

Adaptive Strategic Execution Program

Smarter project-based work
for a more complex world

STRATEGY

WORK

PEOPLE



GETTING WORK DONE

Projects are the means by which strategies are executed and goals are achieved. Today, leaders of project-based work must have **the right skill sets, an adaptive approach, and a responsive mindset** to help them and their organizations navigate an increasingly complex and collaborative environment.

The *Adaptive Strategic Execution Program* (ASEP) is specifically designed to prepare leaders for these challenges.

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NAVIGATING THE DOMAINS

TwentyEighty Strategy Execution and Duke Corporate Education's *Adaptive Strategic Execution Program* focuses explicitly on building leaders who can master the domains that influence and define how work gets done: **STRATEGY**, **WORK**, and **PEOPLE**. The Strategic Execution Leadership Framework, or SELF Model, outlines the dynamics of these domains from the perspective of the leader, putting the individual, or **SELF**, at the center.

The SELF Model contrasts the former and current business contexts in which the discipline of project-based work operates.

- **STRATEGY** used to be formulated in a **STATIC** environment, but now the complex nature of the business environment means that strategies are more **DYNAMIC** and **UNPREDICTABLE**
- **WORK** used to be conducted in a **DEFINED** manner, but is now much more **EMERGENT AND INTERDEPENDENT**
- **PEOPLE** were **DIRECTED** to engage in work activity through functional hierarchies, but now operate in more **COLLABORATIVE AND INTERCONNECTED** teams

To close the strategy-execution performance gap, leaders must learn to successfully navigate away from the model's former styles of getting work done to the current outer rim styles across these three domains.



The SELF Model

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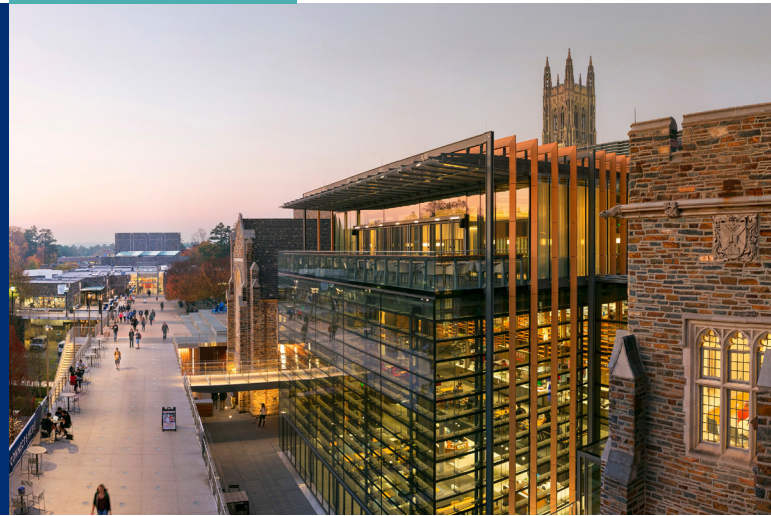


In the face of ever-increasing global ambiguity, leadership has never been as important as it is now. - Michael Chavez, CEO, Duke Corporate Education

COURSES

Each of the eight courses in the program aligns to two or more of the domains in the SELF Model, and are designed to teach the competencies necessary to navigate these domains in a real-world setting.

To earn a certificate of completion from Duke's Fuqua School of Business, two required courses and four electives must be successfully completed. Program graduates are also eligible to earn a credential from Duke Corporate Education.



