

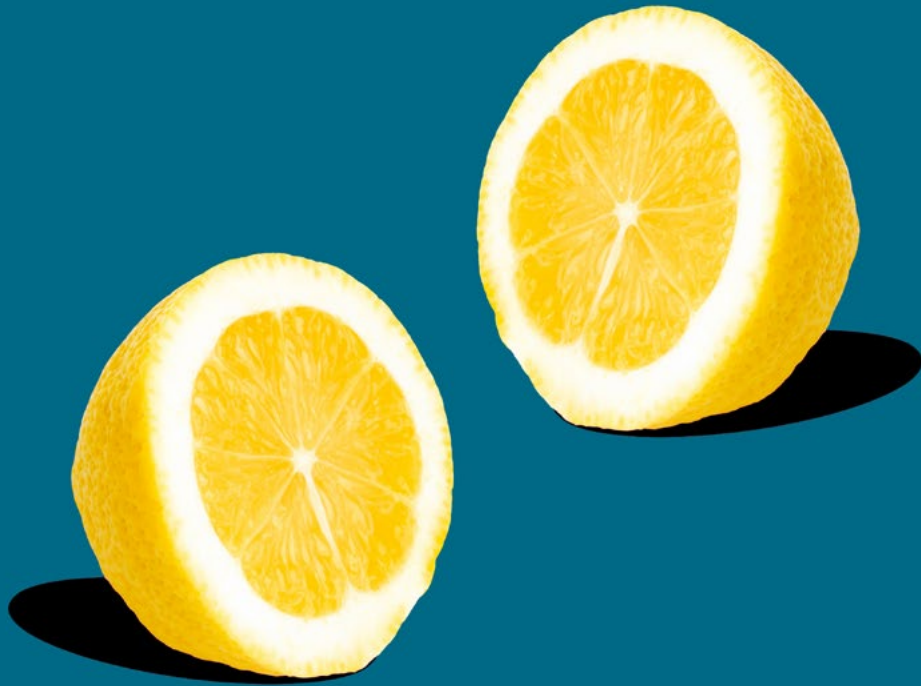
# Shaping organizational structures

**Executive Program for  
Organizational Leadership  
2023/2024**



Squeeze  
your structures,  
not your ideas.

Your organizational structures determine the success of your business – more than your ideas!



## Embrace the essence: An executive program focused on organizational structures

Executives face a big challenge of having to provide answers to complex questions that impact both the current and the future business, such as:

- \_\_\_ How to choose the right strategic path from a multitude of options?
- \_\_\_ How to find the right operating system that secures future growth?
- \_\_\_ How to react to changes in the environment of clients, suppliers, competitors ...?
- \_\_\_ How to lead teams through transformation?
- \_\_\_ How to align powerful stakeholders to support your ideas?
- \_\_\_ How to overcome the cultural resistance within the organization?

...

We will enable you to find the right answers for your own organization, unit or team by illuminating your challenges from different perspectives which focus on the strongest lever your organization has: its structures.

*We call it **Organizational Leadership!***



## Embrace the potential: A leadership program exclusively dedicated to master organizational challenges and create impact

### Your skills after the program

Our program helps you to take on a fresh perspective on your own organization. It will enable you to better understand the power but also the deficits of your current structures. You will be able to analyse how your structures impact your culture and how to influence culture, so that it is supportive of your initiatives.

### What's so special about this program?

It's not a best-practice infusion from the outside. Our approach values your experience as a senior manager and incorporates the know-how and competencies that are already there – in the expertise and minds of your team. All that can be discovered and unlocked by the right structural settings.



### What's happening in this program?

You will professionalize your way of handling complex management challenges by designing structures and processes that create change, align stakeholders, and implement innovations. Our systematic approach helps you to deconstruct your current organizational structures and provides you with a building plan and the crucial elements to find resilient answers – to these and other questions.

