

## Aligning Culture and Strategy: The Drucker Way

### An Online or Hybrid Program for Senior Management (with Virtual Business Leadership)

Peter Drucker, the well-known management guru, famously observed that “Culture Eats Strategy for Breakfast.” Other management scholars and consultants have made similar statements.

#### “Culture Eats Strategy for Breakfast”—What Does It Mean?

In any organization, culture is the driving factor, the way your company as a whole operates toward setting and fulfilling its goals—but it also shapes the behavior and values of each employee. If the culture of an organization and its strategies are misaligned, either good strategies won’t get implemented or wrong one will get implemented. As the 2x2 below shows, solutions for the two types of misalignments are different.

*Culture X Strategy*

		MARKET-FOCUSED STRATEGY	
		Appropriate	Inappropriate
CULTURE ALLOWS STRATEGY	Yes	😊	Remedy A
	No	Remedy B	😊

#### How Does This Program Work? What Will Be Learned?

Many company heads and working managers focus on the rational side of their business, technical, legal and financial, but they do not nurture the soft-side, culture and strategy development and implementation. This Drucker executive program is designed to demonstrate aligning culture and strategy.

## *You will learn Drucker's principles*

### **1. Developing and Implementing Good and Appropriate Market-focused Strategies**

Rajiv Grover, PhD

- Internal & External Analysis
- Value Propositions
- Leveraging Resources

### **2. Managing Culture & Change to Support Strategies**

Stephen Gilliland, PhD

- Drivers of Culture
- Aligning Performance Metrics and Incentives
- Techniques for Overcoming Resistance to Change

### **3. Reframing Organization Structure and Processes to match Strategies**

Katharina Pick, PhD

- Organizational Design
- Conflict and Power Dynamics
- Organizational Processes and Communication

## **Who Should Attend?**

Senior management and entrepreneurs will benefit from this program.

**On completion of the course, you will receive a certificate from the Ducker School.**



# Program

## **SESSION 1: Introduction and Understanding Strategy**

Welcome

1 Hour

*Dean David Sprott, PhD • Rajiv Grover, PhD • Stephen Gilliland, PhD,  
Katharina Peck, PhD • Company Sponsors*

Introduction to Virtual Business Leadership

2 Hours

Rajiv Grover Begin: VB Leadership—Strategy Module

## **SESSION 2: Understanding Strategy**

*Homework: Complete Strategy Module—VB Leadership*

3 Hours

Rajiv Grover Discussion: VB Leadership—Strategy Module

3 Hours

## **SESSION 3: Understanding Basics of Culture, OB, HR & Self-Awareness (PIUs)**

*Homework: Complete Culture, OB, HR, and  
Self-Awareness (PIU) Module VB Leadership*

3 Hours

Rajiv Grover Discussion: VB Leadership—Others & Self

3 Hours

## **SESSION 4: Mastering Organizational Culture and Change**

*Homework: Organization Culture & Change*

3 Hours

Stephen Gilliland: Organizational Culture and Change

3 Hours

## **SESSION 5: Mastering Organizational Culture and Change**

*Homework: Organization Culture & Change*

3 Hours

Stephen Gilliland: Organizational Culture and Change

3 Hours

## **SESSION 6: Mastering Reframing Organizations to Match Strategy**

*Homework: Reframing Organizations to Match Strategy*

3 Hours

Katharina Pick: Reframing Organizations to Match Strategy

3 Hours

## **SESSION 7: Mastering Reframing Organizations to Match Strategy**

*Homework: Reframing Organizations to Match Strategy*

3 Hours

Katharina Pick: Reframing Organizations to Match Strategy

3 Hours

## **SESSION 8: Wrap-Up and Graduation**

3 Hours

Dean David Sprott, PhD • Rajiv Grover, PhD • Stephen Gilliland, PhD

Katharina Peck, PhD • Company Sponsors

# Virtual Business Leadership

Drucker's management teachings are of lasting value for executives and leaders. Recently, Satya Nadella, Chairman and CEO, Microsoft, in a talk at Stanford Business School, noted that the interaction between Culture and Strategy is critical for business success. He expanded on what constitutes culture and the nature of leadership. His views are aligned with Drucker's thinking on leadership, employee management, and organizations as human and social enterprises. Nadella's talk proves the durability of Drucker's insights over time. You can check out excerpts of his interview [here](#).