Acquire competencies around: **STRATEGY** ● **WORK** ● **PEOPLE** ● **SELF** ●

Making Sense of Complexity* is the foundational course of the curriculum. It demonstrates how the internal and external contexts in which we work have become more complex and provides models, tools, and practice that help participants recognize and manage the forces that create this complexity. The course explores the mindsets and skill sets that leaders of project-based work *must* possess in order to successfully navigate complexity and get work done. ●●●●●

Influencing Without Authority gives participants the skills to build the influence they need to lead work and direct strategy and actions without always having formal authority to make the call. It focuses on the traits, attitudes, and behaviors of leaders who get work done through informal authority, whether managing or influencing down, across and/or up in organizations. ●●●●●

Aligning Work With Strategy* introduces multiple viewpoints on strategy and how today's complex environment necessitates a more adaptable, responsive, and fluid concept so that there is a tighter coupling and feedback cycle between strategy and execution. A diagnostic framework is introduced and applied to identify the important domains that must be aligned to successfully execute strategy. ●●●●●

Design Thinking for Results engages participants to apply design thinking skills and tools to drive results within an organization. Participants will learn how to accelerate innovation and address complex challenges by applying design thinking to products, processes, and services. ●●●●●

Building Effective Teams focuses on how to implement practices for leading highly effective teams in unstable and often distributed situations. Participants will learn how to build, coach, and lead diverse and distributed teams that are high performing, resilient, and responsive to complex work and volatile contexts. ●●●●●

Delivering Business Value provides an overview of the financial and business acumen and analysis skills needed to ensure that project-based work results in true value for the business. Not only do participants gain insight and skill in financial planning while leading project-based work, but also, they learn how to make smarter financial decisions that lead to improved business outcomes. ●●●●●

Driving and Influencing Change explores the attitudes, behaviors, and skills that leaders require to help organizations develop the capabilities to navigate the uncertainty caused by complex environments. Participants learn the science behind how individuals respond to change, and receive tools to reduce resistance and increase engagement in a change process. ●●●●●

Managing Critical Relationships teaches participants how to work with internal and external stakeholders to achieve the most optimal outcomes. It focuses on diagnosing stakeholders and their behaviors, overcoming obstacles and conflict in relationships, negotiating for beneficial outcomes, and applying techniques for maintaining resilient relationships in the face of uncertainty. ●●●●●

*Required

QUALITY INSTRUCTORS

To ensure a superior learning experience for our students, a team of professionals researches, identifies, vets, and certifies our program instructors for each course. These individuals include global educators, facilitators, and executives who bring years of experience, thought leadership, and expertise in project management.



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Strategy Execution's proven business techniques combined with Duke Corporate Education's cutting-edge university research infuse the program with a one-of-a-kind project-focused perspective designed to transform the way work gets done.

Duke
CORPORATE EDUCATION

STRATEGY
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Aligning Work With Strategy

Aligning Work With Strategy sensitizes participants to the mindset necessary to think and act strategically as they lead and execute work in their organizations. Attendees focus on the mutually supportive skills of translating the larger organizational strategy to their own work and architecting their own strategies for executing this work. Additionally, participants learn the importance of having a strategic frame of reference that maintains alignment of strategy with the critical domains of work and people to enable effective execution.

The course introduces multiple viewpoints on strategy and illustrates how today's complex environment requires a more adaptable, responsive, and fluid concept of strategy. It reinforces the need for a more tightly coupled feedback loop between strategy and execution. Participants also learn various ways to maintain alignment between their own local level strategies and the larger overarching organizational strategy that they are ultimately responsible for implementing.



YOU WILL LEARN TO:

- Describe global trends that make today's work environments different
- Explain the importance of translating and aligning project-based work to organizational strategy
- Identify areas of misalignment in your organization and team that impede strategic execution.
- Utilize a framework model to identify domains that must be aligned to improve chances of project and program success
- Assure that project-based work success serves the goals of the organization
- Architect the alignment of necessary elements for strategy execution
- Translate the organization's strategy to the work of the department, team, and individual

