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Strategic Leadership Immersion Program:
Manage to Lead using the Seven Truths

Instructor: Peter DiGiammarino

Email: peterd@intelliven.com

Cell: 703.283.0133

Office: 415.848.2634

SKYPE: peter.digiammarino1

Program Description

Any organization is more likely to reach its potential to perform and grow when its leaders are **clear about their organization today, where it is headed next, and when they know how it will get there**. *Strategic Leadership: Manage to Lead using the Seven Truths* teaches a straightforward, yet **rigorous way, to describe and assess any organization** as it exists and as its leaders would **like it next to be** in light of external and internal threats and opportunities. You will learn how to **describe, launch, drive, and govern initiatives** that transform an organization from its current state to its targeted next state.

Learning Outcomes

Those successfully completing this program will be able to:

- Describe and analyze an organization to determine what is most important to change next by improving its systems for doing what it does, creating demand for what it does, and for growing.

- Build a coalition of support, aligned with a leader's intent, and form, launch, drive, communicate, track, and govern initiatives to accomplish targeted results.

- Apply conceptual frameworks and use tools to facilitate strategic planning and to guide organizations to achieve a desired result through a chosen course of action.

- Identify, support, and develop leaders who want to accomplish something specific and to help their organizations think, plan, and act strategically.

Workbook

DiGiammarino (2013). *Manage to Lead: Seven Truths to Help You Change the World*, McLean, VA: IntelliVen. ISBN-13: 978-0-9891964-1-3. Purchase the workbook on Amazon or at this link using discount code: HK53EDNE to get 35% off the Amazon list price.

Requirements

- Participants **MUST** have a specific, real organization with which they are intimately connected and for which they have a specific change in mind to make. The organization and the intended change will be used as a case example on which to apply what is covered throughout the program.

- Participants must arrange for **someone senior from their current, or past, organization** to attend to at least one session to serve as a guest outside executive.

- Being adequately prepared for each session is a key part of your responsibility in this program. The format is one of **active learning in a learning community**. It is your responsibility to make the required time allowances to **read assigned materials and complete assigned work** ahead of each session.

Certificates

Points for program activity are as follows:

Points	

Session Preparation and Participation
 	
Points are awarded for quality preparation and participation. Specifically, here is what we look for:
 	
- Shows up **on-time, prepared, present, thinks critically, develops points-of-view, participates** (but doesn't dominate), **edifies** and **supports** classmates.
 	
- **Thinks deeply** and uses best efforts to:
  o Prepare and submit **quality work**.
  o Review and offer **feedback** to classmates.
 	
- Actively **seeks, embraces,** and **applies input** from classmates, instructor, and outside reviewers.
	50

Final Project In no more than ten pages or ten slides, **describe** and **assess your organization** as it exists today**, why it needs to change**, and **what it will do to change** using concepts from sessions and readings. Fill out the **W-W-W, Change Framework, Financials, Process Flows, Initiative-to-Action,** and **Leadership Support** templates to brief the instructor, classmates, and outside reviewers. Revise your work based on input from instructor, classmates, and outside reviewers prior to final submission. **Note the following:** • **Include a title page.** • **Assume the perspective of the organization leader**. • **Describe the change you plan to make definitively** and not as an option or choice yet to be made. • Assume you and your organization have had an offsite and decided what to do. **Do NOT say that** your decision is to have an offsite to decide what to do. • **Explain one initiative fully** rather than lightly cover several initiatives. • Writing should be succinct, grammatical, and clear in analysis and thinking. • Points will be awarded as follows:	50

o Document named properly	1
o Submitted on time	1
o WHO-WHAT-WHY	10
o How (DO-SELL-GROW)	3
o How Well	3
o Change Framework for the organizations	10
o Change Framework for an initiative	10
o Initiative-to-Action	10
o Approach to leadership support	2
Total	50

Points awarded for Preparation and Participation will be added to Final Project points.
Certification level will be based on total points awarded as follows.

Point Total	Certificate Level
90 - 100	Distinction
75 - 80	Competence
<75	Completion

Session Details

#	Session	Readings	Assignments
1	Get Loose	• Detailed Program Description • MtL: Introduction and Get Loose • Four Kinds of Help • How a New Skill Becomes Core to Leadership. • The Idea-to-Benefit Cycle	• Link-In with the instructor • Subscribe to intelliven.com • Think about what you want to accomplish in this program. • Select an organization on which to apply lessons learned in this program.
2	Get Clear: What-Who-Why	• MtL: Get Clear -- Who–What–Why • Publicly available material on your organization.	• Use publicly available data and your own knowledge to fill-out and submit a rough first-cut of the WHAT-WHO-WHY template in the IntellVen.com Toolbox. • Nominate a senior executive from where you work to serve as an outside executive reviewer for a classmate.

3	Get Clear: How	• MtL: Get Clear -- How • Collis, David J. and Rukstad, Michael G. (2008) Can You Say What Your Strategy is? Cambridge, MA.	• Draft a rough process flow diagram to show how your organization Does, Sells, and Grows. • Determine which of the three core processes currently constrains your organization's growth.
4	Get Clear: How Well	• MtL: Get Clear – How Well	• Compile a table of your organization's revenue, direct costs, gross margin, indirect costs, operating profit, and operating profit margin for last year, this year, and two future years. • Comment on how your organization is doing in comparison to its **past** performance, **planned** performance, and the performance of its **peers.**
5	Get Aligned	• MtL: Get Aligned • MtL: Plan Change	• Draw a stick-figure of a leader in action. • Overrun CTO
6	Plan Change	MtL: Appendix: • Five Steps to a Sale. • Three Steps to Selling a Work Plan.	• Prepare a pitch to help the CEO of your organization. • Refine your organization's W-W-W. • Draft and submit a rough first cut of a Change Framework using the template in the IntelliVen.com Toolbox.
7	Do & Review	• MtL: Do & Review • Kotter: Leading Change HBR article • MtL: Appendix: Executive Session POAD	• Second cut at a CEO sales pitch • Draft and submit a rough first cut at an Initiative-to-Action using the template in the IntelliVen.com Toolbox.
8	Get Help	• MtL: Get Help • HBR: O&M (we'll review together in session)	• Prepare draft materials to lead an Executive Session as CEO of your chosen organization. • Organization Dilemma • Observe leaders driving change

9	Grow	• MtL: Grow	• Draft of briefing materials to review in session with instructor and classmates.
10	Executive Session		• Briefing materials to lead an Executive Session with outside reviewer(s) as CEO of your organization.
Post Session 10			• Program Evaluation • Final Project submission • Receive Certificate