DAILY SCHEDULE AND ASSIGNMENTS

Sunday, March 6

After 12:00 p.m.  Check-In and Registration
Main Lobby, Schwab Residential Center

Rosenberg Lounge, Schwab Residential Center
The Rosenberg Lounge is located between the Palm Courtyard and the Vidalakis Courtyard. The lounge is available for your use throughout the program. It is stocked with cold beverages, including bottled water and a variety of sodas. Light snacks are also available.

Computer Support
R115 (Rosenberg Hallway), Schwab Residential Center
If you require assistance with the computer in your room or your personal laptop, a computer technician will be available from 3:00 – 10:00 pm today and tomorrow.

5:45 p.m.  Reception
Vidalakis Dining Room, Schwab Residential Center

6:15 p.m.  Dinner and Opening Remarks
Jim Phills, Faculty Director
Vidalakis Dining Room, Schwab Residential Center

7:30 – 9:00 p.m.  Study Group Meetings
Pre-assigned Study Rooms, Schwab Residential Center
Groups should discuss the cases and readings for the following day.
DAILY SCHEDULE AND ASSIGNMENTS

Monday, March 7

7:00 – 7:40 a.m.  Breakfast and Newspapers, Vidalakis Dining Room

7:40 a.m.  Meet in the Schwab Center Main Lobby
Walk to Knight Management Center Classroom SE106

8:00 – 9:20 a.m.  How to Make Leadership Matter: Program Overview
Jim Phillips

Reading:

Study Questions:
1. Reflect on and try to articulate your personal theory of performance. What are the key drivers of your organization’s performance?
2. How do you affect those drivers?
3. What are the key barriers or limitations to your influence over these drivers?

9:20 – 9:40 a.m.  Break

9:40 – 11:00 a.m.  Leadership and Strategy
Jim Phillips

Case:
• Mark Twain Bancshares, Inc.

Readings:
Monday, March 7

As you do the readings, take notes as needed to help you formulate the key perceptions you want to contribute to the discussion. Consider the following.

**Study Questions:**
1. Historically, why has Mark Twain been so successful? How would you describe the firm’s competitive strategy?
2. What are the key aspects of the way the firm is organized and managed (e.g., its policies, resource allocations, and configuration of activities) that allow it to pursue this strategy?
3. Given the changes in the competitive environment that are described in the case, does Mark Twain need to change its strategy? (If you say “yes,” be prepared to outline why and how the firm needs to change).
4. Again, given the changes in the competitive environment, what changes if any, should Mark Twain make to the way the firm is organized and managed?

11:00 – 11:20 a.m. Break

11:20 a.m.–12:40 p.m. Industry Analysis
Jesper Sorensen

Leaders of both for-profit and non-profit organizations need to understand their environments to succeed, since it is the relative scarcity and abundance of resources in the environment that determine the organization’s potential. In strategy, “industry analysis” is the primary tool used for making sense of the environment and identifying key opportunities and threats. Industry analysis is useful for understanding not only which opportunities are worth pursuing (or activities should be exited), but also plays a very important role in shaping the strategy of the firm: not all strategies will work in all environments.

In these sessions, we will use the circus industry and the example of Cirque du Soleil to increase your familiarity with the tools of industry analysis, and to demonstrate the importance of integrating industry analysis and strategy.

**Cases:**
- *The Evolution of the Circus Industry (A)*
- *Even a Clown Can Do It: Cirque du Soleil Recreates Live Entertainment (B)*

**Reading:**

**Study Questions:**
1. From the point of view of industry incumbents, how attractive was the circus industry in the early 1980s? Would you want to be the leader of a circus at the time? Perform an industry analysis and consider the following questions:
   a. What are the substitutes for this industry?
   b. Who are the industry’s buyers? Do they have a lot of power?
   c. Who are the industry’s suppliers? Do they have a lot of power?
   d. What are the barriers to entry in this industry?
   e. Would you characterize this industry as intensely competitive?
Monday, March 7

2. Overall, what were the main competitive challenges in the circus industry?
3. What was Cirque du Soleil’s strategy? How did it address the main competitive challenges in the circus industry?

