# Leadership for Strategic Execution (LSE)

*"The tools in this course—Strategic Mapping and the Insights survey in particular—have given me actionable insight into my "sources of power" that I expect will immediately improve my strategic execution skills."*

*-Financial Services Executive*

Organizations succeed or fail to execute their strategy successfully often based on the talents and capabilities of their leadership. Without effective leadership driving organizational performance, even the sharpest strategies won't yield the desired outcomes. *Leadership for Strategic Execution* (LSE) prepares todays and tomorrows leaders for their crucial role in achieving optimal company performance now and in the future. Developing leaders that can think and act strategically will be the distinguishing factor in your organizational success.

## LSE Learning Objectives

In this SAPM core course, learn how future leaders in your company can:

- Improve leadership skills to support the achievement of strategy for your organization, your project team and yourself
- Utilize the Strategic Execution Framework (SEF) to understand and address leadership challenges in executing strategy
- Evaluate and explore decision-making processes for enhanced individual and group decisions
- Apply concepts to use power effectively to lead others and to manage stakeholder relationships
- Adapt your leadership style to unique personalities to better align and assure their support to strategic execution

## Benefits to your Company

- Increased alignment that leads to faster and higher-quality strategic decisions
- New tools and techniques to enhance leadership characteristics and capabilities
- Better stakeholder management assuring the support and contribution to project and strategic success
- Reduced surprises through better planning and rapid recovery of challenges to execution

***Learn how to guide successful productivity across your company with Leadership for Strategic Execution. Get details now.***

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**Does your company have the right strategies in place but fails to produce the results you're after? Does the focus on your day-to-day operations detract from longer-term strategic follow-through?** *Leadership for Strategic Execution* addresses the significant challenges facing today's company leaders at all levels to help identify and solve the execution obstacles that hinder success.

LSE, the capstone core course in the Stanford Advanced Project Management curriculum, addresses the crucial role that leadership plays in achieving better organizational performance in today's dynamic environment. Developed by IPS Learning and the Stanford Center for Professional Development at Stanford University, this intensive, three-day required course helps develop critical skills for providing leadership to the people who translate strategy into effective results.

## SCPM Credential*

*Leadership for Strategic Execution* is the capstone, core course in the Stanford Advanced Project Management (SAPM) curriculum. Participants who complete all three of the SAPM program's core courses, plus any three electives, will be awarded the Stanford Certified Project Manager (SCPM) credential—considered the paragon of expertise in enterprise project, program and portfolio management.

## Contextualization

To help you get the most out of the SAPM program, IPS Learning can work with your company to contextualize course content to your industry, your corporate culture and your particular challenges. Please contact us for further information.

*Course participants earn up to 24 professional development units (PDUs) for successful completion of each Stanford Advanced Project Management (SAPM) course. PDUs can be applied toward maintenance and recertification of credentials awarded by the Project Management Institute (PMI®).

***Learn how LSE can help optimize your company's performance.***

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# Abstract: Leadership for Strategic Execution (LSE)

| Module/Topics | Learning Objectives | Learning Methods |
|---|---|---|
| **1. Leadership For Strategic Execution:**<br>▸ Explore a framework for examining personal, team and organizational strategy<br>▸ Identify organizational leadership challenges<br>▸ Examine your personal Strategic Execution Framework (SEF) | ■ Employ the Strategic Execution Framework to analyze and understand complex organizational systems and issues<br>■ Apply the SEF to analyze leadership approaches used by recognized leaders<br>■ Identify and manage your personal SEF to ensure alignment between you and your team and your organization | ● ● ● ● |
| **2. The Leader's Role:**<br>▸ Investigate the illusion of control<br>▸ Determine your role in executing strategy<br>▸ Define the characteristics of good leadership<br>▸ Evaluate personal leadership characteristics | ■ Explain the leader's challenge in strategic execution<br>■ Show how leaders are not necessarily in control and how to cope with uncertainty<br>■ Describe various strategy approaches and what leaders should do to ensure execution<br>■ Define characteristics of good leadership and the areas that you can address for personal success | ● ● ● ● |
| **3. Leading with Power:**<br>▸ Explore the ambivalence of power<br>▸ Identify sources of power<br>▸ Speak and act with more power | ■ Describe the sources of ambivalence of power and why overcoming them is important<br>■ Leverage sources and attributes of power<br>■ Build self-awareness by applying the power assessment tool<br>■ Learn how to act and speak with power | ● ● ● |
| **4. Effective Leadership Principles:**<br>▸ Understand the role of a leader<br>▸ Review and explore what makes a bad and good leader<br>▸ Adopt good leader practices | ■ Identify what bad leaders do and the resultant cost to the organization<br>■ Explore the major actions that characterize good leaders<br>■ Apply these insights to identify ways to increase your own "good boss" skills | ● ● ● |
| **5. Aligning Stakeholders:**<br>▸ Understand what is a stakeholder<br>▸ Determine how to select key stakeholders<br>▸ Establish plans for enhancing stakeholder relationships | ■ Identify and map the key stakeholders needed for your initiative to succeed.<br>■ Plan your stakeholder engagement strategy<br>■ Learn how to build support and overcome resistance<br>■ Apply guidelines to strengthen stakeholder relationships in real-life situations | ● ● ● |

**Learning Methods Key:**

● Lecture and discussion ● Team/group activities ● Learning journal insights ● Individual goal setting and application plans ● Case study analysis

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| **6. Evidence-Based Decisions:**<br>▸ Understand evidenced-based decision making<br>▸ Define and establish a process for quality decision<br>▸ Explore individual decision-making biases<br>▸ Experience and address group decision-making bias | ■ Describe the significance of using an evidence-based approach<br>■ Provide a model for effective decision-making<br>■ Show how to avoid biases that could lead to poor decisions and outcomes<br>■ Apply the six elements of a quality decision to real-life situations<br>■ Recognize the symptoms of groupthink and apply approaches for avoiding it | ● ● ● ● |
| **7. Strategy Innovation:**<br>▸ Appreciate the need to innovate<br>▸ Define intentional strategic outcomes from innovation<br>▸ Explore unique innovation zones and types<br>▸ Understand and address alignment issues with innovation strategy, culture and metrics | ■ Describe the inherent challenges of innovation and desired strategic outcomes<br>■ Identify specific innovation types that relate to opportunities in the market maturity life cycle<br>■ Recognize and overcome inertia when it impedes needed change<br>■ Apply innovation principles when developing strategy and making portfolio decisions | ● ● ● |
| **8. Scaling Up Excellence:**<br>▸ Define the concept and purpose of scaling<br>▸ Explore opportunities to scale up in your organization<br>▸ Learn principles to apply when scaling up an idea | ■ Apply a framework to enhance your ability to scale good ideas and pockets of excellence to the bigger organization<br>■ Employ the principles of scaling that can improve chances for success<br>■ Provide guidance for getting people to scale in a way that moves beyond just words and ideas | ● ● ● ● |
| **9. Insights to Leadership:**<br>▸ Investigate the foundation of personal profiling<br>▸ Determine four fundamental personality types<br>▸ Understand how to leverage your style and strengths<br>▸ Explore how to predict personality types<br>▸ Learn how to lead other personalities other than your own | ■ Gain insights into your personal leadership style<br>■ Improve your awareness of others' working styles<br>■ Identify strategies and tactics for improving personal, interpersonal and team effectiveness<br>■ Enhance your effectiveness at influencing others on an individual and organizational level | ● ● ● ● |

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