

The background of the entire page is a dark blue color. Overlaid on this background is a repeating pattern of red circles. Each circle overlaps with its four immediate neighbors, creating a grid of four-pointed star shapes in the center of each circle. The red circles are arranged in a staggered grid pattern.

Metaplan<sup>®</sup>

ACADEMY

**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](http://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 Transformation & 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 4

**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 – 2 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](https://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!**

