

<p>SUN, MAR 13</p> <p>THE 2016 WICT SENIOR EXECUTIVE SUMMIT (SES)</p> <p><i>The Artful Science of Leadership</i></p> <p>March 13 - 17, 2016</p> <p><i>**Schedule is Subject to Change**</i></p> <p style="text-align: right;"><i>Daily Schedule</i></p>	
12:00 - 3:00 pm	<p>Check In Available at the Schwab Residential Center after 12:00pm</p> <p><i>Schwab Residential Center</i></p>
2:45 - 4:00 pm	<p>Optional Guided Tour of the Anderson Collection at Stanford University</p> <p><i>Schwab Lobby</i></p> <p>Meet in the Lobby of the Schwab Residential Center at 2:45 pm to walk to the Anderson Collection for a guided tour of one of the world's most outstanding private assemblies of modern and contemporary American art.</p>
5:00 - 6:00 pm	<p>Welcome Reception</p> <p><i>West Vidalakis Dining Room, Schwab Residential Center</i></p>
6:00 - 6:45 pm	<p>Dinner</p> <p><i>West Vidalakis Dining Room, Schwab Residential Center</i></p>
6:45 - 8:00 pm	<p>Leadership: A Gendered Overview</p> <p><i>West Vidalakis Dining Room, Schwab Residential Center</i></p> <p>Deborah Gruenfeld </p> <p>In this eye-opening session, Professor Deborah Gruenfeld separates fact from fiction. We'll take a hard look at our assumptions about differences between men and women in leadership roles and learn which of these are supported by social science research. What are the implications of the myths, and the realities, for how we behave and what we need to work on? Professor Gruenfeld draws on 20 years of research on gender equity in the workplace and breaks down common assumptions and misconceptions.</p>

THE 2016 WICT SENIOR EXECUTIVE SUMMIT (SES) <i>The Artful Science of Leadership</i> March 13 - 17, 2016		<i>Daily Schedule</i>
MON, MAR 14		
6:00 - 7:00 am	Optional Yoga <i>CEMEX Auditorium</i>	
7:00 - 7:50 am	Breakfast <i>West Vidalakis Dining Room, Schwab Residential Center</i>	
8:00 - 9:00 am	Group study to prepare for this morning's sessions with Professor Sorensen. <i>Knight Management Center</i>	
9:00 - 9:20 am	Group Photo <i>Knight Management Center</i>	
9:20 - 9:40 am	Break <i>Knight Management Center</i>	
9:40 - 11:00 am	Strategy and Competitive Advantage I <i>P106-Knight Management Center</i> Jesper Sørensen  <p>Imagining and implementing a new source of competitive advantage can be the key to successfully disrupting established markets and finding sustained success. In some cases, competitive advantage rests on establishing a strong, distinctive position in the market and defending that position against competitors. In other cases, competitive advantage rests on the execution of a distinctive set of capabilities – on being able to do things better and/or differently than your competitors. Identifying and nurturing such capabilities is a key challenge for leaders. In this session we will deepen our understanding of competitive advantage, and explore the role of capabilities in creating and sustaining profitable entry into an established market. We will discuss the case of Capital One and its rise to prominence in the credit card industry under founder and CEO Rich Fairbanks.</p> <p>Case: Capital One (GSB SM-135)</p> <p>Reading: Saloner, Shepard and Podolny, Strategic Management, Chapter 3</p> <p>Preparation Questions: 1. Write a one-sentence statement that summarizes Capital One's strategy. (Again refer to SS&P Chapter 3 in doing this). 2. Evaluate Capital One's strategy. Is it internally consistent? What was the source of Capital One's competitive advantage? Was the company's strategy well-suited to the competitive environment that it faced? Why or why not?</p>	
11:00 - 11:20 am	Break <i>Knight Management Center</i>	
11:20 am - 12:40 pm	Strategy and Competitive Advantage II <i>P106-Knight Management Center</i> Jesper Sørensen 	
12:40 - 2:00 pm	Lunch <i>West Vidalakis Dining Room, Schwab Residential Center</i>	

