

ANDERSON CENTER



EXECUTIVE  
FORUM

Designed to Increase the  
Effectiveness of Business Leaders

An Innovative 18 Month Educational Process





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FORUM

Your business is changing. Your competitors are changing. Your markets are changing. These are incontrovertible tenets of business. The questions are:

- Are you personally changing and learning ahead of your business?
- When was the last time you invested in yourself in order to be a better leader?

The Executive Forum is a unique opportunity to make that investment in personal development.

With the passage of time, your company will go through various stages of the business life cycle. Successful management relies in part on knowing where your business is vis-à-vis the business life cycle—and where it is headed next. All businesses - large and small - go through seven distinct stages of development: Concept, Inception, Survival, Growth, Expansion, Maturity and Transfer.

The way in which each business progresses through the life cycle is unique—there is no set time frame for each stage, and there are no hard-and-fast rules for determining when a business is ready to make the transition from one stage to the next. However, each stage does have its own distinct characteristics and challenges. Leading a business through the life cycle is similar to parenthood. Each stage of the child's development requires different skills from the parent. Techniques used in the toddler years invariably will not work in the teen years. The Executive Forum will provide tools and techniques to help you transition your business to the next level.

Each stage of the seven stages is different and requires a leader to grow and develop ahead of the business in order to navigate from one stage to the next. The Executive Forum is specifically designed for leaders in the Survival, Growth and Expansion portion of their business' life. Are you personally equipped and ready for the next stage in the life of your business?

## Executive Forum – Description and Objectives

The Executive Forum's primary goal is to increase the effectiveness of business leaders. The Executive Forum is an 18-month education process that will change the way you think. The program is fast paced, highly interactive and concentrated. Within the eighteen months there are three one-week educational sessions. Each one-week session is a full-time commitment and will concentrate on specific business topics related to the Survival, Growth and Expansion stages of business.

The objective of the Executive Forum is to:

- Maximize the value of the educational experience, while minimizing the time commitment
- Provide time between sessions to evaluate and apply what you have learned
- Create a bond with other business leaders through the shared 18-month experience
- Interact with your Forum peers between sessions to continue the learning
- Exit the 18-month process with new business management tools and techniques that can successfully lead your business through the Survival, Growth and Expansion phases of the business cycle.



## Executive Forum – Course Topics and Curriculum:

- Accounting & Finance:
- Organizational Behavior & Leadership:
- Management Reporting & Information Systems:
- Service Management:
- Marketing:
- Ethics:
- Operations:
- Competitive Strategy:

## Executive Forum – Objectives of Each Session

### SESSION 1:

- Lay the foundation
- Common fundamental management tools and techniques
- Overview of business topics
- Overview of business functions and departments

### SESSION 2:

- Application of tools and techniques to improve performance
- Manage growth and profitability
- Begin formulating strategy

### Session 3:

- Developing the strategy and envisioning the next level
- Combine disciplines
- Professionalize the management of the organization

## Executive Forum – Learning Methods

### CLASSROOM CASE STUDY METHOD

The case study method is the primary teaching mode in the classroom. This method engages participants in diagnosing real-life problems, evaluating opportunities, analyzing data and recommending solutions. The case study method was pioneered by Harvard Business School and offers multiple levels of learning, compelling participants to identify relevant issues and to apply practical business lessons. This method will transform the classroom into a boardroom offering participants a low-risk way to test solutions to business challenges. The limited class size is part of the chemistry for learning. Attendee participation, debate and dialogue are the foundation for learning using the case study method.

Each of the three sessions will cover 10-15 specific cases during the one-week period. Each case is a very specific 10- to 20-page narrative about a company and their particular business problem. Some cases will include multimedia presentations during the class time. The cases have been selected specifically to address topics for businesses in the Survival, Growth and Expansion stages. The class will spend one to one and one-half hours analyzing and discussing each case. In addition to the case materials, there will be supplemental reading assignments and handouts. At the end of each case, the major points of learning will be reviewed in a lecture format.