12:45 – 1:45 p.m. Lunch, Vidalakis Dining Room, Schwab Residential Center

2:00 – 3:20 p.m. Integrating Industry Analysis and Strategy
Jesper Sorensen

3:20 p.m. Group Photo

4:30 p.m. Optional Campus Walking Tour
Meet in the Schwab Center Main Lobby at 4:30 p.m. and wear comfortable shoes. The walking tour lasts approximately one hour.

5:45 p.m. Reception, Vidalakis Dining Room, Schwab Residential Center

6:15 p.m. Dinner, Vidalakis Dining Room, Schwab Residential Center

7:00 p.m. Study Group Meetings
Study Rooms, Schwab Residential Center
Groups should discuss the cases and readings for Wednesday.
Tuesday, March 8

7:00 – 8:00 a.m.  Breakfast and Newspapers, Vidalakis Dining Room, Schwab Residential Center

Reminder:
Please wear loose, comfortable, durable clothing and athletic shoes today. Dress in layers and be prepared for a range of possible temperatures from 45 to 70+ degrees. Weather can range from cool and foggy to clear and sunny. Bring sunscreen. In case of light rain, waterproof gear will be provided on-course. You may wish to bring your own waterproof jacket if you have one. Snacks and water will be provided on the course throughout the day.

8:15 a.m.  Meet in the Schwab Center Main Lobby

8:30 a.m.  Bus departs for Santa Cruz

9:30 a.m. – 4:00 p.m.  Catalyst Outdoor Activity: Team Building Exercises
Santa Cruz, CA

We will travel to the Catalyst Center for Experiential Learning, located in a Redwood forest at the Chaminade Conference Center near Santa Cruz, California. There, facilitators from Catalyst Consulting Team will lead a day of individual and group team building initiatives.

While some of the day’s activities are physically challenging, there is no requirement to try anything you do not wish to try. For each activity, there are a variety of roles that draw on diverse strengths. Many of the important team roles throughout the day are minimally or non-physical. All participation is guided by the Catalyst philosophy of “Challenge by Choice.” The point is to create a positive and supportive environment for personal challenge, team learning, and fun.

Catalyst Consulting Team offers a range of consulting services including Management Consulting, Organization Development and Strategic Alignment. As a complement to this work, the expert staff of Catalyst Center for Experiential Learning have facilitated safe experiences on this Challenge Ropes Course for thousands of clients since 1985.
Tuesday, March 8

**Intentions for the day at the Catalyst Center for Experiential Learning:**
- Enjoy getting to know one another better
- Have fun together in a relaxed and beautiful setting
- Collaborate to solve individual and group challenges
- Explore the dynamics of risk taking and support
- Practice coaching, goal setting, and decision making skills

**4:15 p.m.**  
**Bus departs for Stanford**

**5:45 p.m.**  
Reception, Vidalakis Dining Room, Schwab Residential Center

**6:15 p.m.**  
Dinner, Vidalakis Dining Room, Schwab Residential Center

No Study Group Meetings this evening.
Wednesday, March 9

7:00 – 7:45 a.m. Breakfast and Newspapers, Vidalakis Dining Room, Schwab Residential Center

8:00 – 9:20 a.m. Integrating Mission, Strategy, and Execution I
Jim Phills

The purpose of this session is to introduce a framework for analyzing and evaluating the mission of an organization. We will also explore how mission integrates the key concepts covered in previous sessions, including, strategy identification, industry analysis, and execution. We will use a written case and a videocase on an emerging nonprofit called Innermotion.

**Case:**
- Innermotion (A)
- Innermotion on the Move [in class video]

**Readings:**

**Study Questions:**
1. What is Innermotion really trying to accomplish? How would you describe its mission?
2. Do a quick industry analysis for Innermotion. Which of the 5 competitive forces concerns you the most?
3. How would you describe Innermotion’s strategy? What are its primary sources of competitive advantage? How, if at all, are these related to its mission?
4. Does Sharon Daugherty need to focus more? Why or why not?
5. If you said yes above, what changes, if any, does this imply for Innermotion’s mission? Its strategy? Execution of the strategy and mission?
6. What should Sharon Daugherty’s priorities be for the next year? The next five years?