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KEY TOPICS

- Perspectives on Strategy and Execution
 - Your Strategic Role: Architect-Translator-Doer
 - Setting The Global Business Context
 - A Brief History of Economic Growth
 - A Brief History of Technological Adoption
 - The Interdependent Age
 - Volatility, Uncertainty, Complexity, Ambiguity (VUCA)
 - The VUCA Vortex
 - The Origins of Strategy
 - Strategy Rests on Unique Activities
 - Framing Strategy
 - Five Perspectives on Strategy
 - Porter
 - Hambrick
 - Martin
 - McGrath
 - Courtney
 - Synthesizing Strategy
- Framing For Alignment
 - The Importance of Strategy Execution
 - Strategy Isn't Enough
 - Project Execution Isn't Enough
 - From Project Execution to Strategic Execution
 - Rewards of Effective Strategy Execution
 - Work and Strategy Must Be Aligned
 - ATD: Playing the Translator Role
 - Leading Work for Strategic Execution
 - Overcoming Execution Myths
 - Factors for Strategic Execution
 - A Framework (SEF) for Diagnosing Strategic Execution
 - The External Environment
 - Ideation
 - Nature
 - Vision
 - Engagement
 - Synthesis
 - Transition
 - Organizational Alignment and Misalignment Examples
- Aligning Ideation, Culture, and Structure
 - Ideation Helps You Point North
 - The Ideation Domain
 - Purpose Answers "Why"
 - Identity
 - Long-Range Intention
 - Intention Examples
 - The Nature Domain
 - Culture Introduction
 - Four Core Cultures
 - Core Cultural Traits
 - Structure Has Two Sides
 - Formal Organizational Structures
- Aligning Formal Structure and Culture
 - Structure and Culture in the Uncertain World
 - Types of Networks
 - Assessing Your Networks
 - Roles in Networks
 - Working Through Networks
 - Factors for Influencing Culture and Structure
- The Measuring Stick: Applying Goals and Metrics For Results
 - The Vision Domain
 - Defining Goals and Metrics
 - Goal Alignment
 - Goals Cascade.... Strategies Don't Have To
 - Cascaded Goals
 - SMART Goals
 - CLEAR Goals
 - Metric Stack/Cascade
 - Measure What Matters to Customers
 - Countervailing or "Paired" Metrics
 - Qualitative Metrics
 - Accountability is the Key to Goal Achievement
- Strategy Execution Mapping
 - Organizational Strategy Drives Project-Based Work (PBW)
 - Strategy Execution Map (SEM): A Visual Alignment
 - SEM Characteristics and Essentials
 - SEM Template and Category Definition
 - SEM Process
 - Organizational Linkage
- Interpreting the Larger Strategy to Form Your Strategy
 - ATD: Playing the Architect Role
 - Forming Strategy for Project-Based Work
 - Mindsets of Strategic Work Leaders
 - Mindsets of Successful Strategic Teams
 - Turning Work Outputs into Business Outcomes
 - Plan for Transition As Part of Strategy
 - Practices for a Clean Handoff to Operations
 - Setting Your Strategy for PBW
- Maintaining Alignment
 - ATD: Using Feedback to Maintain Alignment
 - Aligning Leadership and Management
 - Prerequisites for Maintaining Alignment
 - How to Maintain Alignment
 - Alignment Workshops
 - Baseline Alignment Package and Reviews
 - Metaphors for Leading Strategy Execution: The Classical vs Jazz Approaches
 - Nine Strategy Implementation Points to Consider

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Building Effective Teams

Building Effective Teams focuses on how to implement practices for leading highly effective teams in unstable and often distributed environments. Participants will learn how to build and guide diverse teams that can navigate the impacts of external and internal forces and how to form, coach, and lead teams who are resilient and responsive to complex work and volatile contexts.

The course begins with an exercise that reinforces the difficulties we encounter when working in teams. Participants are then introduced to the *Building Effective Teams* model which underpins and organizes the rest of the course. Next, the course explores the external environment, context, and culture that all teams operate in and that always surrounds and affects team functioning. We move to a discussion of what makes "real" teams highly effective and distinguishes them from working groups. After this, the course covers a number of factors that drive highly effective teams, including direction, structure, relationships, leadership, and self-governance. All along the way, teams explore how these factors work in the complex and unpredictable contexts we work in today. Additionally, in each module, participants think about how to apply what they are learning to an actual team they work on or lead in their own work context.



