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

"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

March 23–24, 2017
September, 26–27, 2017
Cambridge, Massachusetts, U.S.
$3,900 (excluding accommodations)

Please visit our website for the most current information.

"One of the most thought-provoking, extremely well-delivered courses I have ever attended in my career. Ancona exceeded every expectation I had from the beginning of day one!"

—Sean O., Past Participant.

Read this review and others online.
# Transforming Your Leadership Strategy

## Sample Program Schedule

### (subject to change)

<table>
<thead>
<tr>
<th>Day 1</th>
<th>Day 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>7:45AM–8:30AM: Registration and Continental Breakfast</td>
<td>7:45AM–8:30AM: Continental Breakfast</td>
</tr>
<tr>
<td>8:30AM–12:00PM: Introduction: What is Leadership? An Overview of the 4 Capabilities Leadership Framework - Sensemaking - Relating - Visioning - Inventing - Sensemaking/Relating Exercises</td>
<td>8:30AM–12:30PM: The Out and In of Successful Team ing - Inventing: The 4-Player Model and Too Big to Fail - Inventing: X-teams and Distributed Leadership</td>
</tr>
<tr>
<td>12:00PM–1:00PM: Networking Lunch</td>
<td>12:30PM–1:15PM: Lunch</td>
</tr>
<tr>
<td>1:00PM–5:30PM: Team Sensemaking Exercise Using the 4 Capabilities for Change Visioning Exercise I</td>
<td>1:15PM–4:00PM: Assessment Exercise Visioning Exercise II Closing Exercise</td>
</tr>
<tr>
<td>5:30PM - 6:30PM: Networking Reception</td>
<td>4:00PM–4:15PM: Feedback and Adjournment</td>
</tr>
</tbody>
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## 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.

## Watch the Innovation@Work Webinar

In her webinar, “Leading in a World of Uncertainty,” Ancona introduces MIT’s unique leadership perspective—a powerful, innovative approach to executive leadership that will help you make your organization more knowledge-driven and more innovative. Tune in to this and other webinars at [http://executive.mit.edu/webinars](http://executive.mit.edu/webinars).

> “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.

## Contact Information

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[http://executive.mit.edu/tls](http://executive.mit.edu/tls)