

LEADING DURING HIGH-STAKES STRATEGIC CHANGE



**HARVARD
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Executive Education



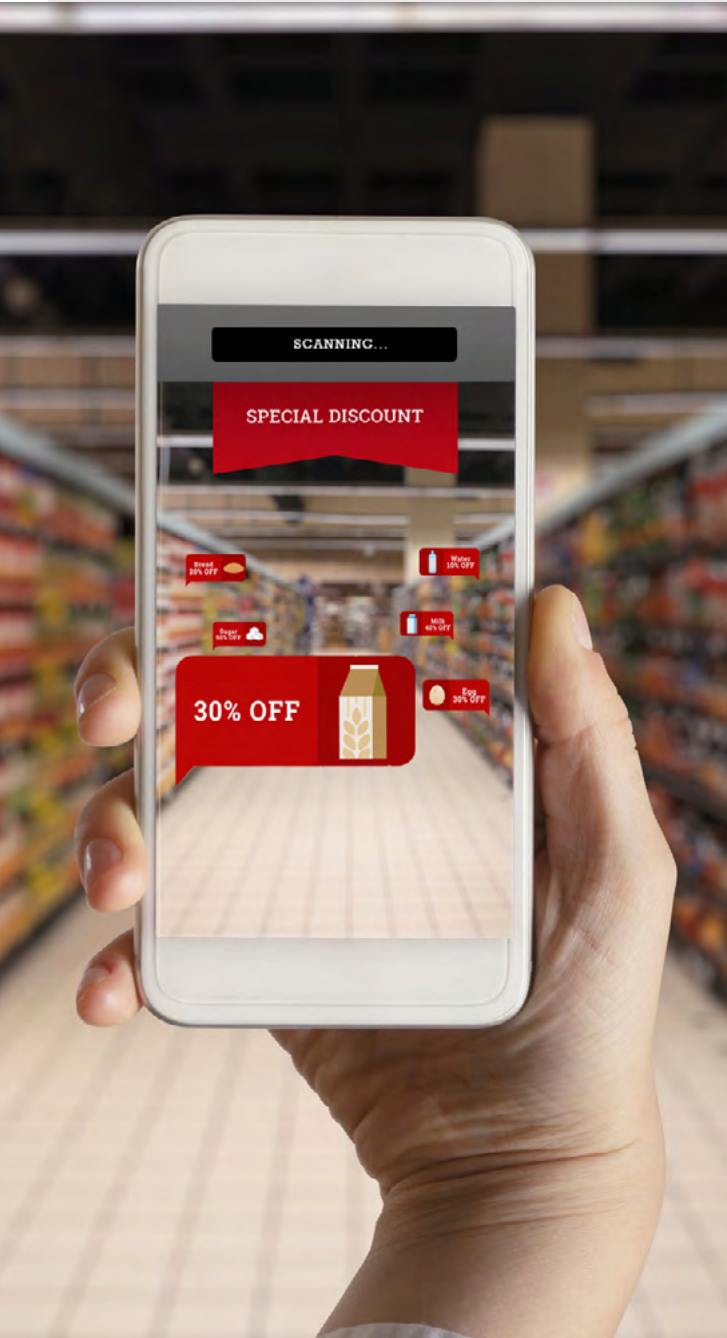
When change is a constant, we equip your leaders to stay a step ahead.

Are your leaders ready to deliver during periods of high-stakes strategic change?

- Digital transformation
- Leadership succession
- Mergers and acquisitions
- Hypergrowth
- Next-generation strategy
- New markets
- Launching new products
- Business model shifts
- New regulations

Evolution and adaptation are essential in the business world, and organizations are increasingly encountering periods of high-stakes strategic change. For intelligent, engaged enterprises, these situations represent exciting growth opportunities. To best capitalize on them, organizations need to ensure that their leaders are prepared to deliver with nimble, action-oriented approaches.

Harvard Business School Executive Education offers a broad portfolio of executive education choices. No matter what type of high-stakes change you are preparing for, we work with you to assemble the best-in-class solution to tackle your specific business needs.



Digital transformation

Today's dynamic digital environment presents compelling opportunities for companies. These start with reimagining what your business is, who your customers are, and how to engage them using digital technology.

Prepare for digital disruption

Disruption is not an event; it is a permanent operating reality. Companies must build a firm foundation for leading organizational change and harnessing opportunities unleashed by digital transformation while maintaining their current businesses.

Align digital strategy with business strategy

To be successful, organizations need to make digital strategy an integral part of their overall business strategy. As they identify how to maximize value and minimize the costs of creating, managing, or engaging with digital platforms to build for the future, legacy companies must also strengthen the core of what they have.

Build and sustain an agile workforce

Digital transformation must be a key part of a company's strategy, and its organizational structure needs to propel this strategy. Executives must know how to make the right moves to develop the modern workforce their organization needs to achieve strategic objectives and gain competitive advantage in the evolving digital world.



Leadership succession

Organizations recognize that proactive, disciplined succession planning is an important priority for current and future success.