9:20 – 9:40 a.m. Break
Wednesday, March 9

9:40 – 11:00 a.m.  Integrating Mission, Strategy, and Execution II
Jim Phills

Case:
•  *Circus Oz: The Development Officer* [in class video]

**Study Questions:**
1. Is the Circus Oz culture a source of competitive advantage? Why or why not?
2. Should Circus Oz try to hire the Paul McGill for the development director position? If so, should she offer him (a) a competitive salary, (b) a salary based on the Circus Oz wage structure, or (c) something in between?
3. If McGill is hired at a competitive salary, what are the risks for Circus Oz? How would you manage these risks?
4. If she decides not to hire McGill or he turns down the offer, how should Circus Oz handle the reaction of the government funder, the Australia Council?

11:00 – 11:20 a.m.  Break

11:20 a.m.–12:40 p.m.  Integrating Mission, Strategy, and Execution III
Jim Phills

12:45 – 1:45 p.m.  Lunch, Vidalakis Dining Room, Schwab Residential Center

2:00 – 3:20 p.m.  A Murder Mystery
Deb Gruenfeld

3:20 – 3:40 p.m.  Break

3:40 – 5:00 p.m.  A Murder Mystery (Continued)
Deb Gruenfeld

5:00 – 5:45 p.m.  Individual Study

5:45 p.m.  Reception, Vidalakis Dining Room, Schwab Residential Center

6:15 p.m.  Dinner, Vidalakis Dining Room, Schwab Residential Center

7:00 p.m.  **Study Group Meetings**
Study Rooms, Schwab Residential Center
Groups should discuss the cases and readings for the following day.
DAILY SCHEDULE AND ASSIGNMENTS

Thursday, March 10

7:00 – 7:45 a.m. Breakfast and Newspapers, Vidalakis Dining Room, Schwab Residential Center

8:00 – 9:20 a.m. Financial Markets and Shareholder Value
Paul Pfleiderer

In this session we will introduce and discuss most of the major financial concepts used each and every day in the for-profit world and discuss how these concepts are at the core of decision-making in the for-profit sector. We will then ask how, if at all, these concepts apply to the not-for-profit sector. In particular we will focus on how risk and the time value of money should be accounted for in the non-profit world.

9:20 – 9:40 a.m. Break

9:40 – 11:00 a.m. Making Investment Decisions
Paul Pfleiderer

In this session we will focus specifically on investment decisions and examine the rules typically used in the for-profit sector for determining the value of an investment opportunity. In additional to discussing the simple approaches based on the Net Present Value and Internal Rate of Return criteria, we will discuss the real options approach. The latter approach is used in evaluating investment opportunities when there is much uncertainty concerning outcomes. Again our goal will be to see what can be carried over and applied to decision-making in the not-for-profit sector.

11:00 a.m.–12:40 p.m. Individual Study

12:45 – 1:45 p.m. Lunch, Vidalakis Dining Room, Schwab Residential Center

2:00 – 3:20 p.m. How to Change Things When Change is Hard
Chip Heath

Think of some situation where you're trying to change how someone acts--it could be that a member of your top leadership team needs to be more willing to delegate, or that your front-line service providers need to adopt a different way of serving your clients, or that people in your community need to take better care of their health. We'll use some of your case studies as fodder for our discussion.
Thursday, March 10

**Reading:**
Read Chapters 1 and 2 of *Switch* and think about whether they provide any insight into your change situation. Do any of the "Three Surprises about Change" apply in your situation? Are there Bright Spots you can identify that suggest a solution?

