

**Executive Program for
Organizational Leadership**

Shaping Organizational Structures

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

This program is aimed at leaders and decision-makers who seek to ...

- **Actively shape the structures and strategies** of their organization/unit/department
- Provide leadership guidance for their team and **create real impact**
- **Plan and reflect their actions** with peers

Learn how to ...

- Create structures that generate **productive tensions and support** your objectives
- Build the foundation for a **culture that promotes innovation**
- Enable a leadership style that **solves critical constellations**
- Develop strategies with a **long-lasting impact**
- Design your market approach to address **real customer needs**

The entire Program consists of 3 Learning Journeys*



**Shaping
Structures
& Cultures**

**Leading
Trans-
formation &
Innovation**

**Developing
Strategies
& Markets**

* 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 makes it special?

Theory & Case Work in Alternation

In a combination of **virtual sessions** and **on-demand learning**, participants learn the necessary knowledge, skills and tools. In **case work**, participants develop specific solutions for their own projects and initiatives.

Scientific foundation

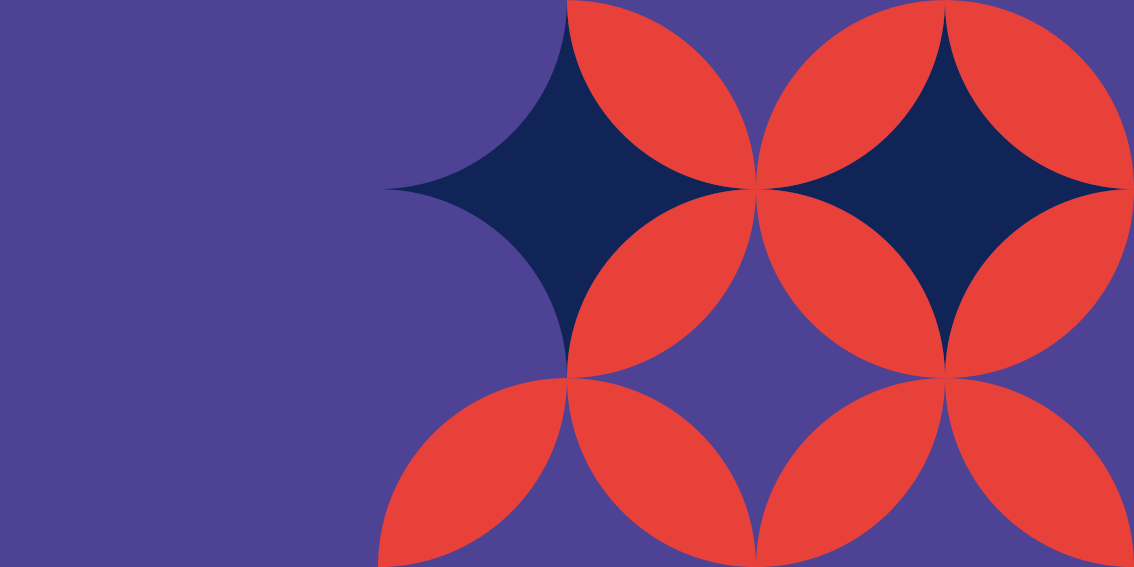
The program is based on the unique organizational sciences approach of Metaplan that has evolved and has been applied for more than 50 years.

**For more information visit our website:
www.metaplan.com/executive-program**



Shaping Structures & Cultures

You will learn a comprehensive approach and tools to analyze and design organizational structures, and to influence the cultural dynamics of your organization.



What do you take away?

- What are the **basic concepts** of organizational analysis and design?
- How can you orchestrate **productive tensions** with the right setting of structures?
- What are consequences of the **division of labor** and what is the **untapped potential**?
- How can the **culture of an organization** be influenced in concrete terms?
- How can you **deconstruct your current structures** to get to the cause of problems?
- What discourses among stakeholders are needed to **put ideas into practice**?

Leading Transformation & Innovation

You will learn a concept of innovation with focus on the necessary conditions for good ideas to succeed; and concrete levers for leadership impulses so that innovation and change become possible.



What do you take away?

- How to **master the micropolitical game** by successfully orchestrating the needed dimensions of interests, power and trust?
- What structures **promote the emergence of innovative ideas** – and how do you bring them to life?
- How to set **leadership impulses** to successfully exert influence in critical moments?
- How can the **relationship between hierarchy and innovation** be shaped productively?
- How do you find and use the **innovative approaches** that already exist in every organization beyond the official rules and processes?
- How do you ensure **shared learning** within the organization?

Developing Strategies & Markets

You will learn a view on markets and eco-systems that helps identify and leverage entry points for effective influence; and a comprehensive approach for strategy development that integrates the question of implementation right from the start.



What do you take away?

- How do you create a **productive strategy process**?
- How do you **detect current success patterns**, that are hidden, but strategically relevant?
- How do you choose the **right strategic initiative** from a multitude of options?
- How do you **tap into the interests and unarticulated needs** of customers?
- How can you **effectively influence the development** of these ecosystems?
- How do you **ensure alignment** in your own organization when implementing strategy?

