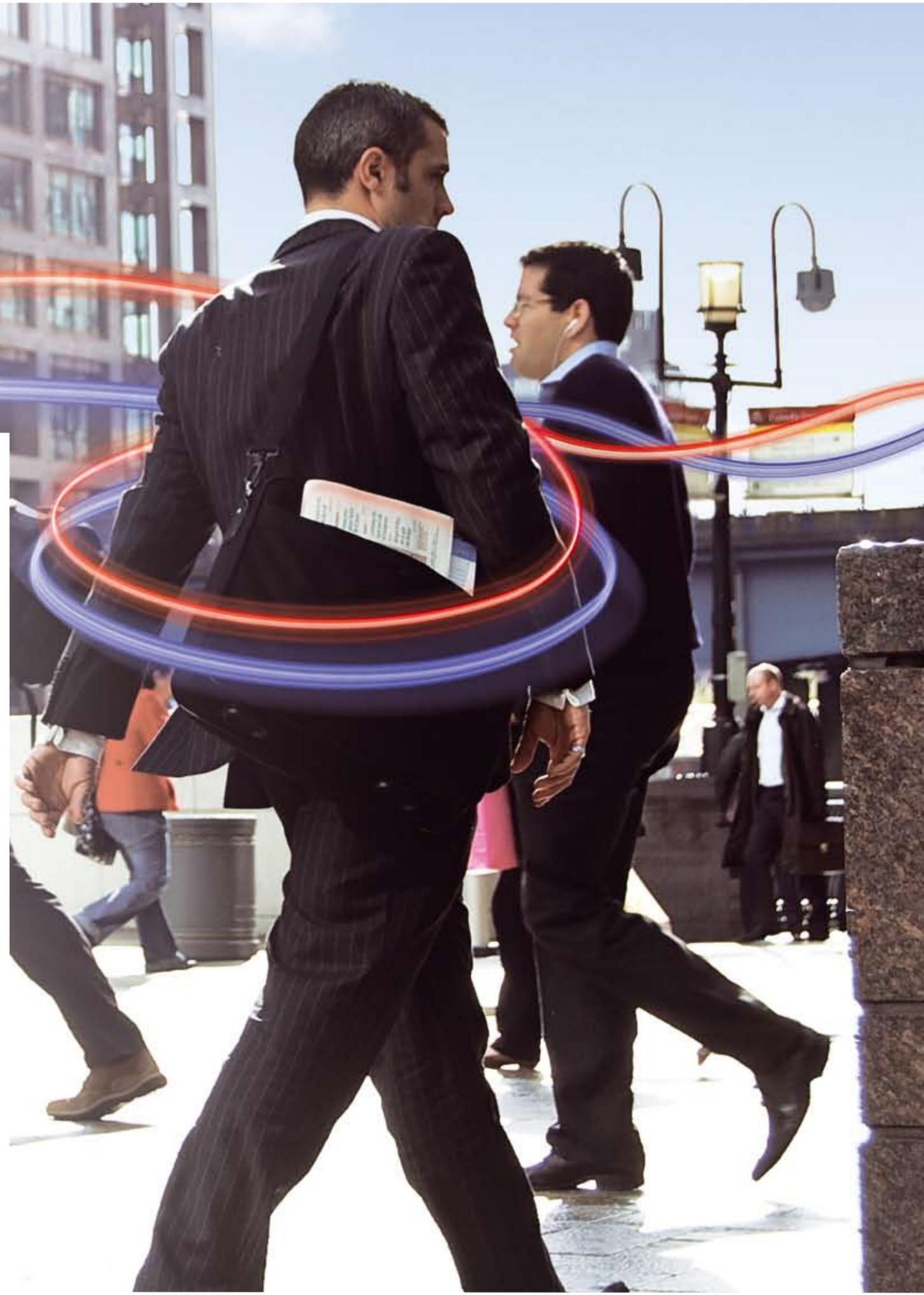
- 34% Europe
- 22% Middle East
- 16% UK
- 13% Africa
- 8% Asia-Pacific
- 7% Americas

### Job function of recent participants

- 44% General/ Senior Management
- 28% Corporate Development/ Marketing/Sales
- 14% Finance
- 9% Strategist
- 2% Engineering
- 2% Human Resources
- 1% IT