### Who is this for?

The program is aimed at executives who:

- \_\_\_ want to shape the strategies and structures of their organization, unit, or department
- \_\_\_ need to provide leadership guidance for their teams
- \_\_\_ aim to create maximum impact.

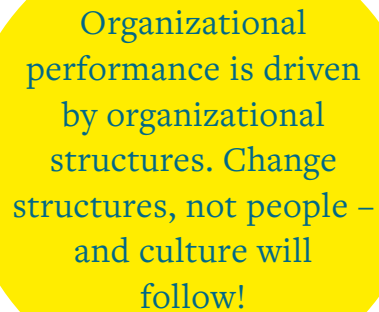
## What will you learn?

### Learning Journey

#### Shaping Structures & Cultures

#### Adapt a new organizational understanding

You will learn a systematic approach to design effective structures and to influence the cultural dynamics of your organization. This will prepare you to master both current and future business challenges.



Organizational performance is driven by organizational structures. Change structures, not people – and culture will follow!

### Key topics

- the implications of »organizations as social systems«
- the consequences of the division of labour
- why micropolitics are the key driving forces
- how to pinpoint organizational challenges
- how to identify the right structural and cultural levers
- how to analyse and orchestrate the interplay of structures and cultures
- how to set the structural levers right to create impact
- how to devise a discourse strategy to win stakeholders and influence cultures



Creating space  
for Innovation is easy –  
connecting new ideas  
with the old organization  
is hard!

## Learning Journey

### Leading Transformation & Innovation

#### Adapt a progressive leadership approach:

You will learn an effective method for leading transformation processes and connecting new ideas with the old organization. Based on this approach you will be able to overcome resistance against change, while at the same time leveraging the power of organizational structures to accomplish a true culture of innovation.

#### Key topics

- \_\_\_ how to pinpoint the necessity, pains and goals of transformation
- \_\_\_ how to analyse relevant stakeholders and their interests
- \_\_\_ how to analyse and utilize power and trust constellations
- \_\_\_ how leading in critical moments can become the game changer
- \_\_\_ why successful innovation needs to be actively led through the mission-critical phases of variation, selection and restabilization
- \_\_\_ how to set leadership impulses in effective concert with the structural levers of the »Management Mixing Console«
- \_\_\_ how to create a discourse roadmap to secure transformation and innovation

## Learning Journey

### Developing Strategies & Markets

#### Adapt a new strategy blueprint:

You will learn a comprehensive way of leading strategies through a multi-stakeholder environment from development to implementation.

You will be able to set up and steer an agile strategy process from development to implementation including market exploration, aligning stakeholders, creating customer value, and securing execution.



Common goals  
in organizations are  
the exception, not the rule.  
A strategy which ignores  
the interests of important  
players is determined  
to fail!

## Key topics

- \_\_\_ how to explore the strategic intentions of stakeholders
- \_\_\_ how to detect new strategic patterns that already exist
- \_\_\_ how to orchestrate micropolitics and create alliances
- \_\_\_ how to set up an agile strategy process
- \_\_\_ what tools are helpful to consolidate and formulate the strategy
- \_\_\_ how to choose the right strategic initiatives
- \_\_\_ how to align stakeholders behind the strategy execution
- \_\_\_ how to consolidate results and derive strategic consequences/actions

## High impact learning

We combine scientific insights with applied methods. This is done in collaboration with field experts and delivered in highly interactive, digital, and collaborative formats.

A didactical structure focused on transfer into practice:

— 10 % input from thought leaders of organizational science

— 40 % applied methods and tools including peer reflection.

— 50 % small group work on real cases and organizational challenges of participants

— roadmaps after each journey for immediate implementation

— One-on-One sparring with Metaplan experts to pinpoint the challenges and adapt the roadmap

... all empowered through virtual formats that fully engage and immerse participants in productive discussions!



