



Moving from Operational Management to Strategic Leadership

Session Details

Faculty: Dr. Jeffrey Kuhn Date: Wednesday, October 16, 2019

Location: Pacific Energy Center San Francisco Sign In: 8:30 AM
851 Howard St., San Francisco, CA 94103

Phone: 415-973-2277 Session: 9:00 AM - 4:00 PM

Session Description

This seminar provides a practical framework for thinking and leading strategically in the new market landscape. Through expert content, carefully curated case examples, captivating leadership portraits, insightful strategic dialogue, and impactful development tools, Dr. Kuhn will lead participants through an engaging exploration of the fundamental shifts in mindset, language, and lens needed to break the shackles of short-termism and incrementalism and cross the chasm from operational management to strategic leadership.

Biography

Dr. Jeffrey Kuhn is a distinguished thinker, author, strategy advisor, educator, and speaker with expertise uniquely positioned at the intersection of strategy, innovation and growth, and organizational renewal and vitality-the work of strategic leadership. His research, teaching, and advisory work center on helping senior business leaders develop the capacity to think and lead strategically in dynamic market environments undergoing profound change. He holds a doctorate from Columbia University, and has served on the faculty of Columbia Business School, and as a guest lecturer at The Wharton School, and the U.S. Naval Postgraduate School. His research and writings on strategic capacity and dynamic capabilities have garnered worldwide acclaim. He is a fellow at the Strategic Management Forum and the Royal Society of Arts. In 2017, Dr. Kuhn was inducted into Marshall Goldsmith 100 Coaches.

Guide to Participant Selection

Department	Admin	Distrub	Engr	Finc	H.R.	Legal	Mktng	IT	Or	Plng	Pchsg	R&D	Sales
Senior Executive (Pres. Exec & Sr VP)	2	2	2	1	2	3	2	2	2	2	2	2	2
Executive (VP & Gen'l Mgr)	1	1	1	1	1	3	1	1	1	1	1	1	1
Senior Managers (Div & Reg. Mgrs)	1	3	1	1	2	3	2	3	1	1	3	2	3
Middle Managers & Superintendents	2	2	3	2	2	3	2	3	2	2	3	2	3

Time Allocation - Topics

10% Defining Strategic Leadership

- What is strategic leadership? How is strategic leadership different from operational management and other forms of leadership?
- Three domains of leadership
- The Holy Trinity: strategic thinking, strategic leadership, and strategic innovation in dynamic industries

10% Leading in the New Market Landscape

- Defining features of the new market landscape
- The new market landscape requires new ways of thinking and leading

30% Thinking and Leading Strategically: The Essentials

- Strategic vs. operational vs. tactical thinking
- Key dimensions of strategic thinking and strategic leadership

20% Managing Strategic Paradox and Tension: The Two-Curve Challenge

- Why good companies go bad: sources of organizational decline
- The challenge of strategic innovation in established organizations; overcoming the gravitational pull of today to create the growth of tomorrow
- Leading organizational renewal
- Case discussion: financial health versus strategic health

15% Developing a Key Strategic Mindsets and Skillsets

- Future gazing
- Perceptual acuity
- Framing strategic questions
- The importance of curiosity and imagination
- Overcoming strategic myopia

10% Becoming a Strategic Leader / Building the Strategic Muscle of My Team

- Crossing the chasm from operational management to strategic leadership
- Overcoming personal and organizational barriers to strategic thinking
- Building the strategic muscle of my team
- Charting the course to become a strategic leader

5% Synthesis of Key Themes and Application

Focus

Primary - Leadership Development

Adaptability, Commitment, Creativeness, Developmental Perspective, Initiative

Secondary - Planning/Organizing

Problem Identification, Selecting and Organizing Information, Evaluating Alternative Solutions

Tertiary - Executing/Controlling/Evaluating

Decision Making, Use of Authority, Direction

Level

Introductory

Intermediate

Advanced

FOR REGISTRATIONS PLEASE CONTACT: **Steven Berg**

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