Manage talent as a strategic asset

A steady pipeline of effective leaders ready to step up has myriad strategic benefits. It can lead to a stronger organizational culture, a workforce that is better prepared to thrive in dynamic conditions, and greater stability and resilience within the organization.

Establish an environment that develops successors

The focus should be on how to prepare successors, not simply identify them; learning should be emphasized over performance. Organizational environments should combine opportunities for successors to gain experience, exposure, and education.

Orient succession planning toward the future

Firms must consider succession in the context of what leadership roles will look like in the long term rather than building succession plans based on current roles. This will ensure that future leaders are prepared to deal with a world that will differ from the present. It is also important to foster a mind-set of constant personal growth so new leadership is prepared for dynamic business environments.



Mergers and acquisitions

Mergers and acquisitions are constantly reshaping the corporate and competitive landscape. To successfully gain competitive advantage and expand market share through such deals, leaders must be prepared to effectively forge strategic partnerships, navigate complex negotiations, and drive corporate growth.

Employ a structured process

Dealmakers must carefully consider every detail of the M&A process. Success requires performing rigorous upfront evaluation, considering different scenarios, understanding the alternatives and angles that can generate better results, and looking for opportunities to create value.

Gain and share trust to create successful deals

The human aspect of mergers and acquisitions means that creating and maintaining a professional atmosphere of mutual trust is a key aspect to developing beneficial deals.

Proactively address cultural differences

Before committing to a deal, organizations should execute due diligence to anticipate integration challenges. Achieving cultural harmony is essential and requires companies to negotiate culture during M&A discussions, develop a cultural integration plan, get buy-in from both organizations, and be prepared to reevaluate the original integration strategy when issues arise.



Hypergrowth

Today's fast-moving, highly dynamic global economy presents significant challenges to leaders committed to delivering exceptional market value. The right insights and tools are key to successfully navigating the rapidly changing landscape.

Design a high-performing organization

To successfully compete in a high-growth environment, leaders must first ensure they are hiring the very best people. They then must align employees with the company's strategic objectives, measure accountability, properly allocate resources, and build an action-oriented, innovation-focused, collaborative culture.

Operationalize growth strategies

Optimal execution of strategy that is designed to drive rapid expansion requires alignment of structures, systems, and processes. A strategy map must be developed and translated into a system of evaluation of financial and non-financial measures, which must be used consistently to track progress.

Optimize intangible assets

Quantifying and improving assets like customer loyalty, the innovation of new products, the quality of processes, and the skills of employees is critical to driving and sustaining future value. Scaling and maintaining a successful culture is important and is achievable with deliberate, well-thought-out, and well-executed plans.



Next-generation strategy

The future of work is here, and leaders must embrace the opportunities presented by shifting demographics and new employment models.

See past generational stereotypes

Leaders and managers must see each employee as an individual rather than make generalizations based on people's age and stage. Most differences between employees are driven by their unique personality, not their generation. To build strong relationships, each person must be managed based on individual strengths and weaknesses.

Facilitate the transition into the workforce

Younger employees want to hit the ground running, but the transition from school to work can be challenging. To mitigate this struggle, firms can explicitly teach these employees about the norms of the working world, provide mentors, and encourage young people to put in the effort to master the transition.

Value wisdom as much as youth

Older workers are in better health than ever and stay in the workplace longer, yet they feel increasingly less relevant at work and worry that their experience is seen as more of a liability than an asset. There is an opportunity to connect these workers with younger employees so they can teach and coach them, using their wisdom, experience, and specialized knowledge, to create businesses that will endure.



New markets

In today's business environment, every organization faces pressure to deliver sustained growth and profitability. Yet technological advances shorten product life cycles, business models change, and unanticipated competition surfaces from outside the sector.

Drive continuous growth through innovation

Successful innovation opens up new market opportunities for organizations, but it can be challenging to achieve. Winning innovation approaches are tightly aligned with overall corporate strategy, correctly assess the drivers of new product adoption, and accurately analyze demand.

Redefine “going global”

Becoming a strong brand isn't just about expanding into international markets. To prosper, leaders must embed a global mind-set in their corporate culture and daily operations. This can be achieved through various approaches, including elevating the importance of international experience among employees and changing organizational design to create roles that are more global in scope.

Identify the right new customer target

New markets are created by generating new demand. To open up new markets, companies need to learn why noncustomers do not patronize their current offerings. This insight into noncustomers' unmet needs and offering a solution are key to generating new demand and opening up new markets.



Launching new products

As today's pace of change continues to accelerate, companies need to successfully innovate to stay ahead, and yet most new products fail. To transform innovation into competitive advantage, leaders need to ensure their organization has both the right mind-set and the right skill set.