3:20 – 3:40 p.m.  Break

3:40 – 5:00 p.m.  **How to Change Things When Change is Hard**
Chip Heath

5:00 – 5:45 p.m.  Individual Study

5:45 p.m.  Reception, Vidalakis Courtyard, Schwab Residential Center

6:15 p.m.  Dinner, Vidalakis Dining Room, Schwab Residential Center

7:00 p.m.  **Study Group Meetings**
Study Rooms, Schwab Residential Center
Groups should discuss the cases and readings for the following day.
Friday, March 11

7:00 – 7:45 a.m.  Breakfast and Newspapers, Vidalakis Dining Room, Schwab Residential Center

8:00 – 9:20 a.m.  Social Entrepreneurship and Innovation I
Jim Phills

This session will explore the innovative ways in which three renowned social entrepreneurs have adapted the best of contemporary business practices and embraced market principles to develop products and services that create tremendous social—as well as economic—value. These individuals demonstrate the ways in which passion and creativity can generate opportunities in markets that have traditionally neglected by established (typically for-profit) competitors. Moreover, their stories also inspire by demonstrating the potential that individuals and organizations have to make a positive difference in the world.

Cases:
- Social Entrepreneurs: Correcting Market Failures (A)
- Social Entrepreneurs: Correcting Market Failures [video case]
  - View Part I online before class at: http://www.gsb.stanford.edu/multimedia/class/Phills/marketfailurepart1.ram

Reading:

Study Questions:
1. How and why do the solutions developed by David Green, Victoria Hale, and Jim Fruchterman work? What are the key innovations?
2. Reflect on the similarities and differences in the innovations developed by Green, Hale, and Fruchterman. What features of the problems they are trying to address, the context in which they operate, or their personal background and orientation might explain these similarities and differences?
3. What would you predict are the key challenges facing each of these three social entrepreneurs going forward?
4. What other types of “market failures” might the ideas and insights from these three cases be applied to?
Friday, March 11

9:20 – 9:40 a.m.  Break

9:40 – 11:00 a.m.  Social Entrepreneurship and Innovation II
Jim Phills

11:00 – 11:20 a.m.  Break

11:20 a.m.–12:40 p.m.  Social Innovation and the Global Context
Jim Phills

Case:
•  Waste Concern

Reading:

Preparation Questions:
1. From your point of view, what are the most striking features of the Waste Concern model? Does it represent a social innovation?
2. What aspects of the economic, physical, social, and political, context of Waste Concerns and its founders seem important to the success of the organization?
3. What implications does the national/regional context of Waste Concerns have for the strategy and mission frameworks that we have explored over the last two weeks? How, if at all, do they need to be adapted?
4. What advice would you give Maqsood and Iftekhar about whether or not to partner with a foreign investor to expand Waste Concerns? Which suitor would you pick, if any?

12:45 – 1:45 p.m.  Lunch, Vidalakis Dining Room, Schwab Center

2:00 – 3:40 p.m.  Week 1 Wrap Up
Jim Phills

Leading Your Life (optional)
Gaby Jordan

3:40 – 5:45 p.m.  Individual Study Time

5:45 p.m.  Reception, Vidalakis Courtyard, Schwab Residential Center

6:15 p.m.  Dinner, Vidalakis Dining Room, Schwab Residential Center

No Study Group Meetings this evening.
Refreshments available in the Rosenberg Lounge after the event.
DAILY SCHEDULE AND ASSIGNMENTS

Saturday, March 12

NOTE: Participants are free from lunch on Saturday until dinner on Sunday. Meals will be served at the Schwab Center for those who are interested.

7:00 – 9:00 a.m.  Breakfast and Newspapers, Vidalakis Dining Room, Schwab Residential Center
12:45 – 1:45 p.m. Lunch, Vidalakis Dining Room, Schwab Residential Center
5:45 p.m.  Reception, Vidalakis Dining Room, Schwab Residential Center
6:15 p.m.  Dinner, Vidalakis Dining Room, Schwab Residential Center

No Study Groups Meetings this evening.

Sunday, March 13

NOTE: Participants who have made plans off-campus for the weekend should plan to return in time for Sunday night dinner and study groups.