YOU WILL LEARN TO:

- Describe what a high performing team is and establish the conditions that must be in place to create one
- Discover the structure and elements that comprise high performing teams and apply tools that can be used to build them
- Define the most important drivers of team performance in almost any environment
- Employ leadership behaviors and actions to improve the performance of your teams

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KEY TOPICS

- **Module 1: Focusing on Teams**
 - Defining Project Management
 - Building Effective Teams Model
 - Teams and Trust
- **Module 2: Context and Culture**
 - Definition of Context and Culture
 - Assessing Context Volatility and Uncertainty
 - Understanding External Context
 - The Effects of VUCA
 - Findings on Culture
 - Improving Culture
 - Cultural Factors and Artifacts
 - Leading Knowledge Workers
 - Characteristics
 - Motivation
 - Challenges
 - Barriers For Knowledge Workers
- **Module 3: Team Performance**
 - What we Know About Teams
 - Dysfunctional Teams
 - Team Performance Curve
 - Real Teams
 - Characteristics
 - Attributes
- **Module 4: Direction**
 - Defining Direction and Problem
 - Problem Framing
 - The Problem with Problem-Solving
 - Problem Reframing: Seven Steps
 - Benefits and Elements of Clear Direction
 - Change Happens When... Change Vision is Essential
- **Module 5: Structure**
 - Defining Structure
 - Structural Fundamentals
 - Centralization
 - Formalization
 - Hierarchy
 - Specialization
 - Basic Configurations
 - Mechanistic
 - Organic
- Tools for Team Structure
 - Mission
 - Goals
 - Roles
 - Norms
 - Boundaries
 - Team Charter Canvas
- **Module 6: Relationships**
 - Defining Relationships
 - Four Building Blocks for Great Relationships
 - Communication
 - Feedback
 - Trust
 - Safety
- **Module 7: Leadership**
 - Defining Leadership
 - What Effective Leaders Focus On:
 - Managing the team process
 - Coaching the team members
 - Collaborating widely in and across organizations
 - Measuring performance
 - Managing Conflict Styles
 - Managing Virtual Teams
 - Site Visit Best Practices
 - A Framework for Coaching
 - Why Doesn't Collaboration Always Work?
 - Conditions for Success
 - Collaborator's Toolkit
 - Measuring Team Effectiveness
- **Module 8: Governance**
 - Defining Governance
 - Organizational Evolution: Interdependent Collaborative Cultures
 - Creating a Shared Governance Culture
 - Components of Governance:
 - Sponsor Direction
 - Team Selection
 - Charter
 - Operating Agreement
 - Action Plan

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Delivering Business Value

Many organizations today struggle to capture full business value from the execution of their strategy, whether due to the strategy itself, the selection of the portfolio that enables the strategy, or the actual execution of project-based work that makes the portfolio a reality. *Delivering Business Value* seeks to teach mindset and toolsets that enable all of those engaged at the strategic, portfolio, and work leadership perspectives to make decisions that create the maximum possible business value from their work. The course begins with a focus on defining value in terms of finance, strategy and business benefits and helps participants see how they contribute to creating value from their role. It then provides a primer on some finance concepts that are essential to understand for value-driven decision making.

Participants then learn to focus on the different drivers they can use to create value, leveraging financial, strategic, planning and risk concepts to fully understand the actions they can take in order to drive value. The course utilizes discussions, calculation exercises, case studies, and a business board game simulation to create an engaging and effective learning experience.



YOU WILL LEARN TO:

- Explain the fundamental principles of time value of money and financial management
- Define value creation and what drives it
- Describe the composition of financial statements and assess information from selected corporate financial statements
- Explain the importance of forecasting and create effective forecasts
- Evaluate project risk
- Incorporate intended benefits into the overall leadership of work.