Many leading Greater Minnesota companies have benefited from an Anderson Center Forum:

Anderson Trucking Service, Inc. • Atomic Learning • Cold Spring Granite • Executive Express  
Granite Equity Partners • Granite-Tops • Gray Plant Mooty • Initiative Foundation  
Louis Industries • MGS Machine Corporation • M. Lavine Design Studios

## CLASSROOM CASE STUDY METHOD - CONTINUED

### STUDY GROUP

Your opportunity for learning is more than the formal classroom. Prior to class each morning you will have the opportunity to pair with another individual in the class to review the day's cases. By the end of the 18-month program, you will have partnered at least once with each member of the Forum. You and your study mate will use the 45-minutes to exchange ideas and explore the significant details of each case prior to the classroom setting.

### INDIVIDUAL PREPARATION

One week prior to each session, you will receive all session materials. This includes the cases, supplemental reading materials, and reference books. Individual preparation is critical to the learning process. Each night during the session, you are expected to prepare for the following day's cases. The power of the case study method relies in part on the juxtaposition of your preparation - your individual thoughts and analysis - against the following day's group dialogue.

Prior to study group the following morning, each participant will log-in to the Executive Forum portal and answer a few study questions related to that day's cases. Based on the answers, one person from the group will be selected by the facilitator to open the case for the class. The opening is your ten minutes of fame and glory. You simply set the stage for the classroom discussion. You answer the question: what would you do in this situation?

### LECTURE

At the conclusion of each case and each session, the instructor will spend time summarizing the major points of the case. This process will help abridge and solidify the learning. In addition to the lecture time, there will be web-based presentations as part of your preparation.

### ROUND-TABLE DIALOGUE

In between each one-week session, the group will have monthly round-table discussions. The purpose of the round-table is to:

- Continue to evaluate and apply what you have learned
- Extend the case study method and peer learning into your particular business setting
- Allow for deeper discussion on topics of particular interest to the group
- Create a peer group for networking
- Provide exposure to other local businesses

Each participant will host one round-table group during the 18-month Forum. The host determines the agenda of their particular round-table dialogue.



Many leading Greater Minnesota companies have benefited from an Anderson Center Forum:

Mahowald Insurance Agency • Marco • Netgain Technology • Park Industries • Preferred Credit  
Royal Tire • Sartell Valves • Spee-Dee Delivery • XL Specialized Trailers • Wilkie Sanderson

Executive Forum: [Lead Discussion Leader](#)

**MARC SANDERSON, MBA**



Marc is the owner and President of Wilkie Sanderson, a Sauk Rapids manufacturer of architectural woodworking [www.wilkiesanderson.com]. Marc and his equity investor purchased the company nine years ago from its founding entrepreneurs. Last year, they acquired a similar company in Minneapolis. This is the first phase of their strategic plan, which includes additional acquisitions and further expansion in the architectural woodworking industry. Marc has spent the last nine years navigating Wilkie Sanderson from a small business to a professionally managed, strategic firm. Marc currently serves on the Board of the Anderson Center. He has previously served on the United Way and Central Minnesota Community Foundation Boards. He has furthermore taught classes at St. Cloud State University in entrepreneurship and within his industry at various venues. Prior to Wilkie Sanderson, Marc worked in the automotive industry serving in a variety of management roles for Saturn, Chrysler and ASC Inc. Marc earned his MBA from Harvard Business School and holds a BS degree in Mechanical Engineering from University of Michigan. Marc resides in Sartell with his wife Marie and three boys.

**Admissions Process:**

Interested individuals are required to complete the attached application form. With a limited class size [maximum of 15 participants], it is important that we select a group that will compliment the learning process. Since the course is very interactive and Socratic, diversity of backgrounds within the group will enhance the learning experience for all. The educational outcome is a function of the individual participants as much as the course materials. Additionally, the application will assess the fit between the applicant's learning goals, the company's management development needs and the Forum's purpose.

**Requirements and Expectations of the Participant:**

The Executive Forum is an intimate educational setting. Participation is limited to 15 participants in order to explore topics thoroughly. The ideal participant is the business owner, entrepreneur and founder, President or Executive Vice President. The course is designed using the case study method. Learning in this environment is a function of attendee participation. The expectations are:

- Preparation during the week of the session. Each day we will cover three cases. It is important to the success of the course that all attendees prepare the case
- Active participation during class
- Hosting one round-table dialogue at your business – you pick the topic
- Answering questions electronically the night prior to each class
- Bring laptop computer with CD/DVD player and wireless Internet card to the sessions
- Commitment to minimize business interruptions during the session week