Create an innovation culture

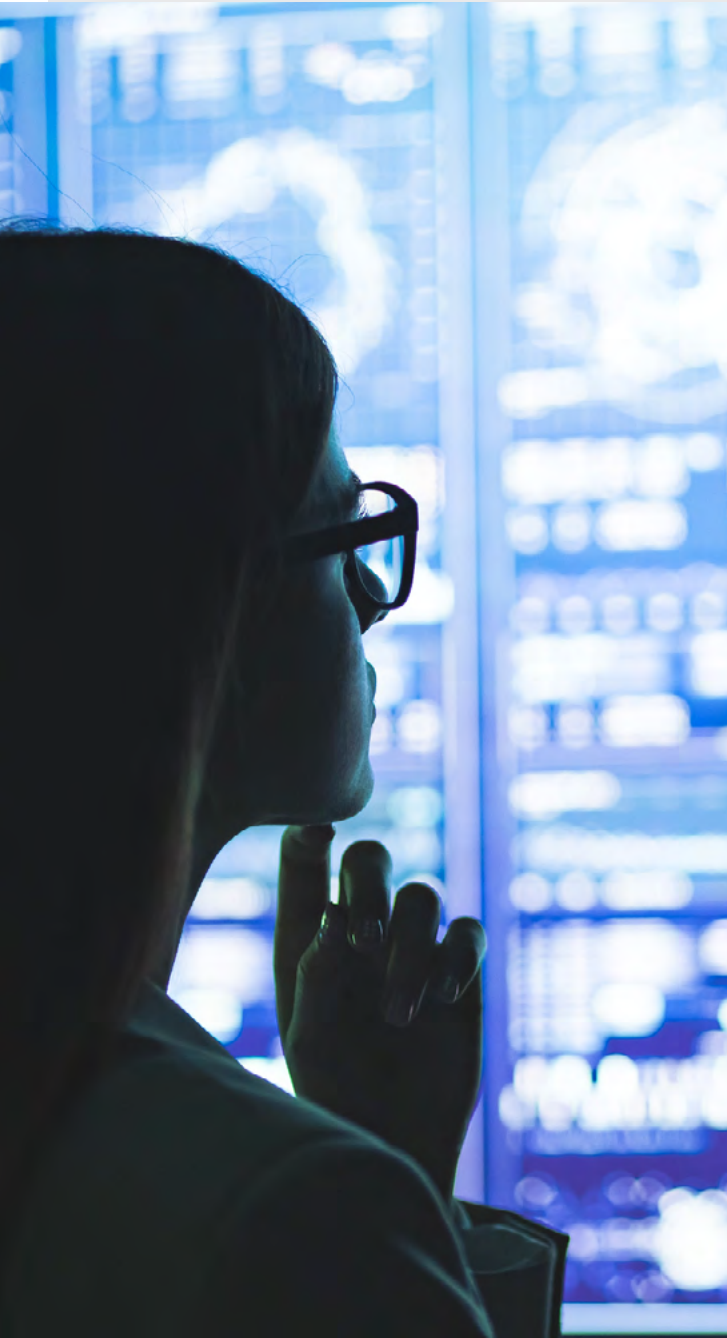
Innovation should be infused into a company's DNA, starting with the top leaders and filtering throughout all functions and levels. This involves approaches like building innovation-related metrics into reviews and identifying "innovation champions" to help implement programs and processes to stimulate agility and creativity.

Link strategy to execution

New product development and launch must take place within the strategic context of the larger company. Leaders need to carefully consider whether new products will enhance the organization's overall positioning and constantly reexamine their product portfolio as market conditions evolve.

Learn from failures

With innovation, failure is the status quo. Companies with environments that share and discuss the failures effectively use them to their advantage. Innovation is an iterative process in which it is keenly important to use insights from failures as input to improve on the next try.



Business model shift

Winning companies owe their success to a business model that effectively creates and captures value. When organizations link a business model to new technologies to meet an emerging market need, they can disrupt the market and drive transformative growth.

Create and sustain a strong industry position

Companies must understand how the structure of their industry might change and analyze whether their current model is fit to withstand disruption. This often requires them to sustain the current model while simultaneously enabling innovation in preparation for the future.

Drive strategic innovation

Leaders who use strategic analyses and frameworks to rethink their business models and accurately predict the impact of shifts will be more effective in driving break-through change. These leaders need to rethink their firm's customer value proposition, profit formula, key resources, and key processes in light of the direction they believe the market is moving.

Utilize technology to enable new business models

New technologies can be used to better enable organizations to deliver what the marketplace wants. These technologies offer advantages like greater personalization, cost reductions through asset sharing, and real-time adaptations. Companies that use new technologies to create more compelling value propositions can transform their business model.



New regulations

Government regulations have become more complex and challenging for organizations. However, fair and effective regulations can often generate great value not only for consumers but also for businesses, as they help manage processes and set the stage for innovation and competition, driving industries forward.

Be ready for new regulations

Leaders must consider the potential regulatory implications of new projects in order to understand how long concepts might take to come to market and to be informed about how regulations might have evolved by the time they are ready to launch.

Engage on regulatory policy

Society has begun to expect businesses to play a more active role in helping address contemporary global challenges, and voluntary actions are often not sufficient to meet these expectations. Organizations that are actively involved with regulatory changes can solidify their legitimacy and reputation.

Build trust and goodwill

Firms that demonstrate transparency while following fair and effective regulations are able to cultivate a sense of trust with their customers. A commitment to regulatory compliance can even be used as a competitive differentiator to attract new customers.



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