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LEADING FROM THE MIDDLE: A PRACTICAL APPROACH TO ACHIEVING EXTRAORDINARY RESULTS
with Dr. Jackson Nickerson
$475 (US) per person

VIRTUAL SESSION (3-HOUR)

LEADING FROM THE MIDDLE: A PRACTICAL APPROACH TO ACHIEVING EXTRAORDINARY RESULTS

While much advice on leading change addresses challenges faced by the C-level suite, it is the leaders in the middle of the organization, the ones who commonly are tasked with building capabilities, who are on the hot seat. Unfortunately, few approaches to leading change are designed to help them succeed. This session introduces a new and specific set of processes to help mid-level leaders navigate their organizations so that they can succeed in building extraordinary capabilities. The program introduces four categories of stakeholders and describes that success depends on adopting Communications, Strategies, Tactics, and Sequencing (CoSTS) that are specific for each category. Participants will learn about these CoSTS for each category. They also will work through how the framework translates into practice in their own organization so that they can use the processes the next day.

DR. JACKSON NICKERSON

Dr. Jackson Nickerson is the Frahm Family Professor of Organization and Strategy at Washington University in St. Louis Olin Business School. He also is the Associate Dean and Director of Brookings Executive Education and a Senior Non-resident Scholar in Governance Studies at the Brookings Institution. A prior systems engineer at NASAs Jet Propulsion Laboratory with a BSME from Worcester Polytechnic Institute and an MSME from U.C. Berkeley, Jackson combines his engineering systems knowledge with an MBA and Ph.D. in Business Strategy both from U.C. Berkeleys Haas School of Business. He is a globally recognized expert in organization design and its performance implications as well as in critical thinking for business decisions, for which the Olin Business School won the inaugural MBA Roundtable Innovators Award. He also is the creator of Leading Thinking, a new approach for developing leaders taught through Brookings Executive Education. Jackson has published numerous papers in leading academic journals and is the author or editor of four books. His latest book is entitled Leading Change from the Middle: A Practical Guide to Building Extraordinary Capabilities (Brookings, 2014). He consults with business, government, and nonprofits on problem diagnosis, strategy, and leading change. In addition to serving on corporate boards, Jackson is a co-founder and business director of NFORMD.NET, a new media company that provides sexual assault prevention programs to universities and the U.S. Army.

TOPICS COVERED

WHAT IS THE LEADERSHIP CHALLENGE OF BUILDING EXTRAORDINARY CAPABILITIES?

WHAT ARE THE TRADITIONAL APPROACHES TO LEADING CHANGE?

HOW CAN YOU ENGAGE AND LEAD SUPERORDINATES?

HOW CAN YOU ENGAGE AND LEAD SUBORDINATES?

HOW CAN YOU ENGAGE AND LEAD CUSTOMERS?

HOW CAN YOU ENGAGE AND LEAD COMPLEMENTORS/BLOCKERS?

WHAT ARE THE SPECIFIC STEPS YOU CAN DO TO DRAMATICALLY INCREASE THE LIKELIHOOD OF BUILDING EXTRAORDINARY CAPABILITIES FOR YOUR ORGANIZATION?

FOR REGISTRATION PLEASE CONTACT: - IMS Regional Director -
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