October 29–30, 2015
Cambridge, Massachusetts, U.S.
$4,500 (excluding accommodations)
Please visit our website for the most current information.

Program Details
A recent survey of more than 400 global CEOs revealed that the ability to execute strategy was their number one challenge, ahead of innovation, geopolitical instability, and top-line growth. Executives are right to be concerned. At least two-thirds of large organizations struggle to implement their strategies.

Most leaders rely on a set of implicit beliefs about how to get things done when they try to execute their strategy. Many common assumptions about execution, however, are incomplete at best and dangerous at worst. Despite its importance, execution remains poorly understood—for every ten books on how to formulate a strategy there is only one on how to translate it into effective action. Executives often focus on specific tools, such as the balanced scorecard or management by objectives, to drive strategy execution without understanding how these tools interact with one another.

Closing the Gap Between Strategy and Execution introduces a systemic view of strategy execution, based on over a decade of research and field-tested in dozens of corporations around the world. Led by Dr. Donald Sull, a global expert on strategy execution in complex organizations, this new MIT two-day program will help leaders reframe execution so that they can avoid common mistakes and focus on the actions that are most likely to bring results.

As part of your participation in this program, you will complete a state-of-the-art survey to provide you with real-time insights that should help pinpoint concrete opportunities for your organization to improve its ability to execute strategy.

Takeaways
Participants of this course will leave with:

• A comprehensive model of strategy execution
• Data-based insights from a state-of-the-art survey that help you pinpoint concrete opportunities to improve your organization’s execution capacity
• Best practices from some of the most effective organizations in the world
• A structured tool for developing a strategy for execution that is easy to communicate and translate into action
• Simple rules to embed strategic guidance into key activities while retaining the flexibility to seize unexpected opportunities
• A series of worksheets to help you translate, in real time, insights from the course into concrete actions you can take when you return to work
• A framework to identify and manage interdependencies among different parts of your organization
• Guidance on how to retain the agility to execute your strategy in volatile markets

Requirements
Enrollment is limited and there is an application process for this program. Please visit www.executive.mit.edu/gap for more information.

http://executive.mit.edu/gap
# Sample Program Schedule

## (subject to change)

### Day 1

8:00 AM–12:00 PM:
- Winning through execution
- Why strategy execution unravels, and what you can do about it
- Debunking five of the most common and pernicious myths about strategy execution

12:00 PM–1:00 PM
- Lunch

1:00 PM–5:00 PM
- Leading for execution: In this highly interactive session, we introduce a simple framework to identify the leader’s role in execution

### Day 2

8:00 AM–12:00 PM
- Simple rules for a complex world
- Strategy for execution

12:00 PM–1:00 PM Lunch

1:00 PM–4:00 PM
- Translating strategy into action with simple rules
- Execution in volatile markets

## Program Faculty

**Donald Sull** is a Senior Lecturer at the MIT Sloan School of Management. He is a global authority on managing in turbulent markets, and directs a week-long course on effectively executing strategy in volatile markets. He has been identified as a leading management thinker by *The Economist*, the *Financial Times*, and *Fortune* which named him among the ten new management gurus to know. *The Economist* listed his theory of active inertia among the ideas that shaped business management over the past century.

Sull has published five books, including *The Upside of Turbulence* (2009). His book *Made in China* was named one of the top eight business books of 2005 by the *Financial Times* and his book *Why Good Companies Go Bad* was a finalist for the Academy of Management’s *Outstanding Management Book Award*. Sull has also written more than 100 book chapters, case studies, and articles, including several best-selling *Harvard Business Review* articles.

As a consultant and management educator, Sull has worked with companies including Mars, Oracle, PIMCO, Royal Bank of Canada, Standard Chartered Bank, Emirates Airline, Baker & McKenzie, Burberry, and Schneider Electric. He speaks regularly at leading management conferences, such as Microsoft’s CEO Summit and the McKinsey Strategy Summit.

Prior to academia, he worked as a consultant with McKinsey & Company, and a management-investor with the leveraged buyout firm Clayton & Dubilier on the Uniroyal-Goodrich Tire Company deal.

Sull received his AB, MBA, and doctorate from Harvard University, where he taught entrepreneurship at the Harvard Business School before rejoining the London Business School faculty as a professor of management practice in strategy and entrepreneurship. Sull has won teaching awards at both London Business School and Harvard University. He remains active in private equity as an investor and advisor to start-up companies.

## Contact Information

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