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KEY TOPICS

- **Business Value and Strategy**
 - Defining Value
 - The Value Triangle
 - What is Project Benefits Management?
 - What Impedes Strategy Execution and Value
 - Creation? Four Cornerstones of Value Creation
 - A Case Study in Strategy and Value Creation
- **Time Value of Money**
 - Value Triangle Connection
 - Time Value of Money (TVM) is the Foundation of Finance
 - Why is TVM Important?
 - What Can TVM Tell Us?
 - TVM Timelines and Notation
 - The Three Rules of Time Travel
 - Only compare at the same point in time
 - Compounding
 - Discounting
 - Multiple Cash Flows
 - Annuities and Perpetuities
 - Deriving Business Value from TVM
- **Financial Statement Analysis**
 - Value Triangle Connection
 - Three Types of Financial Statements
 - The Cash Flow Cycle
 - Income Statement: Key Items & Ratios
 - Balance Sheet: Key Items and Ratios
 - Deriving Business Value from Financial Statement Analysis
- **Value Creation**
 - Value Triangle Connection
 - The Difficulty of Maintaining Value in the Marketplace
 - The Value Creation Framework
 - Spread
 - Growth
 - Competitive Advantage
 - Spread (ROIC less Cost of Capital)
 - Focus on Cash Flow, Not Earnings
 - Drivers of Valuation
 - Key Value Drivers
 - Innovation
 - Expectations
 - Clarity of Vision
 - Business Model
 - Market Opportunity
 - Competitive Advantage
 - Risk
 - Barriers to Implementation
 - 7 Deadly Investment Sins
- **Forecasting**
 - Value Triangle Connection
 - Capturing Value in the Project Based Work Lifecycle
 - Strategic Planning
 - NPV and Alternatives
 - Real Options Analysis
 - Deriving Business Value Through Forecasting
- **Understanding Risk**
 - Value Triangle Connection
 - Definition of Risk
 - Types of Risk
 - Organizational Risk Tolerance Framework
 - Key Issues for Risk Management
 - Risk and Value Horizons
 - Organizational Culture and Risk
 - Risk and Reward
 - Portfolio Risk
 - Deriving Business Value from Risk Analysis
- **Zodiak Simulation**
 - Business Simulation
 - Debrief

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Design Thinking for Results

Design Thinking for Results engages participants in a discussion about an iterative design process which bridges imagination and implementation to help organizations rapidly and incrementally address complex challenges, create value, and grow. Participants will explore the need for customer-focused thinking and learn that not all innovation involves product innovation. They will experience the value that innovating around processes and services can bring to an organization and discover how to implement a test-and-learn mentality that captures more value for the organization more quickly.

This course is a highly interactive experiential workshop. Participants will learn about a real-life business need, then engage in a design-thinking process that asks them to change their thinking about the problem, make sense of the model for capturing value from their ideas, prototype their ideas, and develop a plan for rapidly testing and evolving the solution. They will engage with and provide feedback to their fellow participants, reinforcing the notion of iteration and feedback throughout the process. Along the way, they will learn about different types of innovation that organizations benefit from in the modern business context and how to develop responsive and flexible business models for implementation.



YOU WILL LEARN TO:

- Describe how the application of a design-thinking process can yield offerings that create, deliver, and capture sustainable and differentiated value in the marketplace
- Apply a customer-centric approach to elicit the needs of the customer
- Define innovation and its multiple sources
- Apply an ideation approach to ensure broad diversity of thought and perspective into the development of a concept
- Build a business model canvas to address the marketplace and matrix sides of the value chain in moving from idea to revenue capture
- Apply an iterative prototyping approach to refine and streamline concepts into offerings that are novel, desirable, defensible, doable, and profitable
- Define a test-and-learn model to implementation of ideas
- Present offerings in a clear, concise, and compelling manner