### This programme has recently powered the performance of:

- |                   |                      |
|-------------------|----------------------|
| Adobe System UK   | Nokia                |
| AstraZeneca       | Morgan Stanley       |
| BMW               | Oracle Corporation   |
| British Petroleum | Pepsi Co             |
| BT Innovate       | Petrobras            |
| Danone            | Philips Healthcare   |
| Deutsche Bank AG  | Rolls-Royce          |
| Ernst & Young     | Rio Tinto            |
| GPS Solutions     | Sony                 |
| HSBC Bank         | Travel Channel Media |
| Mars              | Volvo                |



# PROGRAMME CONTENT



## Surviving and thriving in unpredictable markets

Achieving Strategic Agility introduces a set of highly practical tools and techniques for seizing opportunities and mitigating risks in fast-changing markets. However, the programme does not view strategy in isolation. Rather, strategy is integrated with the organisational and leadership factors required to succeed in the real world.

### Learning in action

The programme includes several 'translating insight into action' sessions, where you'll apply tools and frameworks to your own organisation and leadership style. You'll also work with a partner as a 'consulting pair' to assess your own organisations and refine action plans for implementation on your return to work.

After leaving the programme, participants receive a quarterly newsletter to help you keep up with the latest tools and research so that you can continue to improve your organisation's agility and your effectiveness as a leader.

### The programme covers a number of core themes:

- Staying one step ahead of shifting market conditions
- Closing the gap between strategy and execution
- Creating value in volatile markets
- Seeing opportunities and threats that competitors miss
- Making hard choices to succeed in the marketplace
- Transforming from a 'can't do' to 'can do' culture
- Managing a portfolio of opportunities to maintain profitable growth
- Effective leadership in unsettled times
- Recognising and avoiding the inertia that makes good companies go bad.

### A personalised learning experience

This cutting-edge programme is based on over a decade's worth of research on how some of the world's most successful companies consistently see and seize opportunities that others miss, while mitigating risks that undo less agile rivals.

Many of the case examples, including Mittal Steel, Emirates Airline, InBev and Haier draw on London Business School research and are not available anywhere else. So, you'll have real-world examples from which your organisation can learn and gain from.

## Programme timetable

### Sunday

#### Welcome dinner and programme introduction

##### The essence of strategy

- Considers how strategy can create and capture value and how managers can evaluate which activities are creating or destroying value.

### Monday

#### Balancing agility and absorption

- Examines the financial, organisational and managerial factors that can lead to global leadership
- Includes a spotlight on the frameworks for understanding how world-renowned companies such as Coca-Cola, Banco Santander, Google and Oracle survive and thrive in volatile markets.

**Translating insights into action:** Participants have an opportunity to assess their own organisation's ability to survive in volatile markets using a diagnostic tool.

#### Closing the gap between strategy and execution

- Introduces the 'make sense, make choices and make it happen' framework including identifying common breakdowns in the process, as well as practical tips to improve ability to drive execution.

**Translating insights into action:** Participants identify obstacles to successful execution in their own organisation and brainstorm ideas to overcome those obstacles based on best-practices in other organisations.

### Tuesday

#### Seeing opportunities that others miss

- Examines how managers can spot opportunities in fast-changing markets and pursue new opportunities using a systematic approach.

**Translating insights into action:** Participants apply the 'simple rules' framework to help their organisation to identify and seize opportunities. We will also discuss how to avoid common pitfalls in implementing this approach.

#### The three logics of execution

- Explores the three logics of execution, focusing on commitment-based management as a powerful new technique for driving execution that combines both rigor and flexibility.

**Translating insights into action:** Participants reflect on the alternative approaches to execution, their respective advantages/disadvantages and how participants can enhance execution within their own organisation.

### Wednesday

#### Avoiding a corporate mid-life crisis

- Introduces a diagnostic tool that evaluates an organisation as a portfolio of opportunities at different lifecycle stages
- Discusses the challenges of managing a portfolio of opportunities within real organisations, and also the role of management.

**Translating insights into action:** Participants assess their organisation's portfolio of opportunities, and brainstorm actions to maintain future growth options.

