

Executive Education: Universities

Introduction to Strategic Thinking:

Detailed what strategic thinking is (and is not), provided many examples of strategic thinking in practice, identified key organizational impediments to strategic thinking and how to overcome them, and connected strategic thinking to strategy choices, decisions and actions.

Strategic Management Principles and Practices:

Described the core components of strategic management and what it means to manage simultaneously multiple strategy types, identified unavoidable trade-offs in strategy choices, and, reviewed and assessed the strategic management practices adopted by leading-edge firms.

Projecting and Assessing Competitor Change:

Documented how to identify current, emerging and potential competitors and provided analysis frameworks to detect, assess and project competitors' strategies and likely strategic moves.

Alternative Competitive Futures:

Illustrated how scenarios can be used to craft distinctly different alternative competitive futures and how to use each scenario to identify and assess potential marketplace opportunities and risks. Then showed how to stress-test the firm's current and potential strategies in each scenario.