



**Wharton**  
UNIVERSITY of PENNSYLVANIA  
Aresty Institute of Executive Education

EXECUTIVE  
EDUCATION

FIRST  
PACIFIC  
LEADERSHIP  
ACADEMY



# *Global Strategic Leadership Program*

Course v2017.1

***EQUIPPING LEADERS WITH TOOLS  
TO CREATE A CLEAR GLOBAL BUSINESS STRATEGY***

**February 6 to 9, 2017**

**FIRST PACIFIC LEADERSHIP ACADEMY**  
Km 27 Sumulong Highway, Antipolo City, Rizal, Philippines

## ***Global Strategic Leadership Program***

### **PROGRAM OVERVIEW**

Vigilant leaders scan the periphery to identify threats and pursue opportunities, making decisions in advance of their competitors. Wharton's Global Strategic Leadership program will hone your strategic leadership capabilities, providing you with the tools to recognize and stay ahead of the economic forces shaping the global business landscape.

You will learn how to create a clear global business strategy for your organization, develop business growth strategies to align with that vision, and execute those international strategies to achieve your desired goals. Our program also provides you the guidance to transform your current international business strategy and vision into a compelling story that inspires your organization to deliver powerful, measurable results.

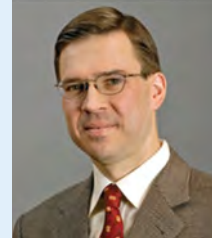
### **EXPERIENCE**

Through Global Strategic Leadership, you will build your visionary capacity, advance your strategic agility, and become well-versed in multinational execution, catapulting you ahead in your profession. You will:

- Increase your capacity to formulate and execute global strategy
- Acquire new ways to inspire peers and subordinates in your organization
- Build capabilities for leading and serving customers across national and international boundaries
- Generate counter-intuitive ideas around changing geopolitical realities
- Engage in best-case/worst-case scenario planning to map out future situations that could affect your industry or organization
- Construct and communicate your own vision in a way that will be both authentic and engaging

You will have an opportunity to test your ideas and examine the latest business models and concepts with an unrivaled network of global peers, distinguished speakers and Wharton faculty.

## **WHARTON FACULTY**



**WITOLD J. HENISZ**  
Faculty Director

Witold is the Deloitte & Touche Professor of Management in Honor of Russell E. Palmer, former Managing Director at The Wharton School of The University of Pennsylvania. His research examines the impact of political hazards on international investment strategy including efforts by multinational corporations to engage in corporate diplomacy to win the hearts and minds of external stakeholders. His research has been published in top-ranked journals in international business, management, international studies and sociology and he is the author of the book "Corporate Diplomacy: Building Reputations and Relationships with External Stakeholders". Witold has won multiple teaching awards at the graduate and undergraduate levels and also teaches extensively on the topic of Corporate Diplomacy in open enrollment and custom executive education programs. He is currently a principal in the political risk management consultancy PRIMA LLC whose clients include multinational corporations, intergovernmental organizations and the United States government.



**RAVI ARON, PhD**

Dr. Aron is a Senior Fellow of The William and Phyllis Mack Center for Technological Innovation at the Wharton School at University of Pennsylvania (UPENN) and an Associate Professor at Johns Hopkins University Carey Business School. He is also the Alfred P. Sloan Industry Studies Fellow (2008 - 2009) specializing in the strategic use of information technology and global sourcing strategies.

Dr. Aron's research addresses Digital Disruption and the Digital Transformation of Business and the strategic use of IT by corporations in creating global business ecosystems. Dr. Aron's recent research addresses innovative use of technologies in emerging markets.

## THE COURSE PROGRAM



### MAKING STRATEGIC CHOICES

- We examine processes for creating value from the customer's perspective. Different strategies to achieve a market leadership position are reviewed: operational excellence, customer intimacy, and performance superiority.
- We also examine the specific conditions when growth leads to value creation, and when it leads to value destruction and its application to the organization.

### LEADING FOR PERFORMANCE

- At an individual level, the decisions that its managers make are at the core of an organization's performance. We will discuss a large set of patterns that are commonly observed in decision makers.
- At the organizational level, structure also affects a firm's performance and trade-offs have to be decided regarding how the structure can be managed.



### CORPORATE DIPLOMACY

- Successful practitioners of corporate diplomacy meld art and skill in engaging external stakeholders to advance their corporate interests.
- To build reputations and relationships with external stakeholders, managers must identify issues of concern, the level of social license to operate that they have been granted, and the linkages of external stakeholders to and power over others.