#### Co-consulting exercise

- Participants pair up and discuss action plans for their respective organisations, sharing expertise
- This session provides an opportunity for participants to consolidate the insights from the diagnostic exercises to develop a 'big picture' point of view for their respective organisations and begin to generate a concrete list of actions to drive change when they return to work.

### Thursday

#### Balancing agility and absorption

- The focus shifts to how companies in general can balance the need for agility (to seize opportunities) with absorption (to survive threats)
- Participants reflect on various approaches that balance agility and absorption, and decide which would work best in their organisation.

#### Leading in unsettled times

- Examines the leadership challenges that arise in fast-changing markets, and discusses the traits and skills required to meet them.

**Translating insights into action:** Participants conduct an assessment of their own leadership style, and develop an action plan for enhancing their effectiveness as a leader.

### Friday

#### How to stop good companies going bad

- Case study analysis of how a successful company failed to respond to shifting competitive pressures
- Discussion of a general model of why good companies go bad, including the warning signs.

**Translating insights into action:** Participants evaluate their organisation's ability to respond to shifting market conditions, and assess whether their organisation is at risk of going bad.

## World-Class Faculty



### Don Sull

Programme Director  
Professor of Management Practice in  
Strategic and International Management

Don formerly taught entrepreneurship at Harvard University where he received his bachelors, masters and doctoral degrees.

He was recently named 'up and coming business thinker' by the Financial Times and identified as an up and coming guru by The Economist.

Author of four award-winning books, Don has written over 100 articles, case studies and chapters, and six of his seven Harvard Business Review articles have been bestsellers.

#### Research interests:

Don's research focuses on how successful companies see and seize opportunities in fast-changing environments including emerging markets (China, India and Brazil), regulated technology-intensive industries (medical devices, telecommunications), and high-tech sectors (enterprise software, consumer electronics).

To discuss the Achieving Strategic Agility programme with one of our Professional Development Consultants please phone +44(0)20 7000 7394 or email [asa@london.edu](mailto:asa@london.edu)

# PARTICIPANT EXPERIENCE

“ I now have a solid grasp on both understanding why agility is critical and how to achieve it within my role and organisation. ”

**John Acton**  
Chief Marketing Officer,  
Geopost, France

“ This programme has provided me with a new strategic toolbox, allowing me to manage business challenges involving high levels of uncertainty. ”

**Klaus Borello**  
Marketing Manager,  
Mars, Denmark

## A participant's experience on the programme

Name: **Robin Schofield**

Job title: **Principal**

Company: **Booz & Company**

Country of origin: **UK**

**Education and career:** Robin obtained a degree in modern languages at Oxford and gained his army commission at Sandhurst. He worked for a number of international organisations, predominantly the UN, for about six years before joining Accenture as a Senior Manager. He moved to Booz & Company as a Senior Associate in 2005, and became a Principal in spring 2007. He attended the ASA programme in November 2007.

## A different approach to strategy

Booz & Company is a leading management consulting firm, so it may seem strange that I attended the programme to learn about strategy, but it was very much a refresher on the latest thinking. When you're busy doing company strategies day in, day out, it's easy to lose sight of what's happening from an academic point of view, and in different industries and continents. What resonated with me was that this programme was offering a different approach to strategy. Rather than trying to be unbelievably clever and exhaustive, the programme showed how you need a strategy that is adaptive, designed with the unstable world and its markets, and a huge number of stakeholders, in mind.

My expectations were hugely met. I thought this was an excellent programme - engaging, compelling and with material that can be practically applied by different organisations. Everything was well structured and explained, relying on case studies and debate to move things forward. Don Sull's lecturing style was very good, well pitched for a mature professional audience; lively, informal, and open to contributions and challenges from students who came from all over the world.

## A more coherent view

The content provided me with much food for thought and I came away with a number of ideas - which soon stimulated more - which I have been able to use in my work since. We are a strategy company, working with businesses facing challenges all the time, and the programme highlighted the issues these companies are struggling with. Specifically, I learned firstly that trying to master the current level and pace of change in markets by sheer 'force of will' is a futile activity and you need a different approach.

