

Building Strategic Agility

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THE PROBLEM

In GE's 2000 annual report, former CEO Jack Welsh said,

" We've long believed that when the rate of change on the inside becomes slower than the rate of change outside, the end is in sight."

What is shifting, and what makes it so difficult to keep pace?

How do you build the strategic agility to win?



LINEAR TO EXPONENTIAL

CHANGE



Organizations, designed for a predictable, linear world are now confronted with swift, dramatic change across markets, challenging their organizations and people to keep pace. The scope and velocity of change occurring

in markets today is exponential, not linear, due to the perfect storm of globalization, new disruptive technologies and digitization. These forces are shifting the power balance between customers and companies, creating new forms of competition and challenging established industry boundaries. Keeping pace in a world of transient advantage AND scanning the environment to catch the next value wave is imperative.

COMPLEXITY

Businesses have become adept at solving complicated problems—hard problems with known variables. Today, we are confronted with a new frontier—complex problems with, at best, probable answers. In simple terms, complexity goes up as the number of variables and connections between them increases. Today we have an unprecedented number of connected consumers, markets and things.

Turning exponentially more data into a few useful insights through data science and getting comfortable with making faster, smarter decisions based on options and probabilities is the new norm.

A projected 6.4 billion digitally connected things are in use worldwide, with millions more connecting daily.

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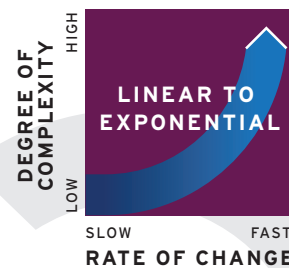
NEW PARADIGM REQUIRED

Organization and business models that worked well in the past are being stretched to their breaking point, and incremental adjustments will not suffice. A more comprehensive strategic paradigm is needed— one that challenges the givens and reorients us for a new world from strategy and innovation, to data and decision-making, to teams and culture.

“We need Strategic Architects— systemic thinkers with a blueprint for transformation.”

Synchronizing the pace of change internally, of the organization and people, to the pace of the external market is critical to capture value today and tomorrow. Leaders are the key to making this happen, if they are ready. They need to be faster, adaptive, more resourceful and sharpen new instincts. Leaders need to understand the levers they can pull to improve performance, agility and change.

MARKET SYSTEM



ORGANIZATION SYSTEM



HUMAN SYSTEM



DESIGNING FOR IMPERMANENCE

This combination of exponential speed, complexity, and change creates more uncertainty and risk, but for the more agile organizations, it is an opportunity.

Today, as Rita McGrath says,

“Competitive advantage is transient and more like riding a wave. Even while riding one wave, the focus is on seeing and catching the next because the current wave will quickly dissipate.”

DIFFERENT AND DISTINCTIVE

It is because of this urgent need for agile leaders that we have developed a new online course,

Building Strategic Agility.

This multidisciplinary course is designed to help leaders be more agile and equip them with the skills, tools and instincts to navigate today's environment and build a more agile organization.

To achieve that, Duke Corporate Education has brought together a cadre of world-class academics and real-world practitioners with a wealth of leadership and industry experience. Each expert offers thoughtful perspective through their unique lens on strategic agility. Rather than a series of independent views, you will see and hear the connecting themes and frameworks across the modules.

THE JOURNEY

New Sources of Competitive Advantage, Rita McGrath - Professor, Columbia Business School
Customer Centric Innovation, Hari Nari - Senior Advisor, New Markets Advisors; Fellow at Harvard University

Digital Transformation, Venkat Venkatraman - Professor Boston University Author, *The Digital Matrix*
Harnessing Data Science for Business Impact, Scott Gamester - VP Data Science

Faster, Smarter Decisions, Kathy Pearson - Founder and President, Enterprise Learning Solutions

Power of Purpose, Michael Chavez - CEO, Duke Corporate Education

The Agile Dashboard, Joe Perfetti - Innovation Fellow, Duke Corporate Education Professor, University of Maryland

FOR INDIVIDUALS AND COHORTS

Individuals

Strategic Agility is a self-paced online course.

It includes:

- **Watch and learn** from a broad and diverse set of world class experts
- **Apply** summaries, and practical application guides
- **Read** curated materials to extend and continue the learning
- **Enjoy a mix of easy-to-consume video and learning tools**

Cohorts

Strategic Agility can also be an impactful shared experience, purchased as part of a structured and supported, blended solution for a cohort.

It includes:

- **Watch and Learn** online course
- **Attend** Live webinars with the faculty
- **Apply** Structured application assignments to turn insight into impact
- **Scalable and Cost Effective** Build a skilled, connected community of Agility Architects across the business to accelerate transformation and success.



Learn more and enroll today.

If you're looking to build agile leaders to capitalize on new opportunities afforded by today's fast-changing marketplace, we invite you to learn more.

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