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MON, MAR 14		
2:00 - 3:20 pm	<p>The Big Picture I <i>Knight Management Center</i> Deborah Gruenfeld </p> <p>Teams succeed not necessarily just because they work hard, but because they work smart. The BigPicture™ simulation was developed to help align people at all levels in an organization to achieve a common goal. In this unique program you will work in a team to produce a wall-sized 8 x 5 mural to a customer's specifications. Success will come from focusing on the critical objectives and processes that create the BIG picture, requiring flexible thinking, cross-collaboration, and an understanding of leadership roles.</p> <p>By the end of this succinct exercise you will have gained experience:</p> <ul style="list-style-type: none"> • Practicing organizational alignment to satisfy and delight customers. • Identifying ways to foster "horizontal" communication within groups. • Addressing the challenge of identifying a common vision and implementing a single, unified strategy. • Reinforcing organizational alignment, cross-team collaboration, and flexible thinking. 	
3:20 - 3:40 pm	<p>Break <i>Knight Management Center</i></p>	
3:40 - 5:00 pm	<p>The Big Picture II <i>Knight Management Center</i> Deborah Gruenfeld </p>	
5:00 - 6:00 pm	<p>Reception <i>West Vidalakis Dining Room, Schwab Residential Center</i></p>	
6:00 - 6:45 pm	<p>Dinner <i>West Vidalakis Dining Room, Schwab Residential Center</i></p>	
6:45 - 7:30 pm	<p>Chocolate Tasting with Timothy Adams Chocolates <i>West Vidalakis Dining Room, Schwab Residential Center</i></p>	

THE 2016 WICT SENIOR EXECUTIVE SUMMIT (SES) <i>Daily Schedule</i>	
TUE, MAR 15 <i>The Artful Science of Leadership</i> March 13 - 17, 2016	
6:00 - 7:00 am	Optional Yoga <i>CEMEX Auditorium</i>
7:00 - 7:50 am	Breakfast <i>West Vidalakis Dining Room, Schwab Residential Center</i>
8:00 - 9:20 am	Acting With Power I <i>P106-Knight Management Center</i> Deborah Gruenfeld  <p>This presentation describes an approach to power and influence that involves getting out of your head and into your body. Many people assume that the best way to have impact is to focus on demonstrating intelligence and perfecting the quality of their arguments. Yet research shows that argument quality has little effect on who is most influential in organizations. Instead, people tend to defer to others based largely on non-verbal dynamics and body language. Professor Gruenfeld draws on 20 years of research into the psychology of power, plus insights from acting and the theater, to illuminate the specific physical actions and dynamics that are associated with having power and influence.</p>
9:20 - 9:40 am	Break <i>Knight Management Center</i>
9:40 - 11:00 am	Acting with Power II <i>P106-Knight Management Center</i> Deborah Gruenfeld 
11:00 - 11:20 am	Break <i>Knight Management Center</i>
11:20 am - 12:40 pm	What Shapes our Decisions I <i>P106-Knight Management Center</i> Jonathan Levav  <p>How do people judge value? How do employees in your company make decisions? How do your intuitions help and hurt your judgments?</p> <p>Managers, like regular people, make intuitive judgments all the time. They use various cues from the environment and integrate them—that is, mentally put them together—in order to form their judgment. For instance, a hiring manager might examine a candidate's resume, their appearance, and their responses on an interview and use these to make a prediction about how good an employee the candidate will be. In this session we will discuss the ways in which intuition can be flawed, why it's flawed, and what to do about it. We will also discuss the situations where intuition is important; the news won't all be bad!</p> <p>During this session and the next, participants will learn to:</p> <ul style="list-style-type: none"> • Identify factors that influence people's decisions • Understand what happens when people grow tired of making choices. • Determine the limits of influence that companies have on their employees' choices <p>Pre-program reading: Thinking, Fast and Slow, Chapter 21 by Daniel Kahneman This reading is about the value of using formulas when making decisions rather than your own intuition (intuition has its place though! We'll discuss this.)</p>
12:40 - 2:00 pm	Lunch <i>West Vidalakis Dining Room, Schwab Residential Center</i>

