

# Manage to Lead Immersion Program: Seven Truths to Help You Change the World

## Summary of Prerequisites

To have the most valuable experience possible in the program, each participant team must have the following:

### 1. A Case Organization that seeks to perform better and/or to grow faster:

- Of on-going importance (i.e., not a project that ends)
- With which you are intimately involved
- Of significant scale and complexity; e.g.:
  - Annual budget \$2+M
  - In operation 3+ years
  - Multiple functional units
  - A concept or early stage venture with extraordinary potential

### 2. A Specific *Change in Mind to Make* that:

- Involves significant time, complexity, and organization evolution.
- Can be part of a larger change or made up of multiple smaller changes.

### 3. An Outside Guest Executive who:

- Is someone connected to you and/or your organization
- Acts as a sponsor
- Is, ideally, more senior than the participant team's leader
- Will attend and review a Final Project presentation in the last session

These three prerequisites are explained more fully below.

## Detailed Pre-requisites

1. **A Case Organization:** Your organization will be used as a case throughout the program and as the basis for your final project. Your organization should have significant scale and complexity. For example: 12+ employees, several functional departments (e.g., marketing, sales, development, etc.), an annual budget of more than \$2 M, and been in operation for over three years. In some cases, we accept concept or early stage ventures that have extraordinary growth potential.

Note that there is an important distinction between an **organization** and a **project**. The case organization must be an organization in which a project to accomplish a change will be conceived and carried out. Projects are a collection of resources marshalled against a plan to accomplish something specific over a time period and then end. Organizations accomplish a specific objective for a beneficiary that never goes away. Most organizations seek to do what they do ever better and to an ever-greater extent (i.e., at ever larger levels of scope, scale, and impact). Projects do not.

2. **A Specific Change in Mind to Make:** The program is to help a leader and leadership team effect an intentional change to their organization. The change should be significant in terms of the time it takes to accomplish, the level of complexity it entails, and the amount of evolution in organization, systems, and processes required to accomplish it. It may be part of a larger change or be made up of many smaller changes. Though we will refine and hone the change as part of the program, it is important to have a specific change in mind

from the start.

3. **Outside Guest Executive:** The program prepares a leader and leadership team to brief an outside board of directors. Each participant team sponsors someone from their network to serve in this capacity for other participant teams. There is added benefit in for someone more senior in the participant's organization to get exposed to what the program teaches as they will be in better position to provide support to efforts to apply what is learned in the program after it is over.

Someone who is senior yet with whom the participant team is highly connected is the ideal candidate. The person could be a superior from work, a board member, an advisor, a past boss, or someone otherwise held in high esteem.