Transforming Your Leadership Strategy

This program is in the Executive Certificate in Management and Leadership track

Program Details
This program is built around MIT’s unique Distributed Leadership Model—a powerful, innovative approach to executive leadership that lies at the core of leadership development at MIT, and the result of an intensive, four-year research project at the MIT Leadership Center to identify more effective strategies for leading in a networked economy. Tested in diverse, real-world settings, the model allows managers to succeed as leaders by being flexible and adaptive in new and unexpected ways through the application of two key concepts:

• A 4 Capabilities Leadership Framework that makes it possible to harness, align, and leverage the leadership capabilities that exist throughout an organization.
• X-Teams, a revolutionary approach to creating flexible, outwardly-focused project teams that enables managers to both keep current with shifts in markets, technologies, and competition, and accelerate the pace of innovation and change.

Takeaways
Upon completion of this program, participants will gain an understanding of how to:

• Innovate and move quickly from generating ideas to executing and diffusing them throughout the organization
• Unlock crucial information, expertise, and new ways of working together, wherever these qualities reside within or outside the company
• Succeed in a competitive “flat world” of new organizational architectures; smart, orchestrated networks; and tiny firms that do not need huge capitalization to compete
• Make their organizations more agile, responsive, and creative

Participants
This program has been designed especially for senior general and technical executives whose organizations compete in an environment of rapidly changing markets, technologies, and cultures, including:

• CEOs/COOs
• Presidents
• Executive VPs
• Heads of R&D, Engineering, Manufacturing & IS
• Chief Technologists
• Corporate Planners and Strategists
• VPs of Marketing and New Venture Development
• Other senior managers with leadership responsibility

“I found the information provided immediately useful in my workplace. The team dynamics models have helped me identify areas for improvement in facilitating a more effective innovation team.” —Kristan H.
Past Participant

X-Teams have emerged to help firms solve complex problems, adapt to changing conditions, innovate, and gain competitive advantage. Their links to top management, customers, competitors, and technologies enable them to link top level strategy with knowledge and ideas from the ground. It is a story about ordinary people doing extraordinary things simply by shifting to a more external approach.”

—Deborah Ancona, Faculty Director

November 3–4, 2015
July 21–22, 2016
Cambridge, Massachusetts, U.S.
$3,300 (excluding accommodations)

Please visit our website for the most current information.
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Sample Program Schedule
(subject to change)

Day 1
7:45 AM–8:30 AM: Registration and Continental Breakfast
8:30 AM–12:30 PM: Welcome and Introduction, Overview of the 4 Capabilities of Leadership Framework, Sensemaking/Relating Exercise
12:30 PM–1:30 PM: Luncheon
1:30 PM–3:00 PM: Team Sensemaking Exercise
3:30 PM–5:15 PM: Using the 4 Capabilities for Change, Visioning Exercise I
5:15 PM–6:00 PM: Reception

Day 2
7:45 AM–8:30 AM: Continental Breakfast
8:30 AM–12:00 PM: Welcome Back and Preview of Day 2, Your Leadership Profile, Visioning Exercise II
12:00 PM–1:00 PM: Luncheon
1:00 PM–3:30 PM: Inventing Through X-teams and Distributed Leadership, Creating an X-Teams Work Plan

Program Faculty

Deborah Ancona’s pioneering research explores how successful teams operate and the critical importance of managing both outside and inside the team’s boundary. This research led directly to the concept of X-teams as a vehicle for driving innovation within large organizations and to the publication of her book, X-teams: How to Build Teams That Lead, Innovate, and Succeed (Harvard Business School Press, June 2007). She is a Seley Distinguished Professor of Management and Professor of Organization Studies Faculty Director at the MIT Leadership Center. Ancona holds a BA and an MS in psychology from the University of Pennsylvania and a PhD in management from Columbia University.

“This course is a perfect example of why MIT produces true leaders. The class is very interactive and the teacher is incredibly approachable and willing to use MIT research to make a point. You leave knowing a lot more about yourself. I came in looking to get a certificate, and left with a vision. Much like the previous courses I’ve taken at MIT Sloan, it’s a transforming experience.”
—Denisa D.
Past Participant
Read this review and others online.

“One of the most thought-provoking, extremely well-delivered courses I have ever attended in my career. Professor Ancona exceeded every expectation I had from the beginning of day one!”
—Sean O.
Past Participant
Read this review and others online.

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