To give you a basic knowledge of Culture and Strategy, this program sets up an experiential exercise, called Virtual Business Leadership. As Drucker envisioned it, rewards and incentives, personal leadership style and values, organizational design and dynamics, including teamwork and cooperation, are all part of a culture that an organization creates.

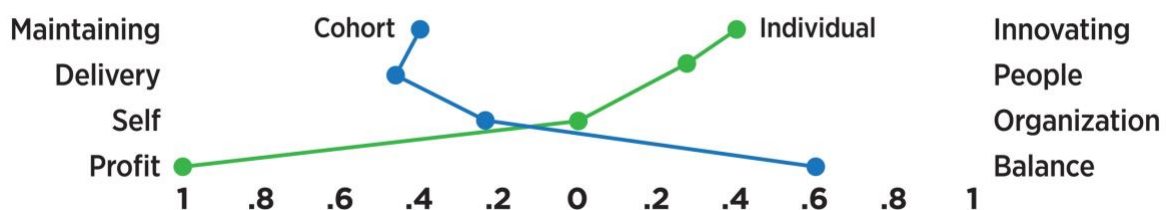
To learn all these concepts, and to sharpen your judgment skills, you will be guided to run a virtual business individually in the form of Simulated Stories (SSs). Running a business means making decisions. And to help you make these decisions, you will be provided with ready access to business theories, called Learning Concepts (LCs), from an internal link in the course.

Additionally, you can self-assess your understanding of these theories with optional Test Your Knowledge, (TYKs), questions. You'll learn to make the right decisions by answering Decision Making Questions (DMQs). Moreover, you will learn to sharpen your judgment in group discussions on the decisions at the end of each of the two modules of VB Leadership. Personalized feedback on the decisions will help you enhance your learning.

Being in the right place at the right time is part and parcel of any business. To drive this home, Unforeseeable, Unpredictable, and Uncontrollable (UUUs) events are simulated in VB Leadership.

## Insight Into Yourself

Finally, in line with Drucker's "know thyself" principle, Virtual Business Leadership offers insights into your personal leadership values. By identifying your Principles-in-Use (PIUs), you begin to uncover the values you hold and practice, consciously or unconsciously, in an organization. You will be able to map eight PIU scores on four dimensions and view the corresponding snake diagram in relation to your cohorts as feedback on finishing Stage 2.



## Aligning Strategy and Culture

After completing the program, you will be conscious of yourself, how you relate to others and the real culture of your business. You will know how to develop strategy and culture jointly, making sure they are fully aligned. Strategy and culture make a powerful double bond when combined. When in sync, they boost each other to create incredible organizational transformations.

## About The Faculty



### **Rajiv Grover, PhD**

*Senior Research Fellow, Drucker School of Management  
Claremont Graduate University  
[rajiv.grover@cgu.edu](mailto:rajiv.grover@cgu.edu)*

Professor Rajiv Grover is the Founder and President of PrecisED, Inc., a Delaware Public Benefit Corporation, and the Honorary Distinguished Professor at the School of Management & Entrepreneurship, Shiv Nadar University, India. He was the dean of Fogelman College of Business and Economics, University of Memphis, from 2007-2018. Prior to that appointment, he was the holder of the Terry Chair of Excellence and the Head of the Marketing Department at the University of Georgia. He has taught at Penn State and the University of Pittsburgh, and has had visiting appointments at Johns Hopkins, Duke, and Stanford.

Rajiv has over 40 years of business experience. He has been an executive, a consultant with Fortune 500 companies, a holder of endowed chairs, an award-winning researcher and teacher, a journal editor, and an administrator. He is now steering organizations to making better strategic decisions. He has developed the computer-based educational programs, VIRTUAL BUSINESS, and has written the book [\*All The Business Your CEO Would Love You To Know\*](#) for effective and efficient cross-functional education of executives. He believes that many executives do not possess the stance to make sound decisions that impact multiple functions, stakeholders, and the environment. Though this is true for technologists and non-business specialists, it is also valid for many formally educated business professionals.

Rajiv received his PhD from the University of Massachusetts, MBA from Indian Institute of Management, and Electronics Engineering degree from the Indian Institute of Technology.

