

# Playing to Win: How Strategy Really Works

Explore a winning strategy framework for your organization

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THE FINANCIAL TIMES 2015

## Program Dates:

February 4, 2016 with post-program webinars on March 3 and 29 from 10:00-11:00am

## Location:

Rotman School of Management  
105 St. George Street  
Toronto, Ontario

## Program Fee:

\$1,350 CAD + HST

Fee includes tuition, Playing to Win: How Strategy Really Works ebook, The Playing to Win Strategy Toolkit (a \$250 value), program materials and class-day meals

a new way to think | it is possible

**Rotman**

Strategy is one of the most important tasks of any employee in the organization, no matter his or her job description. Build your own strategic thinking capabilities and learn a powerful approach to solving your toughest strategy problems.

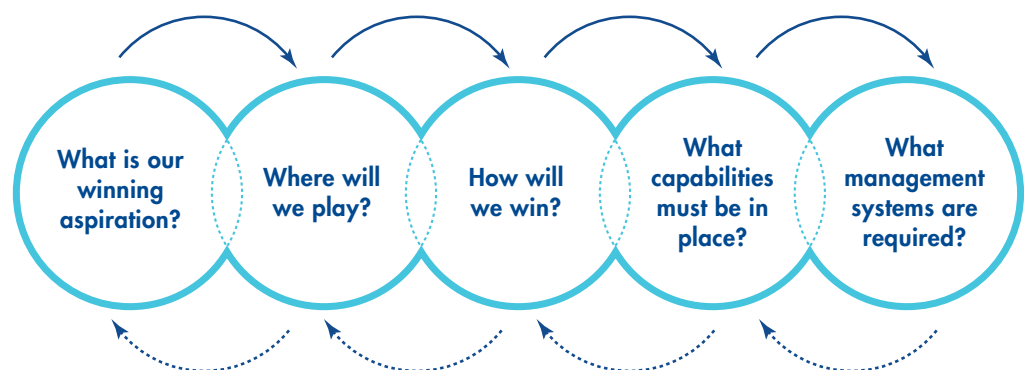
## Program Overview

This program has 3 essential components:

① **A One-day workshop.** In this session, we will explore a simple, fun and effective framework for thinking through strategy. The foundational concept is that strategy is about choice – explicitly choosing what you will do, and not do, to win with customers and against competition. In fact, strategy can be understood as the answer to five key questions.

## 5 Key Questions

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The session will begin with an overview of the five questions. Then, we will apply the questions to a real-world case example and move through the process of creating and testing a possible new strategy. Finally, we will reflect on the application and implications for your own roles and organizations.

**2 The Playing to Win Strategy Toolkit** (a \$250 value): After the session, the toolkit will help you prepare and lead a successful strategy initiative and includes the following five components:

- A comprehensive facilitator's guide that provides advice about how to prepare, whom to involve, what common challenges to avoid, and how to measure success
- Three customizable meeting decks to help you save time and meeting management headaches
- Four detailed case studies that show how real-world companies are using and benefiting from the "Playing to Win" approach
- Expert advice from Roger Martin in a set of short video clips
- The ebook version of the best-selling book *Playing to Win: How Strategy Really Works* by AG Lafley and Roger Martin

**3 Post-program webinar:** As part of this workshop, participants will have the opportunity to register for a 60-minute webinar in the month following. The webinar is a chance for participants to surface questions about the key challenges with the Playing to Win concepts as they are applied back at work. The small-group format provides the opportunity for participants to receive coaching from the faculty, engage in a dynamic conversation and ask questions.

### Key Takeaways

This session is a balanced blend of the hands-on experience of the process, reflection, group discussions and a webinar.