9:30 – 11:00 a.m.  Brunch, Vidalakis Dining Room, Schwab Residential Center
5:45 p.m.  Reception, Vidalakis Courtyard, Schwab Residential Center
6:15 p.m.  Dinner, Vidalakis Dining Room, Schwab Residential Center
7:00 p.m.  Study Group Meetings
Study Rooms, Schwab Residential Center
Groups should discuss the cases and readings for the following day.
Monday, March 14

7:00 – 7:45 a.m.  Breakfast and Newspapers, Vidalakis Dining Room, Schwab Residential Center

8:00 – 9:20 a.m.  Social Innovation in Large Established Nonprofits
Jim Phillips

Case:
- ARP and AARP Services, A Multi-Sector Approach to Social Change

Readings:

Study Questions:
1. Is AARP an example of social entrepreneurship? Why or why not?
2. Does the fact that AARP’s revenues from royalties and other sources of earned income exceed its revenues from membership dues, create an actual or apparent conflict of interest?
3. How worried are you about the competitive threat represented by Eons? Why?
4. What are the key bases of AARP’s competitive advantage across its product portfolio? What difference do you see between categories such as insurance and investment products?
5. In what ways, if any, do these products and service advance the organization’s social mission?
6. If you were advising AARP about its new financial services initiative, what kinds of funds would you select or prioritize (e.g., Index, Fixed Income, Growth, Tax-Free, Dividend etc.)
7. How would you think about pricing AARP mutual funds?
8. Given the PR issues and controversies, what should AARP do to increase coordination across its programs and divisions?

9:20 – 9:40 a.m.  Break

9:40 – 11:00 a.m.  Capacity Management: The Goal
Jim Patell

Reading:

*YOU WILL RECEIVE THIS BOOK VIA FEDEX*
Monday, March 14

Since the first edition of *The Goal* appeared in 1984, it has become an “underground classic” in manufacturing and production circles. Structured as a novel, it is an engaging story told in a lively manner. You will see that *The Goal* is not about managing a nonprofit service organization, but its insights for improving manufacturing operations carry over to service operations with full force; we face the same problems in processing service requests, educating students, or managing a health care organization. One could argue that the Business Process Reengineering movement of the 1990’s was applying to service operations the lessons manufacturers were forced to learn during the 1980’s.

*The Goal* can be read easily over a weekend, but you probably should not leave it until the evening before this session. If you are pressed for time, consider the following cutoff points.

1. One can view *The Goal* as consisting of three major segments, and time constraints will force us to focus primarily on the first two. The second major segment ends on page 228. You could stop at this point and still participate fully in the class discussion.
2. The original version of *The Goal* ended at what is now page 264.

The central theme of *The Goal* is capacity management, and you may recognize elements of the Just-In-Time approach. As you read the book, look for the basic insights that Alex Rogo and Jonah uncover, and highlight them or jot them down in the margin. In class, we will attempt to organize these ideas, bolstered by our collective experience, into a coherent framework for capacity management.

11:00 – 11:20 a.m. Break

11:20 a.m.–12:40 p.m. Understanding Congestion and Delay in Business Processes

Jim Patell

Readings:


The topic for this session is the phenomenon of congestion and delay. The article entitled “There’s More to a Line than Its Wait” conveys insights on how people react to waiting for service, and suggests several ways to make that experience less painful. The ensuing assignment is aimed at understanding the underlying causes of congestion, and the alternatives we can pursue to reduce it.

During the class session, we will use a computer simulation to illustrate various aspects of congestion and delay. Simulation itself will not be a central topic for class, but rather a tool to study congestion and delay.
Monday, March 14

To prepare for class, please read the assignment entitled “Congestion and Delay in Processing Systems,” and prepare responses to the questions posed there. The questions are not intended to involve extensive calculation. You are asked to estimate two numerical values in part 1, and then to make predictions about how these values will change as we alter various aspects of the service system. Your replies to these later questions should be rough estimates based on your intuition and experience; for example, “I think that the average throughput time will stay about the same,” or “I think that the average utilization will increase by a small amount, on the order of 10%.”

