

Overview

In many companies (as well as business schools), strategy and culture are treated as separate topics. We venture that if the two are aligned right from the start, that we will have and better strategies and better execution of said strategies. We will present several case studies that illustrate this as well as present a methodology that allows for this alignment to be deliberately constructed.

Learning outcomes :

- Treat culture as a strategic rather than a functional issue
- When culture enables strategy execution it becomes a competitive advantage

Robert Hooijberg's areas of interest include leadership, negotiations, team building, digital transformation, and organizational culture, with a specific focus on the alignment of culture and strategy.

He helps organizations to create powerful performance-oriented cultures aligned with strategy, and has developed an innovative approach to the study of cases on the topic.

At IMD, Hooijberg has provided programs and consultancy services for a wide range of organizations, including KPN, Carlsberg, Eneva, Julius Bär, Bayer, Safran, FirstRand, Allianz Africa, EY, PSE&G, Korea Telecom, FrieslandCampina, Axiata, and the Dutch Ministry of Social Affairs and Employment.

Agenda

Thursday, November 17

From 17:00	Registration	IMD – Room tbc
17:30 - 18:00	Introduction to aligning strategy and culture Robert Hooijberg- Professor of Organizational Behavior, IMD	Room tbc
18:00 - 19:00	What makes an organizational culture a high performing culture Robert Hooijberg- Professor of Organizational Behavior, IMD	Room tbc
19:00	Dinner at IMD restaurant	IMD Restaurant

Friday, November 18

08:30 - 10:00	The case of Julius Bär part 1- Professor Robert Hooijberg	Room tbc
10:00 - 10:30	Networking Break	
10:30 - 11:30	The case of Julius Bär part 2 Professor Robert Hooijberg	Room tbc
11:30 - 12:30	Introduction to the Turkcell case : Professor Patrick Reinmöller- Strategy and Innovation	Room tbc
12:30 - 13:30	Lunch at IMD	IMD Restaurant
13:30 - 14:30	Turkcell case: Professor Patrick Reinmöller- Strategy and Innovation	
14:30 - 14:45	Networking Break	
14:45 - 16:00	Lessons learned and application to one's own company and Closing of the Event- Professor Robert Hooijberg	