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KEY TOPICS

- The Design-Thinking Process
 - The Design-Thinking Context
 - Four Tensions: Desirability, Doability, Defensibility, Profitability
 - The Design-Thinking Process
 - Perceiving
 - Sensemaking
 - Choreography
- Perceiving – Reframing What You See
 - Reframing Problems
 - The Need for Empathy in Uncovering Latent Needs
 - The Progression of Economic Value
 - Comparing and Contrasting Offering Types
 - Defining Customer Personas
 - Empathy and Context Mapping
 - Design Challenge Statements
- Sensemaking – Ideating and Innovating
 - Where Good Ideas Come From
 - The Importance of Innovation
 - Defining Innovation
 - Ten Types of Innovation
 - Utilizing Multiple Types of Innovation
- Sensemaking – Building the Business Model
 - Defining the Business Model Canvas (BMC)
 - The Market Side of the BMC
 - Customer Segments
 - Value Propositions
 - Channels
 - Customer Relationships
 - Revenue Streams
 - The Matrix Side of the BMC
 - Key Resources
 - Key Activities
 - Key Partners
 - Cost Structure
- Choreography – Informing and Improving the Offering
 - The Importance of Prototypes
 - Prototype and Pitch: The SPOT Approach
 - Testing and Learning: The TIP Approach
 - Design Thinking as Infinity Loop

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Driving and Influencing Change

In this complex and volatile context in which we work, most organisations are faced with — and must respond to — change on a continuous basis. Many are left wondering — how do we get work done, execute our strategy and succeed when the parameters keep shifting? Through facilitated discussion, lively activities, and relevant case study exercises, *Driving and Influencing Change* invites participants to explore how change has impacted their own lives and to discover what it means to adopt an adaptive mindset. By applying change models in their own business context, examining the attributes of a successful change driver and influencer, and learning to help others through the change process, participants will obtain the knowledge, tools, and dispositions to become true practitioners of driving and influencing change.



YOU WILL LEARN TO:

- Define the new normal in the VUCA world driving the need to have an adaptive mindset
- Practice applying a model for change using a business case example and your own business context
- Explore the attributes of a successful change driver and influencer
- Make the case for change for others while helping them through the process

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KEY TOPICS

- Change is the New Normal
 - Business Context of Change
 - It's a VUCA World
 - What Does Change From the centre Look Like?
 - Your Strategic Role: Architect-Translator-Doer
 - Adaptive Mindset
 - Technical Problems vs. Adaptive Challenges
 - Considering Change
 - Connecting the Dots
- Foundations for Change
 - The Cycle of Organizational Change and PBW
 - Tools of the Trade
- Attributes and Behaviors of Change Leaders
 - The Leadership Foundation
 - Attribute 1: Establish an Authentic Leadership Identity
 - Leader's Shadow
 - Attribute 2: Building Relationships & Networks
 - The Concept of Social Currencies
 - Active Listening
 - Attribute 3: Collaborate and Influence for Results
 - Collaboration
 - Advocacy and Inquiry Model
 - Attribute 4: Facilitate Complex Decisions
 - The PSC Model
 - Decision Making Model
 - Sensemaking Tool - AEIOU
 - Relationships? Values?
 - Dilemma Analysis Process
 - Attribute 5: Maintain Personal Resilience
 - Resilience
 - Growth Mindset
 - Fixed Mindset vs. Growth Mindset
 - Energy Audit – Self-awareness
 - Attribute 6: Being a Driver and Influencer of Change
 - How Can You Make a Difference
 - Culture vs. Climate
- Change Process
 - Change Model
 - Change Begets Change
 - Change Model
 - Plan for a Change
 - Change Model
 - Change Model
 - The Value of Routines
 - Preparing for Change
 - Taking Care of Personal Routines
- The People Side of Change
 - People Impact Deep Change
 - If Only it Were that Simple
 - Model of People Change
 - Roles in Change
 - Model of People Change
 - Activities to Help with People Change
 - Aligning Models
 - Old and New – Resistance
 - Adjusting your Mindset: Resistance as a Resource
 - Approaches to Using/Addressing Resistance
 - Approaches to Using/Addressing Resistance
 - Which Approaches Address Which Sources of Resistance?
 - Conscious Thought Model
 - Change and Conscious Thought
 - Premortems

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Influencing Without Authority

Influencing Without Authority equips participants with the skills needed to build credibility and effectively influence stakeholders, even if they lack the formal authority to make demands on resources. This course helps attendees understand the attitudes and behaviors of leaders who know how to get work done through influence and persuasion, whether managing up, down, across, or diagonally within organizations.

