VISTAGE | STANFORD GRADUATE SCHOOL OF BUSINESS

VISTAGE EXECUTIVE LEADERSHIP PROGRAM

In Collaboration with
Stanford Graduate School of Business

The Vistage Executive Leadership Program

Now more than ever, CEOs and executives are seeking new ways to grow and innovate their businesses, both faster and more efficiently.

The Vistage Executive Leadership Program, in collaboration with Stanford Graduate School of Business, is a unique executive education program that focuses on developing strategic thinking and applying innovative strategies that drive transformative change in an organization.

Members learn proven business concepts through online, self-paced learning guided by Stanford faculty. They are then challenged to bring these concepts to life in their own business through interactive group workshops facilitated by expert Vistage Chairs. The cohort structure of the program provides added support and accountability from similarly motivated and focused CEO peers for optimal results.

The Strategic Leadership Course

Strategic Leadership is an online course from Stanford Graduate School of Business Executive Education Program.

This course helps you learn to think strategically: how to identify opportunities and challenges, how to develop a viable course of action, and how to execute strategy so that your team is guided and motivated to achieve success.

The Format

With a combination of online self-paced learning, a live session with Stanford faculty, and workshops facilitated by expert Vistage Chairs, this course focuses on honing strategic thinking skills and applying them to your business. It consists of eight individual one-week modules, each with an assignment. Curriculum is delivered through readings, videos, case studies, and small team projects, as well as cohort-wide feedback and discussions. Member feedback suggests they spent approximately five hours per week on course material. Catch-up weeks are inserted throughout the course to accommodate the busy lives of active executives, spreading the eight modules over 12 weeks.

This program does not require prerequisites or a prior degree to enroll. Members receive a Stanford Certificate of Completion, which can be posted on their LinkedIn profile.

Who Is Best Suited for This Program

This program is designed specifically for growth-minded Vistage CEO members who want to take a deep dive into evaluating their organization's strategy.

It is best suited for those who are looking to:

- sharpen their strategic thinking skills for tackling challenges
- spur transformative change and growth in their company
- develop a framework that better aligns with their strategy
- disrupt their business model entirely

COURSE FACULTY

William P. Barnett

THE THOMAS M. SIEBEL PROFESSOR OF BUSINESS LEADERSHIP, STRATEGY, AND ORGANIZATIONS

William Barnett studies competition among organizations and how organizations and industries evolve globally. He is best known for his work on "Red Queen Competition," where firms learn from competition and so become stronger competitors over time.

Jesper B. Sørensen

THE ROBERT A. AND ELIZABETH R. JEFFE PROFESSOR, AND PROFESSOR OF ORGANIZATIONAL BEHAVIOR

SENIOR ASSOCIATE DEAN FOR ACADEMIC AFFAIRS

Jesper B. Sørensen specializes in the dynamics of organizational and strategic change, and their implications for individuals and their career. His research on firm outcomes has focused on the impact of organizational structure and culture on organizational learning, performance and innovation.

Course Modules	Learning Objectives
Module 1 **Discovering Strategy**	• Describe the strategy formation process and identify strategic emergence. • Explore sensemaking as a function of leadership in the strategy process. • Describe the value of strategic planning for both external and internal audiences. • Define key strategic concepts.
Module 2 **Understanding Firm's Performance**	• Explain the difference between mission and strategy, and how they relate to the types of value that organizations create. • Provide a definition of economic value creation and the concepts of willingness to pay and opportunity cost. • Explain the reasons why organizations might not capture the value they create, and who might capture the value instead. • Describe and give examples of the four primary obstacles to capturing value.
Module 3 **Sources of Advantage**	• Define a value creation advantage and explain how it contributes to securing an organization's economic prosperity. • Explain how the concept of a value creation advantage relates to the tradeoff between cost and perceived quality. • Describe positioning advantage. Explain how it allows an organization to capture a greater share of the value it creates. • Articulate how organizations might have a bargaining advantage or disadvantage with buyers or suppliers.
Module 4 **Delivering on Capabilities**	• Identify organizational capabilities. • Evaluate a company's organization using the PARC Framework. • Describe the alignment between a company's organizational capabilities and its strategy. • Identify competency traps and determine how to correct them.
Module 5 **Network Effects and Marketplace**	• Explain differences between intrinsic benefits and network benefits. • Give examples of two-sided marketplaces, and explain the unique dynamics of network effects in such settings. • Discuss the unique strategic concerns that an operator of a two-sided marketplace might face. • Give examples of the strategic implications of indirect network effects for the operator of technology platforms.
Module 6 **Innovation**	• Describe the connection between failure and innovation. • Explain the difference between an exploration strategy and an exploitation strategy. • Develop a plan to increase non-consensus innovations. • Define the VSR framework.
Module 7 **Strategy Formulation**	• Explain why filtering between different strategic proposals and innovative ideas is a core leadership challenge. • Discuss the consequences for the strategy formulation process of failing to manage the filtering challenge successfully. • Explain why focusing on what has to be true is a more effective approach to debating strategic alternatives.
Module 8 **Strategic Change**	• Explain why discontinuous changes in technology are difficult for organizations. • Describe what makes a change disruptive to an organization and describe sources of structural inertia. • Develop recommendations for improving your organization's existing strategy. • Apply concepts, frameworks, and skills that you've learned in this course to your own organization.

GROUP SIZE	TIME COMMITMENT	COST
8-12 members	5-6 hours per week for course material, assignments and virtual workshops	$7,500

"I wanted to think bigger and focus on being a more strategic leader. The Vistage Executive Leadership program has helped me dial in our strategy and really find my growth mentality.

Since applying the learnings to our business, one of our providers did over $5 million of business, generated 5,000 leads and saw a 21% higher ticket price than in-store purchases through our software alone. Additionally, we just signed our first national bathroom remodeling company deal."

FRANK SCIARRINO
CEO, Stone Professionals, Inc.

"The Strategic Leadership course gave me the tools to help me scale and inject routines into the startup company that I was brought on to make more profit-driven. I realized that it was time for me to use these frameworks to create my own business from scratch and assemble a group of people to develop the architecture, routines and culture that will define our strategy, execute it and iterate through it."

SHERRIE SIMMONS
Founder & CEO, Simms Solutions

"There is no doubt that we are growing right now because of the experience and knowledge gained in the Vistage Executive Leadership Program."

RONN CORT
President, KYDEX, LLC

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