**Program Fee:**

The cost for each session of the 18-month Forum is:   Session 1 - \$5,000 (to be held offsite)  
  Session 2 - \$5,000 (to be held at the Anderson Center)  
  Session 3 - \$5,000 (to be held at the Anderson Center)

Over the 18-month program, the total fee for the Executive Forum is \$15,000. Each session will be invoiced separately. Payment is due within 30-days of the invoice date. Cancellation policies are outlined in the course materials. A \$500 deposit is required to reserve your spot in the next Cohort. Non-profit organizations receive a 20% discount. Individuals and small or early stage organizations interested in attending an Anderson Center Forum with limited ability to pay, should inquire about scholarship opportunities.

**Contact Information:**

For more information, please contact the Anderson Center.

Venita Wilkes, Director  
Anderson Center  
616 Roosevelt Road, Ste. 100  
St. Cloud, MN 56301

Phone: (320) 251-3215  
Fax: (320) 251-5429  
E-mail: [venita@acmbd.org](mailto:venita@acmbd.org)  
[www.acmbd.org](http://www.acmbd.org)



**EXECUTIVE FORUM - REGISTRATION**

Forum Dates: November 29 – December 3, 2010 – Walker – Week 1

**GENERAL INFORMATION**

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Name: \_\_\_\_\_  
Last First M.I. Prefix (Mr., Ms.) Suffix (Jr., III)

Organization Name: \_\_\_\_\_ Title/Position: \_\_\_\_\_

Work Address: \_\_\_\_\_ City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

Work Phone: \_\_\_\_\_ Fax: \_\_\_\_\_

Work email: \_\_\_\_\_ Cell Phone: \_\_\_\_\_

Note: We will mail your curriculum binder to your work address 7-10 days prior to the start of the Forum. If you would like the curriculum mailed to a different address, please contact the Anderson Center at the address on the following page.

**LODGING/MEALS**

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Will you need lodging for the Forum?  
 No  
 Yes (which nights?)     Sun – Nov. 28<sup>th</sup>     Mon-Nov. 29<sup>th</sup>     Tues-Nov. 30<sup>h</sup>     Wed.-Dec. 1<sup>st</sup>     Thurs-Dec. 2<sup>nd</sup>

Do you have food allergies we need to be aware of?  
 No  
 Yes    Please list: \_\_\_\_\_

**EDUCATION**

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Degree (check the highest level attained):

High School     Two-Year College     BS/BA     MS/MA     MBA  
 JD/Law     Foreign Diploma     MD     PhD     Other \_\_\_\_\_

College/University: \_\_\_\_\_ Year: \_\_\_\_\_

College/University: \_\_\_\_\_ Year: \_\_\_\_\_

What factors made the most influence on your decision to apply to this program?

- Anderson Center Board Member- Name: \_\_\_\_\_
- Opportunity to network with other business leaders
- Use of case study method
- Round table discussions
- Small group dynamic
- Other: \_\_\_\_\_

#### PROGRAM FEE/CANCELLATION POLICY

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The tuition for Week 1 of the Forum is: \$5,000. To reserve a spot in the next Cohort, please complete this form and submit it to the address below. You will be invoiced for the amount of the Forum. Payment is required prior to the start of the Forum.

*Cancellation Policy - Notification of cancellations or deferrals must be submitted in writing at least 45 business days prior to the start of the program to receive a refund of the program fee. The initial deposit can be credited to another cohort or program. Due to program demand and the volume of pre-program preparation, cancellations received within 30 business days prior to the start of the program are subject to a fee of 35% of the total program fee.*

Signature \_\_\_\_\_ Date \_\_\_\_\_

I certify that all the information and accompanying material provided in connection with this application is authentic and accurate.

#### PARTICIPANT PROFILE:

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What are some of the challenges facing your organization?

Do you routinely analyze financial statements as a part of your job responsibilities?

Have you had any experience with the Anderson Center/Forums/Luncheons?

What are your objectives as they relate to attending this Forum?

PLEASE FAX OR EMAIL THIS REGISTRATION FORM TO:

Venita Wilkes, Director  
Anderson Center  
Fax 320-251-5429  
Email: [venita@acmbd.org](mailto:venita@acmbd.org)

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St. Cloud MN 56301