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TUE, MAR 15		
2:00 - 3:20 pm	<p>What Shapes our Decisions II</p> <p><i>P106-Knight Management Center</i></p> <p>Jonathan Levav </p>	
3:20 - 3:40 pm	<p>Break</p> <p><i>Knight Management Center</i></p>	
3:40 - 5:00 pm	<p>Silicon Valley Panel</p> <p><i>P106-Knight Management Center</i></p> <p>This panel conversation provides a close look at several technology companies and the newest developments emerging from Silicon Valley that could impact the cable industry. It's never been more important to understand new applications that will potentially change the business model or revenue opportunities for cable. This panel represents technologies that are tied to the media business.</p>	
5:00 - 6:00 pm	<p>Reception</p> <p><i>West Vidalakis Dining Room, Schwab Residential Center</i></p>	
6:00 - 6:45 pm	<p>Dinner</p> <p><i>West Vidalakis Dining Room, Schwab Residential Center</i></p>	
6:45 - 8:00 pm	<p>Longevity in the 21st Century</p> <p><i>West Vidalakis Dining Room, Schwab Residential Center</i></p> <p>Laura Carstensen </p> <p>We are approaching a watershed moment in human history. In just a few years, the number of people over 65 will surpass the number children under 15; and by the time our children reach old age, living to 100 will be commonplace. Life expectancy increased so quickly that culture has not had time to catch up. But rest assured, these demographic changes will change virtually all aspects of life - education, families, financial markets and politics. This talk will focus on ways to help people anticipate and plan for lives longer than their ancestors could have imagined.</p>	

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WED, MAR 16		
6:00 - 7:00 am	Optional Yoga <i>East Vidalakis Dining Room, Schwab Residential Center</i>	
7:00 - 7:50 am	Breakfast <i>West Vidalakis Dining Room, Schwab Residential Center</i>	
8:00 - 9:20 am	The Pragmatics of Power and Coalitions (Exercise) <i>P106-Knight Management Center</i> Margaret Neale  <p>With this exercise, we will attempt to understand and exploit the strategic options and alternatives that exist in multi-party negotiations including opportunities for coalition formation, predictable strategies and perspectives of high, medium, and low power players and the impact of relationships on the process and outcome of negotiations and resource allocation decisions.</p> <p>Participants will negotiate membership in a multi-party coalition and the division of resources that are allocated to that coalition. Emphasis is placed on the systematic strategies and tactics of high, medium, and low power players in this interaction. In this exercise, the importance of understanding the numbers as well as the psychology of having (and not having) power to influence the outcomes is emphasized.</p>	
9:20 - 9:40 am	Break <i>Knight Management Center</i>	
9:40 - 11:00 am	The Pragmatics of Power and Coalitions (Debrief) <i>P106-Knight Management Center</i> Margaret Neale 	
11:00 - 11:20 am	Break <i>Knight Management Center</i>	
11:20 am - 12:40 pm	Peer and Social Networks (Exercise and Debrief) <i>P106-Knight Management Center</i> Margaret Neale  <p>In this session we introduce the concept of social capital, and discuss how it can be developed to increase one's influence and prominence within organizations, industries and professions. A framework will be introduced to help participants analyze the effectiveness of their own peer and social networks for pursuing specific goals. Participants will take part in an exercise that illustrates an effective approach to building social networks.</p>	
12:40 - 2:00 pm	Lunch <i>Vidalakis Dining Room</i>	

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WED, MAR 16		
2:00 - 3:20 pm	<p>Team Engagement Through Vision: The Power of Stories I <i>P106-Knight Management Center</i></p> <p>Jennifer Aaker </p> <p><i>Tell me the facts and I'll learn. Tell me the truth and I'll believe. But tell me a story and it will live in my heart forever.</i> How do you tell a story? This question becomes important for leaders of companies, who often need to act as an editor, shaping the stories told by employees and customers to align with a shared vision. A big idea is not enough. You need people to create it and people to buy into it. Your big idea needs a story. Stories inspire and engage teams, taking listeners on a journey that changes how they think, feel or act. This interactive course covers the many roles a narrative can play. Explore why a story is at the heart of effective innovation and how it can be used to transform culture. By the end of this short curriculum you will have gained:</p> <ul style="list-style-type: none"> • An understanding of the role stories play in business, and specifically innovation. • An awareness of what makes for a good (and bad) story, and how to use stories for strategic advantage to further business objectives. • Practice crafting stories, for internal and external stakeholders, which spur innovation. 	
3:20 - 3:40 pm	<p>Break <i>Knight Management Center</i></p>	
3:40 - 5:00 pm	<p>Team Engagement Through Vision: The Power of Stories II <i>P106-Knight Management Center</i></p> <p>Jennifer Aaker </p>	
5:00 - 6:00 pm	<p>Reception <i>West Vidalakis Dining Room, Schwab Residential Center</i></p>	
6:00 - 7:00 pm	<p>Closing Dinner <i>West Vidalakis Dining Room, Schwab Residential Center</i></p>	
7:00 - 7:30 pm	<p>Certificate Presentation <i>West Vidalakis Dining Room, Schwab Residential Center</i></p>	
7:30 - 10:00 pm	<p>Late Night Reception with California wine and a selection of artisanal cheeses <i>Rosenberg Lounge, Schwab Residential Center</i></p>	