### SUSTAINING ADVANTAGE

- Developing trusting relationships typically requires an organization to overcome misunderstandings due to poor local knowledge, insensitivity, perceived instrumentalism, and frequent personnel turnover.
- It is not enough for the CEO or internal specialists to drive organizational change. How can an organization ensure that internal stakeholders drive the importance of stakeholder engagement?

## ***COURSE DESCRIPTION***

### ***DAY 1: STRATEGIC CHOICES***

#### **GAINING COMPETITIVE ADVANTAGE IN A FAST-MOVING WORLD**

In this session, participants examine processes for creating value from the customer's perspective. Specific topics may include developing a sound competitive strategy, implementing an adaptive planning process that harnesses the power of bottom-up understanding of market opportunities, the impact of top-down vision, gaining access to markets, product innovation, channel design decisions, and identifying the conditions for successful strategy renewal. Participants will review different strategies to achieve a market leadership position: operational excellence, customer intimacy, and performance superiority.

#### **STRATEGY AUDIT: GENERATING AND ASSESSING STRATEGIC INITIATIVES**

Not all growth is created equal, and chasing the wrong type of growth can lead a company down the path of financial ruin. Using a key value driver framework, we examine the specific conditions when growth leads to value creation, and when it leads to value destruction. Through the use of this framework, we will assess the impact of improvements in operating performance, customer selection, organic versus acquired growth, and risk.

### ***DAY 2 – CORPORATE DIPLOMACY***

#### **FROM FIRST CONTACT TO RELATIONSHIP**

Successful practitioners of corporate diplomacy meld art and skill in engaging external stakeholders to advance their corporate interests. They craft international coalitions of stakeholders spanning politicians, regulators, bureaucrats, analysts, investors, lawyers, reporters, consumers and activists. They influence these stakeholders' opinions, perceptions, behaviors and decisions so as to secure a favorable policy outcome, collective decision or shift in group opinion that enhances their corporation's ability to generate a profit by satisfying a market demand. During this session, we draw on case studies of successful and failed implementation from diverse industrial sectors around the globe in order to develop an interdisciplinary framework that is the focus of a new book by Professor Henisz entitled "Corporate Diplomacy: From First Contact to Relationship". The insights gained can be applied to influence team decision-making and organizational politics.

#### **STAKEHOLDER DUE DILIGENCE: STAKEHOLDER MAPPING & ANALYSIS**

Corporate diplomacy—the art and science of building reputations and relationships with external stakeholders—starts by identifying key stakeholders, their issues of concern, the level of social license to operate they have granted to an organization, and their linkages to and power over other stakeholders. The stakeholder due diligence process produces graphical visualizations of this information that provide actionable insight into global strategy. Participants work in small groups to develop a stakeholder map and engagement plan.

## *DAY 3: SUSTAINING ADVANTAGE*

### **BUILDING TRUST WITH STAKEHOLDERS**

Following the prioritization of stakeholders and issues, stakeholder engagement proceeds with the establishment of trusting relationships. Developing trusting relationships typically requires an organization's members to overcome legacies and misunderstandings stemming from poor local knowledge, insensitivity, perceived instrumentalism, and frequent personnel turnover. Similarly, local stakeholders must frequently overcome their suspicion of outsiders, pre-existing socio-political conflict, closed social systems, and cultural insensitivity. Learning outcomes include understanding the key elements of trust and the "social license to operate" (SLO) and identifying the strengths and weakness of various strategies to build trust and the social license.

### **DRIVING CHANGE BY INFLUENCING YOUR ORGANIZATIONAL MINDSET**

It is not enough for the CEO or internal specialists to drive organizational change. How can an organization ensure that internal stakeholders perceive the importance of stakeholder engagement and serve as corporate diplomats? This session presents the results of an organizational culture "audit" of the client's organization and identifies concrete means to promote necessary cultural change. Learning outcomes include understanding the key elements of organizational culture, identifying gaps in the client organization's stakeholder engagement culture and proposing initiatives to foster necessary cultural change.

## *DAY 4: LEADING FOR PERFORMANCE*

### **MANAGERIAL DECISION MAKING**

At the core of an organization's performance are the decision that its managers are making. It is the financial, strategic, human resource, marketing and leadership decisions that in the end determine an organization's performance. In this session, we will discuss a large range of heuristics and decision biases that are commonly observed in decision makers. These biases are widespread because they are in part resulting from how the human brain operates. Drawing on the findings of recent research, this session exposes the participants to these biases through short exercises and shows ways to alleviate them. The biases and heuristics we will cover include framing effects, endowment effects, sunk cost fallacies, self-justification fallacies, halo effects, anchoring effects, confirmation biases, and miscalibrated decision weights. After this session, participants will have a better understanding of the many ways in which individual decision making can become biased, how to spot these biases within one's organization, and how to create processes to guard against them.