12:45 – 1:45 p.m. Lunch, Vidalakis Dining Room, Schwab Residential Center
2:00 – 3:20 p.m. TBA
3:20 – 5:45 p.m. Individual Study Time
5:45 p.m. Reception, Vidalakis Courtyard, Schwab Residential Center
6:15 p.m. Dinner, Vidalakis Dining Room, Schwab Residential Center
7:00 p.m. **Study Group Meetings**

Study Rooms, Schwab Residential Center
Groups should discuss the cases and readings for the following day.
Tuesday, March 15

7:00 – 7:45 a.m.  Breakfast and Newspapers, Vidalakis Dining Room, Schwab Residential Center
8:00 – 9:20 a.m.  TBA
9:20 – 9:40 a.m.  Break
9:40 – 11:00 a.m.  TBA
11:00 – 11:20 a.m.  Break

11:20 a.m.–12:40 p.m.  Strategy and Organization When Balancing Business and Social Objectives
Bill Barnett

Case:
•  Wild Salmon Center

Study Questions:
1. Discuss the initial establishment of the WSC. What factors enabled Pete Soverel to establish the Wild Salmon Center? Evaluate the Kamchatka Steelhead Project. How would you have designed this organization and its mission differently?
2. What do you think of the WSC’s philosophy of focusing on virgin areas instead of reclamation?
3. Evaluate WSC’s emphasis on scientific research. Do you agree with WSC leadership that this activity is fundamental to the organization’s model?
4. Does the Kamchatka Steelhead Project have a competitive advantage over other Kamchatka tourism organizations? Why or why not?
5. Evaluate WSC’s attempt to establish standards for angling ecotourism.
6. What position should the WSC take with regards to natural resource extraction in Kamchatka? What political strategies would you follow, taking the role of WSC’s leadership, in advocating this position?
7. Discuss the recent organizational changes and future challenges of the WSC from the perspective of Rahr. What specific actions would you take if you were in his shoes?

12:45 – 1:45 p.m.  Lunch, Vidalakis Dining Room, Schwab Residential Center
Tuesday, March 15

2:00 – 3:20 p.m.  **Strategy and Organization When Balancing Business and Social Objectives**  
Bill Barnett

**Reading:**
- “How Fred Krupp’s Singular Style Serves Business, Environment Well,”  
  *Wall Street Journal*, March 1, 2007

**Preparation Questions:**
1. What are the strengths of Krupp’s leadership approach at Environmental Defense?
2. The article about Krupp raises a concern that E.D. might be “outmaneuvered” by businesses. What is meant by that concern? Do you think this concern has merits?
3. How should Greenpeace and other, more traditional, environmental organizations behave toward business in light of Environmental Defense’s successes?

3:20 – 5:45 p.m.  Individual Study Time

5:45 p.m.  Reception, Vidalakis Courtyard, Schwab Residential Center

6:15 p.m.  Dinner, Vidalakis Dining Room, Schwab Residential Center

7:00 p.m.  **Study Group Meetings**  
Study Rooms, Schwab Residential Center  
Groups should discuss the cases and readings for the following day.
Wednesday, March 16

If you would like help coordinating your airport transportation (shuttle and taxi) for Friday, visit the Schwab Front Desk and fill in the sign up sheet with your flight information.

7:00 – 8:00 a.m. Breakfast and Newspapers, Vidalakis Dining Room, Schwab Residential Center

8:00 – 9:20 a.m. Building Strong (Nonprofit) Brands
Jennifer Aaker

In this session we’ll discuss the basics of what it takes to build a strong brand. We’ll highlight on factors such as brand awareness (as measured with recall and recognition), brand attributes, consumer judgments and feelings, as well as the nature and strength of the consumer-brand relationship. We'll also focus on the consequences that result from active management of such intangibles.

