

Getting Things Done

May 16-19, 2017
BARCELONA

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STRATEGIC MANAGEMENT
FOCUSED PROGRAMS

Getting Things Done

www.iese.edu/gtd

Unlock the mysteries behind strategy implementation and discover the essential factors crucial in bringing about the successful execution of business objectives.

PROGRAM BENEFITS

- Identify sources of power within your organization and learn how to use these to effectively build influence.
- Map an organization's political terrain to identify individuals who are critical for diffusing a strategy-supportive culture and to achieve strategic change.
- Acquire tools for monitoring strategy implementation through selectively chosen management systems.

WHY IESE RECOMMENDS THIS PROGRAM

When a business strategy fails, shortcomings are often exposed – not in the strategy itself, but in its execution. The ability to get things done is critical for business leaders and it is the overriding factor in determining a company's long-term success.

The program features the expertise of IESE professors as well as the vast world-renowned experience of Stanford University professor Jeffrey Pfeffer.

METHODOLOGY

Highly dynamic and interactive, the program offers senior executives the chance to learn through a variety of case studies, lectures, group discussions and a computer simulation designed to hone participants' skills as agents of change.

WHO SHOULD ATTEND

This program is designed for senior executives with extensive management experience, especially those responsible for driving strategic change initiatives within their organizations.

“I would like to recommend this course to managers at all levels who have great inspiring ideas that could change the shape of their companies but are struggling to get them executed.”

Hennie Lategan
General Sales Director - West Africa
Goodyear Middle East Africa
United Arab Emirates

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PROGRAM STRUCTURE

DAY 1

- Taking charge.
- Leading strategy execution.
- Personal characteristics that build influence.
- Power: Why some people have it and others don't.

DAY 2

- Mastering organizational dynamics.
- Acting and speaking with power.
- Influence tactics at work: Change pro-simulation.

DAY 3

- Strategy execution tools.
- The informal organization.
- Visualizing your social network.

DAY 4

- Overcoming resistance and obstacles.
- Executing strategy in a global environment.
- Wrap-up and conclusions.



Contact us

IESE Barcelona
Focused Programs
Executive Education
Phone.: +34 93 253 42 00
E-mail: sfp@iese.edu

Approximate schedule

From 09:00 to 18:00 h

Dates and venue

May 16-19, 2017
IESE Barcelona
Arnús i de Garí, 3-7
08034 Barcelona

Free parking

Online application
www.iese.edu/gtd

Application

General Fee: € 4.900

IESE Members Fee: € 4.410

(VAT exempt)

The program fee includes tuition, all reading and classroom materials, and most meals. The course materials must be prepared in advance and will be provided to the students three weeks before the beginning of the program. These materials will not be sent before the fee is paid.

Places are limited and will be filled in strict order of registration.



Fabrizio Ferraro

Academic Director

Professor of Strategic Management, IESE Business School

PhD in Management Science, Stanford University

M.Sc. in Sociology, Stanford University

Degree in Economics, Università degli studi di Napoli - Federico II

Fabrizio Ferraro's research focuses on the emergence of novel institutions and organizational practices in a number of different industries (financial services, software, luxury goods).

His research is supported by a five-year grant (2011-2015) from the European Research Council (ERC). His teaching and consulting activity focus on working with top managers in the implementation of large-scale strategic changes, by helping them understand and harness the strength of their organizations.

blog.iese.edu/ferraro



Jeffrey Pfeffer

Thomas D. Dee II Professor of Organizational Behavior, Stanford University's Graduate School of Business

PhD in Organizational Behavior, Stanford University

M.S. in Industrial Administration, Carnegie Mellon University

B.S. in Administration and Management Science, Carnegie Mellon University

A world-renowned expert on management, leadership and human resources, Jeffrey Pfeffer has developed groundbreaking ideas in areas such as power and politics in organizations, the role of human resources in developing competitive advantage and the challenges of strategy implementation. In 2008, The Wall Street Journal listed Prof. Pfeffer among the 20 most influential business thinkers.

Prof. Pfeffer has published more than 110 articles and ten books, many of them bestsellers. His most recent book is *Power: Why Some People Have It and Others Don't*.



Massimo Maoret

Assistant Professor of Strategic Management, IESE Business School

PhD in Management, Boston College

M.S. in Organization Science, Boston College

Laurea Specialistica in Computer Science and Management, Università di Bologna

Massimo's publication and research agenda aims at advancing the scholarly understanding of how social networks determine success, defined either as performance or institutionalization, at multiple analysis levels. By focusing on multiple measures of success, and across multiple cultural, professional, and organizational contexts - from mergers and acquisitions, to architecture, to professional basketball - Massimo's research tries to offer an encompassing and holistic view of the impact of social networks on multiple aspects of human experience. His work has appeared in *Organization Science*, *Advances in Strategic Management* and the *Proceedings of the Academy of Management*.

**A WAY TO LEARN
A MARK TO MAKE
A WORLD TO CHANGE**

“The program is highly tailored and very relevant. The use of real-life cases allows for very lively discussions among the participants. I always enjoy coming back here.”

Jaap de Jong
Principal
McKinsey

 IESE Business School

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Barcelona

Av. Pearson, 21
08034 Barcelona, Spain
+34 93 253 42 00

Madrid

Camino del Cerro
del Águila, 3
28023 Madrid, Spain
+34 91 211 30 00

New York

165 W. 57th Street
New York, NY 10019-2201
USA
+1 646 346 8850

Munich

Maria-Theresia-Straße 15
81675 Munich, Germany
+49 89 24 20 97 90

Sao Paulo

Rua Martiniano de Carvalho,
573 Bela Vista
01321001 Sao Paulo, Brazil
+55 11 3177 8221