Secondly, I realised that, particularly if you're a large successful business, you could see this as scary and threatening, but there are lots of opportunities, and you can use a different structure to take advantage of new products and technologies. Thirdly, I now understand that the human part of change and decision making is very important. This is not a new idea, but there is some kind of block to it within many organisations.

As well as these learnings, I found it valuable to take a week out of my professional life to organise my thoughts, and come back with a more coherent and convincing point of view. I had already been thinking about the kind of ideas Don Sull brought up, and the programme helped me to structure those thoughts in a much better way.

## A significant contribution

Following my return to work, we have used some of the ideas with the corporate strategy group of a British government department, where civil servants are finding change difficult. Because there's currently huge change in government, with rising expectations from citizens and a serious cash crunch, the programme's focus on complex, hard-to-solve strategic problems became a significant contribution to our thinking.

It was an outstanding programme, and I have already recommended it to two colleagues. I had an extremely worthwhile week, where my high expectations were exceeded, and it has had a lasting impact on my thinking.

# OUR APPROACH TO EXECUTIVE DEVELOPMENT



## Our approach is centred around you

We place you at the heart of the learning experience by focusing on:

**You as an individual** – Our programmes focus on developing your skills and knowledge, whilst drawing on and applying your personal experience in a challenging and open environment. We create the time and space for your personal reflection.

**You and your team** – The learning experience will help you explore yourself as a leader, including your role, and the impact of your business challenges applied in the context of your team.

**Your organisation** – The central focus and outcome of your learning experience is to provide you with the new tools and knowledge to help develop an action plan to address the specific business challenges within your organisation.

**Your environment** – You will be challenged to explore and apply how changes in your industry and the global economy impact upon your organisation now and in the future.

### The power of practical learning

**The power of an ‘Open Programme’** experience is founded on harnessing the diversity of people and experiences from leading companies, across industries, throughout the world. Coupled with our cutting-edge research and our thought-leading faculty, we create a dynamic, international executive forum where your assumptions will be challenged, your opinions debated and your universe expanded.

### A variety of learning methods to suit your learning needs.

We have developed a holistic approach to learning which combines a variety of interactive learning experiences including faculty-led case studies, class-wide discussions, group work, one-to-one coaching, interpersonal diagnostics, co-consultancy partners, virtual learning, simulations, well being, action planning and discovery visits.

**Unique London learning experiences.** Our London location attracts and connects you with a diverse network of world-class faculty, participants, alumni and industry leaders, delivering you an international network that will continually evolve.

## Personalised learning solutions

The true power of your London Business School experience becomes apparent over time as you continue to apply the lessons learned to challenges you face now and in the future.

### The London Business School experience offers you a lifelong return through access to:

- **Five star research.** Apply findings from our world-class research centres: Centre for Women In Business; Management Innovation Lab; Global Entrepreneurship Monitor and the Centre for New and Emerging Markets.
- **Publications.** Stay abreast of key developments and thought-leadership: Subscribe to e-newsletters covering the most innovative trends in business, HR and marketing.
- **International network of events.** London Business School hosts a series of events around the world, facilitated by faculty, Programme Directors and our own network of leading industry thinkers.
- **Access the world’s finest business thinkers.** To advise your organisation, London Business School faculty members offer private consultancy services, subject to availability.
- **Career Services.** You can access and recruit from the world’s most diverse source of global business talent through our Career Services team.

### For your organisation

We also work with companies on a one-on-one basis to create a mix of flexible and intensive programmes that respond to the critical business challenges of your organisation through:

- Clear objective setting based on organisational needs
- Aligning your learning objectives and talent management strategies
- Managing the commitment of multiple organisational stakeholders
- On-going evaluation techniques supported by London Business School.

To further discuss how to develop flexible learning solutions for your organisation please contact our Corporate Learning Solutions Team:

Tel: +44 (0)20 7000 7387

Fax: +44 (0)20 7000 7371

Email: oepsolutions@london.edu

### Continued learning

In addition to this programme, we can help you develop a personalised learning plan that delivers powerful development and skills at key points throughout your career. Refer to the inside back page of this brochure to review the full programme portfolio.