9:20 – 9:40 a.m. Break

9:40 – 11:00 a.m. Dragonfly Effect: The Power of Social Technology
Jennifer Aaker

In the past year, a dizzying number of people have written about (and blogged about, tweeted about…) the mechanics of using Facebook, Twitter, email and YouTube, yet few address one of our biggest desires: How to use social technology in a way that levers your brand, empowering customers to advocate for your brand and increasing the impact of your message? In this session we will discuss the science of social persuasion, the strategies and tactics used by companies and causes that have successfully harnessed social media toward a specific goal (e.g., Nike, Gap, Kiva, Google, Barack Obama). We will dive into the key pillars of social persuasion: Focus (having a clear single goal) + (GET): Get attention (e.g., how to grab attention), Engage (e.g., how to engage others through personal connection), and Take action (e.g., how to inspire and enable others to take action). Key takeaways will be an understanding of how companies and causes engage customers, and into the ways in which you can grow the number of consumers that advocate for your brand, how intensely they advocate and how to manage the consumer-brand relationship. Insights from The Dragonfly Effect (http://www.dragonflyeffect.com/blog/)
Wednesday, March 16

11:00 – 11:20 a.m.  Walk to Rosenberg Study Rooms at the Schwab Center

11:20 a.m.–12:40 p.m. Computer Simulation: Refugee Relief 2004 – Part I (Schwab)
  Jim Patell

  Case:
  • Refugee Relief 2004 – Part 1

  This case describes, in abbreviated form, the operation of a refugee camp in Eastern Europe. I have built a simulation of the camp in Extend, the simulation program that will have been demonstrated to you in session 2.

  Your task will be to run the simulation, including making decisions about patient priority and staff scheduling. In our final session tomorrow, we will discuss your results.

  To prepare for this afternoon’s session, you should read the case carefully to understand the situation and form some initial ideas on how you would manage it. Pages 1-5 describe the situation, and pages 8-11 contain supporting data. The inputs and outputs of the simulation are described on pages 5-7, and the “control panel” is displayed on page 12. You should read the case in advance, and bring it with you to the Rosenberg Study Rooms. I will join you there to help each team get started, answer questions, and deal with any computer problems.

  You do not need to perform any spreadsheet analysis in advance; we will discuss that in tomorrow’s session. As mentioned on page 7, you should begin by running the model a few times with the initial settings in place (all teams work 8:00 am to 8:00 pm, no priority scheme) to get a feel for the output and to stimulate discussion of what features of the situation cause the output that you see. Then you can experiment with various priority schemes and shift schedules. When you are done, please jot down a description of your decisions and the average throughput times you achieve for the two patient categories. If possible, we will print a copy of your “best run” as described on page 7.

12:45 – 1:45 p.m. Lunch, Vidalakis Dining Room, Schwab Residential Center

2:00 – 3:20 p.m. Process Design and Management: Refugee Relief 2004
  Jim Patell

  In this session, we will discuss the decisions you made and the results you achieved in the computer simulation. Your preparation for this session consists of running the simulation in your study groups on the preceding afternoon. During class, we will demonstrate how to construct the rough spreadsheet analysis described in the case, and then compare various teams’ strategies by running the simulation.

3:40 – 5:45 p.m. Individual Study
Wednesday, March 16

5:45 p.m.  Reception, Vidalakis Courtyard, Schwab Residential Center

6:15 p.m.  Dinner, Vidalakis Dining Room, Schwab Residential Center

7:00 p.m.  **Study Group Meetings**  
Study Rooms, Schwab Residential Center  
In addition to preparing tomorrow’s cases, please discuss the “Uncovering Our Assumptions” exercise for Jeff Pfeffer’s Thursday session.

**Exercise:**
- “Uncovering Our Assumptions”
Thursday, March 17

A self-serve shipping table with boxes, packing tape, and blank air bills from the major express carriers will be available in the Schwab Center lobby from lunch today until the end of the program. Carriers will accept credit card payment. The Schwab staff will arrange for the pick-up of your box. Keep a copy of the air bill receipt. The Schwab Center is not responsible for lost packages.