### By the end of the program, participants will:

- Learn a proven approach to strategy that is used by leading organizations around the world
- Develop the strategic capability to make better strategic choices for their organization
- Experience the process of creating a strategy using the Playing to Win framework
- Be given The Playing to Win Strategy Toolkit as a resource to guide to apply this in the organization
- Receive coaching in a small group setting, helping to apply the framework when back at work

### Workshop Outline

#### Morning

- Playing To Win Overview
- Exercise: Build Current Strategy

#### Break

- Share Back & Discussion
- Frame Strategic Choice
- Exercise: Exploring Possibilities

#### Lunch

#### Afternoon

- Exercise: Sorting & Sense-Making
- Reverse Engineering

#### Break

- Exercise: Barriers to Choice
- Testing & Experimentation
- Exercise: Designing Tests
- Share Back & Discussion

#### Closing Remarks



### Who Should Attend?

The Playing to Win workshop is designed for executives, senior management and next-generation leaders who are looking for insights, knowledge and tools to help build their strategic capabilities.

Participants will come from a broad range of industries, including the corporate, government and non-profit sectors. The program is well suited for:

- Corporate directors and officers
- Divisional vice-presidents
- Experienced public administrators in federal, provincial and municipal government
- National, regional and international business unit managers
- General managers and branch managers
- Executive directors of associations and NGOs
- Senior managers of crown corporations
- Professional services executives

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## Faculty

### Academic Director

**Jennifer Riel** is Managing Director of the Martin Prosperity Institute's Knowledge Infrastructure project, which includes oversight of Rotman I-Think (our elementary and secondary school integrative thinking and design thinking program). In her role, Jennifer leads educational and knowledge sector initiatives, including writing, designing curriculum and teaching for a variety of audiences. Jennifer is also Managing Director of Rotman Designworks (the school's business design initiative).

Jennifer has created and led custom workshops with large public and private sector organizations in Canada, the United States, Europe, the Middle East, South Africa and Australia. She collaborates closely with MPI Academic Director Roger Martin on his writing, including *The Opposable Mind: How Successful Leaders Win Through Integrative Thinking* (2007), *The Design of Business: Why Design Thinking is the New Competitive Advantage* (2009), *Fixing the Game: Bubble, Crashes and What Capitalism Can Learn from the NFL* (2011) and most recently *Playing to Win: How Strategy Really Works* (with A.G. Lafley, 2013). She has published articles in the *Globe and Mail*, *Businessweek*, *Strategy Magazine* and *Rotman Magazine*, as well as online at *Fortune.com* and the *Daily Beast*.

Jennifer received her MBA from the Rotman School of Management in 2006. Prior to joining Rotman, she worked as a project manager and copywriter in the retail and non-profit sectors.

### Instructor

**Stefanie Schram** is the Associate Director at Rotman DesignWorks, Rotman School of Management at the University of Toronto. She leads the MBA Business Design co-curricular program and teaches courses in the undergraduate and graduate programs. She also teaches and coaches executives on design and strategy for Fortune 500 companies, start-ups and public institutions. Most recently, she collaborated with Roger Martin and Jennifer Riel on the *Playing to Win Toolkit* with Harvard Business Publishing.

Stefanie has spoken at TEDxKingStreeEast and has written for the *Globe & Mail* and *Rotman Magazine*. Earlier in her career, she worked in brand management for market-leading brands in the Retail and Consumer Packaged Goods industries. She holds an MBA from Rotman, an Honours BA from York University and is a registered corporate coach.

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## Why Rotman?

The University of Toronto's Rotman School of Management is located in downtown Toronto, home to the largest financial district in Canada and the third largest in North America. Situated in the heart of Canada's business capital, Rotman Executive Programs has unique access and insight into the best thinkers and practitioners in business today.

As part of the University of Toronto, one of the world's top 20 research universities, the Rotman School fosters a new way to think that enables our graduates to tackle today's global business challenges. Home to some of the most innovative research institutes in the world, Rotman boasts an impressive network of global partnerships in a variety of academic disciplines and with the corporate sector.

Executive Programs at the Rotman School of Management is committed to delivering programs for individuals and custom programs for organizations that influence organizational leaders worldwide. Rotman Executive Programs inspires and empowers leaders to develop the capacity to transform themselves, their organizations and their communities.



### Find Out More:

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