3 Learning Journeys over 6 months*

April 2024

**Shaping
Structures
& Cultures**

June 2024

**Leading
Trans-
formation &
Innovation**

September 2024

**Developing
Strategies
& Markets**

Bonus: Free

**Moderation
Training**

* 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.

Structure of each of the three learning journeys with interactive digital learning formats

week 0

1 hr



1-on-1 sparring
with Metaplan

*In 1:1 sparring sessions
you discuss your
organizational challenges
and objectives with our
program directors*

week 1

4,5 hrs



Plenary kick-off &
content session

2hrs



Work on real case
in small groups

week 2

3 hrs



Plenary content
session

2hrs



Work on real case
in small groups

Learning platform / Video on demand

week 3

3 hrs



Plenary content
session

2hrs



Work on real case
in small groups

week 4

4,5 hrs



Plenary content &
closing session

2hrs



Work on real case
in small groups

week 12

1 hr



1-on-1 sparring
with Metaplan

Learning Journey

Shaping Structures & Cultures

week 0

April 4, 2024

Kick-off Session

1,5 h

5–6:30 pm CEST /

11 am – 12:30 pm EDT

week 1

April 9, 2024

Content Session 1

3 h

5–8 pm CEST /

11 am – 2 pm EDT

April 10, 2024

Case Work 1

2 h

5–7 pm CEST /

11 am – 1 pm EDT

week 2

April 16, 2024

Content Session 2

3 h

5–8 pm CEST /

11 am – 2 pm EDT

April 17, 2024

Case Work 2

2 h

5–7 pm CEST /

11 am – 1 pm EDT

ongoing: on-demand self-study on learning platform &
self-organized peer reflection sessions

week 3

April 23, 2024

Content Session 3

3 h

5–8 pm CEST /

11 am – 2 pm EDT

April 24, 2024

Case Work 3

2 h

5–7 pm CEST /

11 am – 1 pm EDT

week 3

April 29, 2024

Content Session 4

3 h

5–8 pm CEST /

11 am – 2 pm EDT

April 30, 2024

Case Rodeo

2 h

5–7 pm CEST /

11 am – 1 pm EDT

week 4

May 2, 2024

Closing Session

2 h

5–7 pm CEST /

11 am – 1 pm EDT

Learning Journey

Leading Transformation & Innovation

week 0

June 5, 2024

Kick-Off

1,5 h

5–6:30 pm CEST /
11 am – 12:30 pm EDT

week 1

June 11, 2024

Content Session 1

3 h

5–8 pm CEST /
11 am – 2 pm EDT

June 12, 2024

Case Work 1

2 h

5–7 pm CEST /
11 am – 1 pm EDT

week 2

June 18, 2024

Content Session 2

3 h

5–8 pm CEST /
11 am – 2 pm EDT

June 19, 2024

Case Work 2

2 h

5–7 pm CEST /
11 am – 1 pm EDT

**ongoing: on-demand self-study on learning platform &
self-organized peer reflection sessions**

week 3

June 25, 2024

Content Session 3

3 h

5–8 pm CEST /
11 am – 2 pm EDT

June 26, 2024

Case Work 3

2 h

5–7 pm CEST /
11 am – 1 pm EDT

week 4

July 2, 2024

Content Session 4

3 h

5–8 pm CEST /
11 am – 2 pm EDT

July 3, 2024

Case Rodeo

2 h

5–7 pm CEST /
11 am – 1 pm EDT

week 4

July 4, 2024

Closing Session

2 h

5–7 pm CEST /
11 am – 1 pm EDT

Learning Journey

Developing Strategies & Markets

week 0

September 4, 2024

Kick-Off

1,5 h

5–6:30 pm CEST /

11 am – 12:30 pm EDT

week 1

September 10, 2024

Content Session 1

3 h

5–8 pm CEST /

11 am – 2 pm EDT

September 11, 2024

Case Work 1

2 h

5–7 pm CEST /

11 am – 1 pm EDT

week 2

September 17, 2024

Content Session 2

2 h

5–7 pm CEST /

11 am – 1 pm EDT

September 18, 2024

Case Work 2

2 h

5–7 pm CEST /

11 am – 1 pm EDT

ongoing: on-demand self-study on learning platform &
self-organized peer reflection sessions

week 3

September 24, 2024

Content Session 3

3 h

5–8 pm CEST /

11 am – 2 pm EDT

September 25, 2024

Case Work 3

2 h

5–7 pm CEST /

11 am – 1 pm EDT

week 4

September 30, 2024

Content Session 4

3 h

5–8 pm CEST /

11 am – 2 pm EDT

October 1, 2024

Case Rodeo

2 h

5–7 pm CEST /

11 am – 1 pm EDT

week 4

October 2, 2024

Closing Session

2 h

5–7 pm CEST /

11 am – 1 pm EDT

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

Participation fees

Each Learning Journey: EUR 3 600 **

Entire Program: EUR 10 800 **

The Learning Journeys provide full access to the online learning platform and lifelong membership of the international alumni network.

Registration

metaplan.com/executive-program



**** plus 19 % VAT [for private citizens and companies subject to German VAT]**

Contact for content-related questions



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**Start with
the conditions,
not with the
behavior!**