### **ORGANIZATIONAL STRUCTURE FOR OPTIMAL PERFORMANCE**

This session introduces cutting-edge strategy research developed at Wharton. The key question that it addresses is: How can the organizational structure coordinate all decision makers in the organization? Among the features of organizations considered are task assignments, decision autonomy, and type of incentive system (parochial or firm-wide incentive system). Participants will learn how the organizational structure affects firms' performance and how trade-offs regarding the structure can be managed.



*Global Strategic Leadership Program*

**SCHEDULE**

**MONDAY**

FEBRUARY 06, 2017

Registration 8:30 am - 9:00 am

**PROGRAM INTRODUCTION**

**& OVERVIEW**

Witold Henisz  
9:00 am - 10:30 am

Break 10:30 am - 10:45 am

**GLOBALIZATION: MAKING  
STRATEGIC CHOICES**

Witold Henisz  
10:45 am - 12:00 nn

Lunch 12:00 nn - 1:00 pm

**GLOBALIZATION: MAKING  
STRATEGIC CHOICES**

Witold Henisz  
1:00 pm - 2:30 pm

Break 2:30 pm - 2:45 pm

**GLOBALIZATION: MAKING  
STRATEGIC CHOICES**

Witold Henisz  
2:45 pm - 4:15 pm

Break 4:15 pm - 4:30 pm

**DAILY RECAP &  
KEY LEARNINGS**

4:30 pm - 5:30 pm  
Witold Henisz

**TUESDAY**

FEBRUARY 07, 2017

**CORPORATE DIPLOMACY**

Witold Henisz  
9:00 am - 10:30 am

Break 10:30 am - 10:45 am

**CORPORATE DIPLOMACY**

Witold Henisz  
10:45 am - 12:00 nn

Lunch 12:00 nn - 1:00 pm

**CORPORATE DIPLOMACY**

Witold Henisz  
1:00 pm - 2:30 pm

Break 2:30 pm - 2:45 pm

**DAILY RECAP &  
KEY LEARNINGS**

2:45 pm - 4:15 pm  
Witold Henisz

Dinner Reception  
5:30 pm - 6:30 pm

FACULTY DIRECTOR

Witold Henisz

PROGRAM COORDINATOR

Courtney Clarahan

PROGRAM DIRECTOR

Antoinette Simon

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## WEDNESDAY

FEBRUARY 08, 2017

### SUSTAINING THE ADVANTAGE: MAKING STRATEGY WORK

Ravi Aron  
9:00 am - 10:30 am

Break 10:30 am - 10:45 am

### SUSTAINING THE ADVANTAGE: MAKING STRATEGY WORK

Ravi Aron  
10:45 am - 12:00 nn

Lunch 12:00 nn - 1:00 pm

### SUSTAINING THE ADVANTAGE: MAKING STRATEGY WORK

Ravi Aron  
1:00 pm - 2:30 pm

Break 2:30 pm - 2:45 pm

### DAILY RECAP & KEY LEARNINGS

2:45 pm - 4:15 pm  
Ravi Aron

## THURSDAY

FEBRUARY 09, 2017

### LEADING FOR RESULTS

Ravi Aron  
9:00 am - 10:30 am

Break 10:30 am - 10:45 am

### LEADING FOR RESULTS

Ravi Aron  
10:45 am - 12:00 nn

Lunch 12:00 nn - 1:00 pm

### TAKING THE LEARNING BACK

Ravi Aron  
1:00 pm - 2:30 pm

Break 2:30 pm - 2:45 pm

### GRADUATION CEREMONY

2:45 pm - 4:15 pm  
Ravi Aron

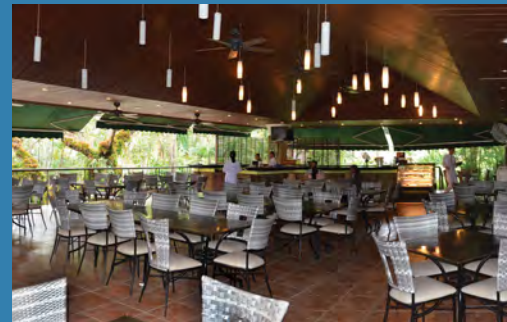
## CLASSES

Podcast Room  
First Pacific Leadership Academy



## MEALS

Tipulo Restaurant  
First Pacific Leadership Academy



## ACCOMMODATIONS

Executive Residences  
First Pacific Leadership Academy



## EXECUTIVE INVESTMENT: \$12,795

Fee includes certificate from the Wharton School, program materials, full board meals and 4 days and 3 nights accommodation.



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