»An enlightening program with massive effects on strategies and structures.«

**Dr. Carl Janssen,  
Managing Director Oncology,  
Pfizer Germany**



## How does it work?

The 3 remote learning journeys spread over 6 months. The contents per journey equal 3-on-site seminar days (the equivalent of 9-on site seminar days for the entire program)

### Structure of the learning journeys

Each journey initiates with a 1-on-1 sparring session with Metaplan, followed by a plenary kick-off session. It spreads over a core period of 4 weeks.

Each week features a fixed plenary session for content and Q&A. Plus a session in smaller groups, where the participants apply the content directly to their own organizational challenges. During the journey, the small groups will work on concrete roadmaps for immediate implementation how participants can take the lead and master their challenges.

Throughout the journey, participants will receive additional video material that they can study individually and discuss in small teams according to their own calendars and preferences.

The journey ends with a plenary closing session, followed by a 1-on-1 session to follow up on learnings and roadmaps.

Each journey features a total of 12 LIVE ONLINE Sessions.

### Overview

#### Pre-Course Activity

- access to online learning platform
- digital reader & videos
- 1-on-1 sparring with a Metaplan Senior Consultant

#### Core-Sessions

- 1 kick-off & 1 closing session
- 4 content & 4 case work sessions

#### Follow-up activities

- 1 follow-up sparring with a Senior Metaplan Consultant to reflect program and discuss progress







»Metaplan's framework  
for understanding organizations  
and stakeholders provides a  
solid basis for developing a strategy  
to initiate and accompany  
transformation.«

**Elizabeth Kan, Director of Strategic Projects,  
Executive Committee, Cartier, France**



## **Virtuous methods for virtual learning**

We provide a highly interactive LIVE ONLINE learning experience with tested and tried virtual formats that fully engage and immerse participants in productive discussions and digital collaboration.

### **Selected features**

- flexible program structure to optimize and individualize learning time
- indepth exchanges with expert faculty
- deep dives with thought leaders from organizational science and practice
- effective tools of digital collaboration
- accessibility from around the globe

### **Learning platform**

We use our state-of-the-art learning platform to grant you access to all course materials, session recordings, and additional learning content within an intuitive, easy-to-use learning environment

## Shaping organizational structures – Executive Program

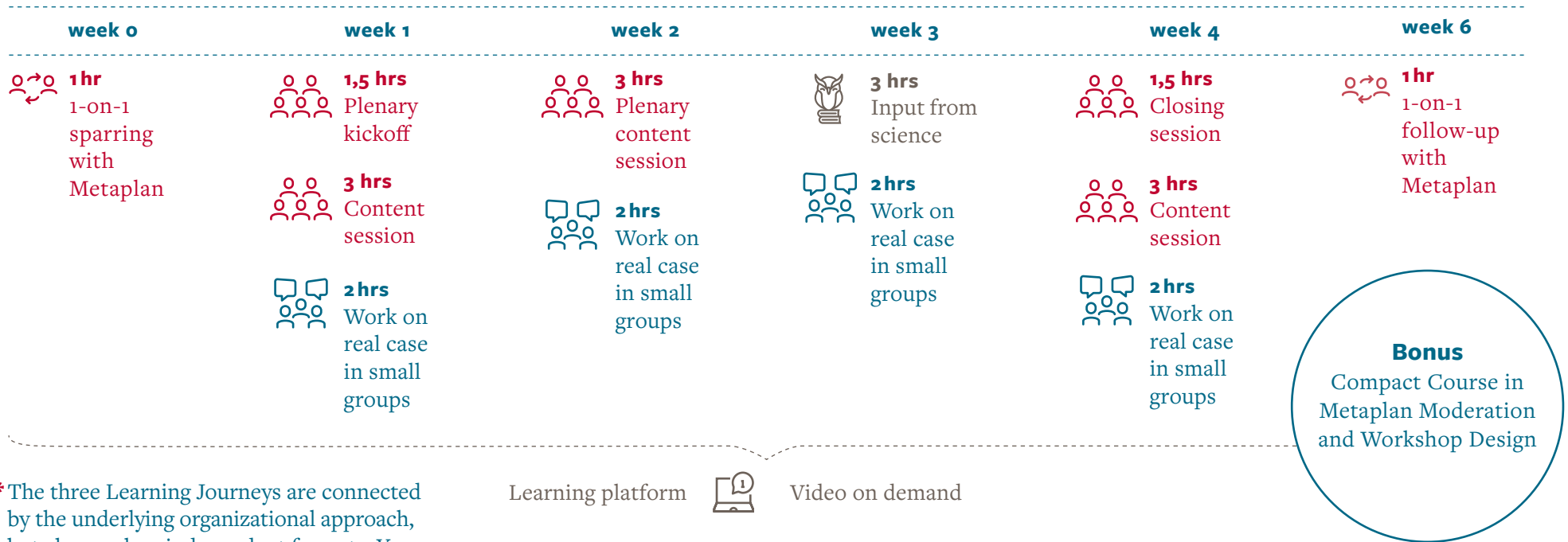
3 learning journeys over 6 months 36 live & online sessions 72 hrs of interactive learning & immediate transfer