7:00 – 7:45 a.m.  Breakfast and Newspapers, Vidalakis Dining Room, Schwab Residential Center

8:00 – 9:20 a.m.  Practicing Evidence-Based Management
Jeffrey Pfeffer

As we come to the end of your two weeks in the program, you have undoubtedly learned a lot and had many ideas about how to make your organizations more effective on your return. However, there is a lot of evidence that this knowledge, by itself, is not enough. We often know what to do, or how to do things more effectively, but do not implement that knowledge. We call this the “knowing-doing gap.” There is another problem, also: in many instances what we do and how we manage is inconsistent with the evidence, and few organizations in either the public or private sector practice evidence-based management. In our two sessions together, we want to think about and generate ideas about how to overcome both the “knowing-doing gap” and the “doing-knowing gap.”

We will do this by first considering the remarkable turnaround of a kidney dialysis company which, upon reflection, actually just practices good, common sense management (but in the process does things that almost no one else does).

Session 1
Building a Great Organization that Practices Evidence-Based Management:
Alignment and Common Sense

Case:
- Kent Thiry and DaVita: Challenges in Building a Great Company
Thursday, March 17

**Study Questions:**
1. What is the prevailing “conventional wisdom” about how to manage organizations in the health care field? For instance, what is the prevailing view of staff? Patients or clients? What companies should be trying to accomplish? You can reflect just on your own experiences and casual reading to come up with these insights.
2. What are Kent Thiry and DaVita’s objectives? What are they trying to accomplish?
3. What are DaVita’s most important (in terms of understanding its success) management practices?
4. How do these management practices mutually support and reinforce each other? How do these management practices help the company achieve what it is trying to achieve?
5. Would you like to work for this company? Why or why not? Assuming you needed dialysis, would you prefer to use this provider? Why or why not?
6. What about the DaVita management practices and leader behavior encourages a) people to tell the truth, b) people to make decisions based on the facts, and c) continuous improvement and organizational learning?
7. What are the barriers to imitation of the DaVita Way of Managing? In other words, why do companies both in its industry, in related industries, and organizations in general, not do things more similarly to DaVita?

During the session, we will also see a short video that describes DaVita’s culture and values.

**9:20 – 9:40 a.m.** Break

**9:40 – 11:00 a.m.** Practicing Evidence-Based Management (Continued)
Jeffrey Pfeffer

**Session 2**
Uncovering Our Assumptions and Confronting Them with What We Know

**Exercise:**
- “Uncovering Our Assumptions”

**11:00 – 11:20 a.m.** Break

**11:20 a.m.– 3:20 p.m.** Power and Influence Sessions and Working Lunch
Deb Gruenfeld

This session builds on The Murder Mystery analysis to develop your working knowledge of how to make effective decisions. It is designed to illustrate some basic tactics for maximizing your influence in a group as well as maximizing the effectiveness of group process. We will analyze parts of the film “Twelve Angry Men” using the following questions.
Thursday, March 17

1. Who has influence when the group first convenes, who does not have influence, and why?
2. Given these early observations, what should the architect (Henry Fonda) do next in order to maximize his influence on the group process and or its outcome?
3. How does Fonda gain influence?

We will discuss your observations and insights about the film as well as the science of social influence to generate a set of practical and theoretically grounded principles for having influence, particularly in situations where you have no formal authority.

3:20 – 3:40 p.m.  Break

3:40 – 5:00 p.m.  Center for Social Innovation (CSI) Overview
Kriss Deiglmeier, Executive Director

Program Wrap-Up
Jim Phillips

5:30 p.m.  Meet in Schwab Center Main Lobby
Depart for Closing Dinner and Certificate Presentation

5:45 p.m.  Reception, Closing Dinner and Certificate Presentation
Stanford Stadium

Refreshments available in the Rosenberg Lounge after the Closing Dinner.
Friday, March 18

7:00 – 9:00 a.m.  Breakfast and Newspapers, Vidalakis Dining Room, Schwab Residential Center

By 12:00 p.m.  Check-out of the Schwab Center