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THU, MAR 17		
6:00 - 7:00 am	Optional Yoga <i>CEMEX Auditorium</i>	
7:00 - 7:50 am	Breakfast <i>West Vidalakis Dining Room, Schwab Residential Center</i>	
8:00 - 9:20 am	Scaling Up Excellence <i>P106-Knight Management Center</i> Hayagreeva Rao  <p>Huggy Rao and his colleague (bestselling author Robert Sutton) devoted seven years to studying how the best leaders and teams spread constructive beliefs, behaviors, and practices from those who have them to those who need them. They show what it takes to spread a mindset, not just a footprint, as a program or organization expands. Their insights are based on diverse case studies, hundreds of interviews with scaling veterans, and rigorous academic studies on organizations including Facebook, Google, Pixar, Joie de Vivre hotels, Wyeth Pharmaceuticals, Johns Hopkins Hospital, the Girl Scouts, Rocketship Charter Schools, Salesforce.com, IKEA, IDEO, U.S. Marines combat teams, JetBlue Airlines, General Electric, NASCAR pit crews at Hendricks Motorsports, and recent start-ups such as Pulse News and Bridge International Academies.</p> <p>This session will dissect the most crucial points that decision makers face, especially how to navigate the “Buddhism” versus “Catholicism” continuum -- whether to encourage approaches tailored to local needs or to replicate the same practices and customs as an organization or program expands. Huggy will reveal how the best leaders and teams develop, spread, and instill the right mindsets in their people -- rather than ruining or watering down the very things that have fueled success in the past. He will unpack principles that help to cascade excellence throughout an organization including linking “hot causes to cool solutions,” and show how to eliminate destructive beliefs and behaviors to clear the way for excellence to spread.</p> <p>Learn How To:</p> <ul style="list-style-type: none"> • Build a mindset of accountability by designing hot causes and cool solutions • Be a Catholic who replicates or innovations or a Buddhist who creates variety • Subtract Cognitive Load Than Add to it • Use Subtle Cues that Touch the Five Senses to Propel Excellence • Design Incentives to Juice Effort • Descale Bad Behaviors • Connect and Cascade Excellence • Create Scaling Capacity by Increasing Talent Density 	
9:20 - 9:40 am	Break <i>Knight Management Center</i>	
9:40 - 11:30 am	Managing Virtual Teams <i>P106-Knight Management Center</i> Lindred Greer  <p>Virtual teams are one of the most difficult types of teams. Members often exist in different geographic locations, work in different time zones, and often never even meet face-to-face. In this session, we will work through an interactive exercise to explore the specific challenges of virtual teams, and then we will identify and discuss the best solutions from research and practice to make virtual teamwork a success.</p>	
11:30 - 11:45 am	Box Lunches Available <i>Knight Management Center</i>	

THE 2016 WICT SENIOR EXECUTIVE SUMMIT (SES) <i>Daily Schedule</i>	
THU, MAR 17 <i>The Artful Science of Leadership</i> March 13 - 17, 2016	
11:45 am - 12:45 pm	<p>Capture Your Learnings <i>P106-Knight Management Center</i></p> <p>Margaret Neale </p> <p>One of our goals during your time at Stanford is to provide you with the most rewarding educational experience possible. During this session we will discuss your takeaways from the sessions and your thoughts about how to apply the ideas, frameworks, concepts, and methods to your daily work. Often participants find that in the process of sharing their takeaways and hearing how colleagues will apply the models to their own work, new insights are found or new lessons learned. This session will enhance your learning by helping you manage and assimilate all of the information provided during the week.</p>
12:45 - 2:00 pm	<p>Please plan to check out of the Schwab Residential Center by 2:00 pm <i>Schwab Residential Center</i></p>