Speak to our Professional Development Consultants for more information on selecting the right programmes for your personal development plan:

Tel: +44 (0)20 7000 7390

Fax: + 44 (0)20 7000 7371

Email: execinfo@london.edu

“ The course really energised me – I came away buzzing and positive, and feeling that I could make a difference. It gave me practical experience I can apply at work. ”

**Cornelius McGrath**

Head of Business Change Programme,  
British Gas Services, UK



# YOUR JOURNEY BEGINS HERE APPLY TODAY

## Step 1

### Selecting the right programme

It's important you choose the programme that best meets your requirements and fulfils your long-term objectives.

Your Professional Development Consultant will guide you through the aspects of the decision-making process, providing you with programme statistics, case studies and can also arrange for you to speak to a past participant in your country or industry sector. Please do not hesitate to contact us if you are unsure of the right programme for you.

**Please note:** As all the programmes are conducted in English, a good working knowledge of the language is essential. If English is not your first language, we may require evidence of your proficiency.

## Step 2

### Reserve a provisional programme place

Due to demand, programmes become fully subscribed months in advance. To ensure you secure your preferred date, please contact our Professional Development team now to reserve your provisional programme place. We are able to reserve a place for up to four weeks while you complete your application. You can also reserve your provisional place online, please visit <http://interact.london.edu/>

## Step 3

### How to complete your application:

#### Apply online:

Visit <http://interact.london.edu/>

#### Request an application:

Email: [asa@london.edu](mailto:asa@london.edu)

Tel: +44 (0)20 7000 7394

Fax: +44 (0)20 7000 7371

#### Send your completed application to:

Professional Development Team

Executive Education

London Business School

Regent's Park

London NW1 4SA

United Kingdom

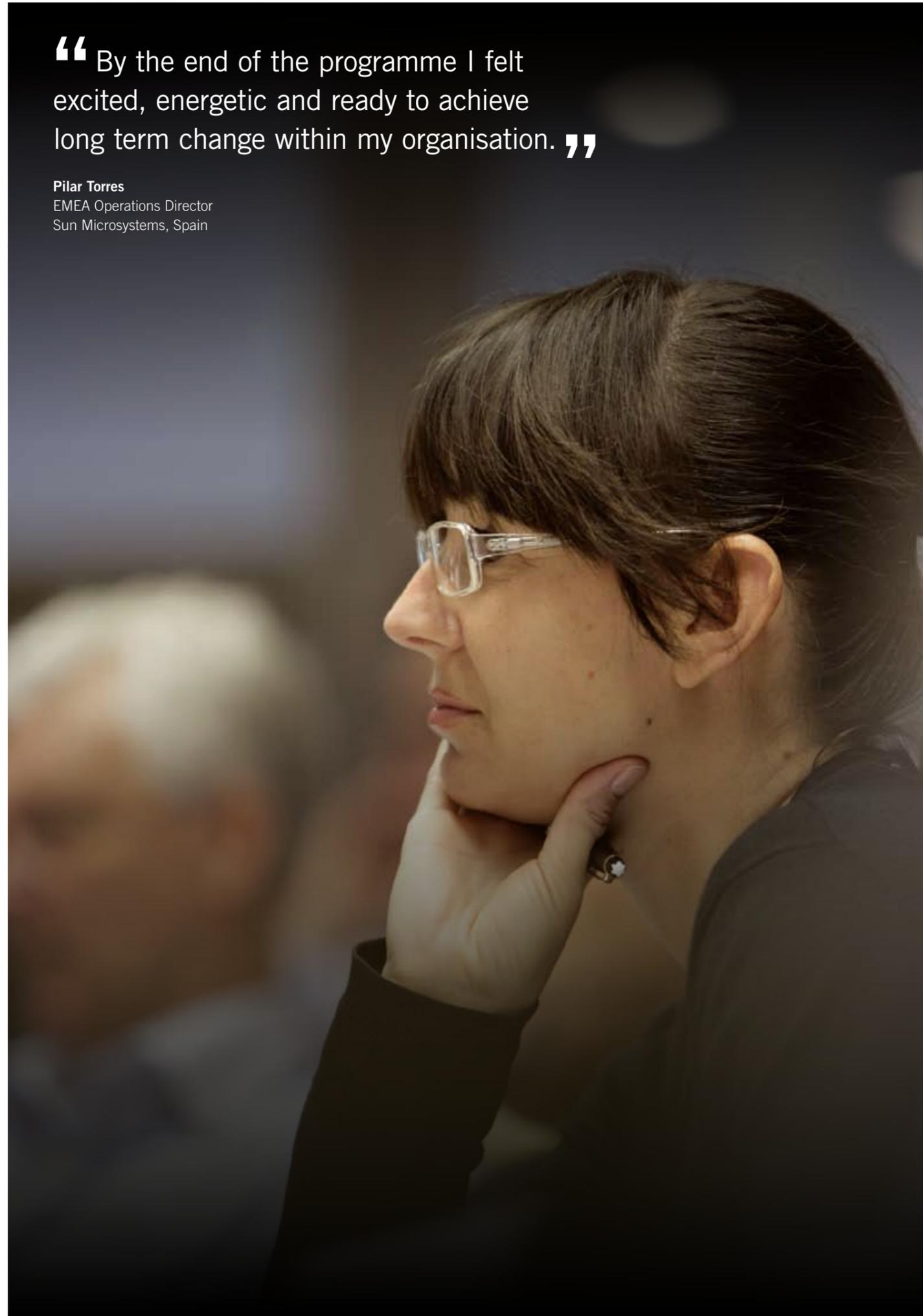
At London Business School we are committed to working with individuals and organisations to identify the right people for the right programmes at the right time to produce the right outcomes. We value diversity and promote a positive work and study environment. Admission decisions are taken in accordance with best practices and each applicant is considered on his/her own merit.