**Learning Journey\*** June 2023  
Leading Transformation & Innovation

**Learning Journey\*** September 2023  
Developing Strategies & Markets

**Learning Journey\*** February 2024  
Shaping Structures & Cultures

Setup for each learning journey



\*The three Learning Journeys are connected by the underlying organizational approach, but also work as independent formats. You can start with any learning journey at any time.

## What are the benefits?

### For the participant

- \_\_\_ scientifically founded, yet practically applied understanding of organizations
  - \_\_\_ 50 years of proven experience in consulting and organizational science
  - \_\_\_ lasting skills to advance the organization and your career
  - \_\_\_ access to thought leaders in organizational science
  - \_\_\_ an enlightening trip with Metaplan to go beyond the buzzwords
  - \_\_\_ a tried and tested interaction method, invented by Metaplan
  - \_\_\_ innovative virtual tools for digital collaboration and self-study
  - \_\_\_ expanded international network of like-minded professionals
  - \_\_\_ lifelong alumni membership and access to the learning platform
- ... without having to travel.

### For the organization

- \_\_\_ competence and organizational development combined in one program
- \_\_\_ improved organizational readiness to adapt to new circumstances
- \_\_\_ a practical leadership approach that is relevant for all management levels
- \_\_\_ leaders dispose of new functional capabilities to create impact
- \_\_\_ leaders embrace their role in shaping the organization
- \_\_\_ a scientific base of applied social systems theory



»It provides leaders with a systematic, practical and comprehensive approach to look deep into structure and culture in order to figure out the improvement areas and come up with solutions.«

**Leo Zhang, Senior Regional Sales Manager,  
Grundfos Pumps, China**

## Individual sparring

If you want to discuss any ideas or questions on how this program can be of value to your development and your leadership initiatives, please contact our program directors for an individual free 1-hour sparring that fits your calendar.

## Preview-Sessions

Join our free LIVE ONLINE preview session for detailed information and extensive Q & A regarding the program.

## Dates

Upon individual request.

## Program fee

The fee for one Learning Journey is €3,300 and the program fee is €9.900 plus 19% German VAT (for private citizens, German companies and companies subject to German VAT). The Learning Journeys provide full access to the online learning platform and lifelong membership of the international alumni network.

The three Learning Journeys are connected by the underlying organizational approach, but also work as independent formats.

Advantage:

You can start with any learning journey at any time.

This is an ongoing program, which allows you to plan and complete your participation even over two program cycles according to your needs and availability.

## Contact & information

Please contact our program directors



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The image features a repeating pattern of sliced lemons on a teal background. Each slice is shown from a slightly elevated, three-quarter perspective, casting a soft shadow to its right. The lemons are bright yellow with visible pulp and white pith. The text is positioned in the upper-left quadrant of the image.

[metaplan.com/  
executive-program](https://metaplan.com/executive-program)