### ***Some major accomplishments include:***

- The prestigious O'Dell award for the best paper in the Journal of Marketing Research. (1992, granted to papers with maximum impact over the five years following publication in 1987)
- The Hugh O. Nourse Outstanding MBA Teacher Award Terry College of Business, University of Georgia. (1998)
- Citation by Business Week as the Best MBA teacher at The University of Georgia. (1999)
- The Lifetime Achievement Award in Marketing Research from Frost & Sullivan, a global consultancy firm in the area of marketing research and intelligence. (2007)
- The Choice Award for Outstanding Academic Title Handbook of Marketing Research. (2007)
- Books, Journals, and Virtual Business Simulations:
  - *All the Business Your CEO would Love You to Know*
  - *Theory and Simulation of Market-focused Management*
  - *Handbook of Marketing Research*
  - *Virtual Business: Professional, Entrepreneurship, Leadership*
  - *Journal of Market-focused Management*



**Stephen W. Gilliland, PhD**

*University Professor*  
*Claremont Graduate University*  
[Stephen.gilliland@cgu.edu](mailto:Stephen.gilliland@cgu.edu)

Professor Stephen Gilliland teaches in the Division of Behavioral & Organizational Sciences at Claremont Graduate University. He is responsible for developing degree and non-degree leadership programs and serves as faculty director for the newly developed MA Leadership program for working professionals. Previously, Stephen held Peter and Nancy Salter Chair in Healthcare Management at the Eller College of Management, University of Arizona, where he served a variety of leadership roles including executive director of the Center for Leadership Ethics and the Center for Management Innovations in Healthcare, vice dean for the Eller College, Associate Dean for Eller Executive Education, and Department Head of Management and Organizations. As Associate Dean for Executive Education he spun Eller Executive Education out of the University of Arizona and grew it to a global provider of customized leadership development.

Stephen has taught numerous courses on leadership, ethics, and organizational behavior. His research examines managerial fairness and organizational justice, leadership ethics, and human resource staffing and decision making. He has authored over 50 journal articles and book chapters and has edited eight books in the series Research in Social Issues in Management. He has served on the editorial boards of the Journal of Applied Psychology, Personnel Psychology, and the Academy of Management Journal. Gilliland has been the recipient of the Outstanding Module of the Executive MBA Program (Eller College), the Academy of Management Perspectives Best Publication, and three times the Department of Management and Organizations Outstanding Undergraduate Teaching Award. In 2006, Stephen was elected as a Fellow in the Society for Industrial and Organizational Psychology (SIOP) and in 1997 received the Ernest J. McCormick Award for Early Career Contributions from the same organization.

He has developed and taught executive leadership programs for healthcare, government, technology, utility, and mining organizations, including Microsoft, Kaiser Permanente, and BHP Billiton. Stephen has more than 30 years of experience consulting with small and large, public and private organizations on strategic planning and implementation and executive team development. He serves on the board of Merchants Information Solutions and previously served as Chairman of the Board of St. Joseph's hospital in Tucson and on the board of Agape Hospice in Tucson.

Stephen received his BSc in Psychology from the University of Alberta (1987), his PhD in Industrial/Organizational Psychology from Michigan State University (1992), and was on the faculty at Louisiana State University from 1992-1995.



**Katharina Pick, PhD**

*Academic Director, Drucker School of Management  
Claremont Graduate University*  
[katharina.pick@cgu.edu](mailto:katharina.pick@cgu.edu)

Professor Katharina Pick is Academic Director and Clinical Associate Professor of Management at the Peter F. Drucker and Masatoshi Ito Graduate School of Management, Claremont, California. She teaches MBA and Executive courses in Leadership, Organizational Behavior and Theory, Creating Effective Teams, Women in Leadership, and Design Thinking.

Her interests include leadership development, gender and leadership, small group dynamics, managing diversity in organizations, and the creative process in teams. She has written on the subject of boardroom dynamics and board leadership, internal group dynamics of corporate boards, board decision making and conflict, speaking up behavior in boards of directors, and gender and power.

Katharina has developed and taught in numerous executive education programs including leadership development for senior law enforcement officers, consulting and executive programs to support culture change for companies in a various industries including financial services, transportation, public sector, and non-profit.

She is also involved in coaching and leadership development practice, to which she brings a particular emphasis on building self-awareness, embodied learning, and purpose on the path towards effective leadership.

Katharina holds a PhD in Organizational Behavior, an AM in Sociology from Harvard University, and a BS in Economics from Wellesley College.

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