“ By the end of the programme I felt excited, energetic and ready to achieve long term change within my organisation. ”

**Pilar Torres**

EMEA Operations Director  
Sun Microsystems, Spain



# FLEXIBLE LEARNING SOLUTIONS TO MEET YOUR CRITICAL BUSINESS CHALLENGES

London Business School's Executive Education programmes provide the global business capabilities - the comprehensive skills, knowledge and networks - required to deliver results.

Our portfolio of programmes are designed to provide the flexibility for you and your organisation to select learning solutions based on individual learning and professional development requirements.

We offer an extended range of learning solutions from two-day to four-week intensive programmes spanning General Management, Strategy, Leadership, Finance, Marketing and Human Resources.

For more information, please contact:

Professional Development Team  
Tel: +44 (0)20 7000 7390  
Email: [execinfo@london.edu](mailto:execinfo@london.edu)

	Management	Leadership	Strategy	HR	Marketing	Finance
Board level	Corporate Governance: Managing the Board of Directors Tomorrow's Economy: Opportunities and Pitfalls Senior Executive Programme	Proteus**	Mergers & Acquisitions			Managing Brands as Strategic Assets
Senior manager*	Changeability	High Performance People Skills for Leaders Essentials of Leadership Coaching for Performance Negotiating and Influencing Skills for Senior Managers	Strategic Decision Making Achieving Strategic Agility Developing Strategy for Value Creation	Growing Your Business Unlocking Your Client's Strategy Making Strategy Happen	Talent & Leadership Development: Gaining Competitive Advantage Human Resource Strategy in Transforming Organisations Customer Focused Marketing: The Key to Unlocking Profits Market Driving Strategies Pricing for Profit	Financial Seminar for Senior Managers Corporate Finance Modular Programme & Corporate Finance Evening Programme † Advanced Corporate Finance Investment Management Programme † Private Equity Hedge Funds Programme Financing the Entrepreneurial Business
Mid career*	Accelerated Development Programme					
Early career	Emerging Leaders Programme					
	Customised Programmes					

### Key to Programme Types

\* We understand that responsibilities and level of job complexity may differ depending on your organisation. We carefully select participants to ensure that everyone gains the maximum possible benefit from our programmes.

\*\* Except Proteus - a 6-day programme.

† Investment Management Programme and Corporate Finance Evening Programme: each term runs one night per week for 10 weeks.

General Management  
(3-4 weeks)

Executive Short  
Programmes  
(5 days)\*\*

Finance Programmes  
(3-5 days) †

Executive Workouts  
(2 days)

Customised Programmes



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