Influencing Without Authority begins by placing the concept of influence within the larger context of environmental, organizational, network, relational, and interpersonal factors. It breaks influence down into a series of learnable skills, moving beyond the notion that influence is simply the product of personal charisma or charm, and instead, gives participants tools needed to negotiate the political landscape of organizations. Participants also learn how to build the personal credibility that serves as the foundation of effective influence and how to apply a powerful methodology for resolving performance challenges in an environment where power cannot be exerted by one individual over another. They also learn how to build networks by overcoming internal barriers to creating new contacts. Finally, *Influencing Without Authority* provides the tools necessary to be more influential on both a personal and more strategic level.



YOU WILL LEARN TO:

- Identify what it means to influence without authority and what you can do to be successful
- Read the larger context in which you wish to influence without authority
- Employ principles and tools to build your influence within your organization
- Apply what you've learned to a series of specific situations where leading without authority is most required

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KEY TOPICS

- Looking at the Context Model
 - Formal/Informal Authority
 - What is “Influencing without Authority”?
 - Informal Authority in the VUCA Environment
 - The Context Model
- Reading the Context
 - Reading the Context: Business Dynamics and Environment
 - PESTEL Analysis: Political, Economic, Social, Technological, Environmental, Legal
 - How To Be Influential in the Organization
 - Organization Analysis: Four Frames
 - Reading the Context: Networks
 - Relationship Analysis: Social Exchange Theory
 - Reading the Context: Personal Behavior
 - Principles of Influence
 - Difference between Power and Influence
 - Overview of the Six Influence Principles
 - Principle 1: Liking
 - Principle 2: Social Proof
 - Principle 3: Consistency
 - Principle 4: Scarcity
 - Principle 5: Expertise
 - Principle 6: Reciprocity
- Dealing with Organizational Politics
 - What Does the Term Organizational Politics Mean?
 - Why Concern Ourselves with Politics?
 - How Good a Politician Are You?
 - Methodology for Influencing Up
 - Political Intuition
 - Political Insight
 - Advance Work
 - Positive Politics
- Gaining Credibility
 - Two Elements of Credibility: Confidence and Competence
 - The Trust Equation
 - Tool: Credibility Grid
 - Building Your Credibility: Focusing on behaviors
 - The 13 Behaviors: Trust-Based, Competence-Based, and Trust & Competence Behaviors
- Solving Performance Problems
 - When Performance Problems Arise: Direct Reports, Supervisors, Stakeholders, External Parties
 - How Effective Influencers Work
 - A Model for Dealing with Performance Problems:
 - Phase 1: Prepare
 - Phase 2: Engage
 - Phase 3: Evaluate
 - Phase 4: Resolve
 - When Best Efforts Fail
- Maintaining Networks and Relationships
 - What Do We Mean by “Networking”?
 - Four Key Uses of Networking
 - Dispelling Network Myths
 - Five Rules of Networking
 - Three Types of Networks: Operational, Personal, Strategic
 - Steps to Building a Better Network
 - Tool for Building a Better Network
 - Tips for Networking Events
- Persuading Others and Influencing Strategically
 - What Is/Is Not Persuasion?
 - Being Persuasive: Four Elements
 - Element: Establish Credibility
 - Element: Frame for Common Ground
 - Element: Provide Evidence
 - Element: Connect Emotionally
 - What Does “Influencing Strategically” Mean?
 - Stereotypes about senior stakeholders
 - Four Steps of Strategic Persuasion
 - Step 1: Survey Your Situation
 - Step 2: Confront the Five Barriers
 - Step 3: Make Your Pitch
 - Step 4: Secure Your Commitments
 - When Issues Arise

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Making Sense of Complexity

Making Sense of Complexity focuses on the very nature of our working contexts today, arguing that the work we do is more complex than ever and that this complexity demands new approaches. Participants will learn how to recognize, diagnose, and respond appropriately to complex environments and situations in a highly interactive course setting. The course serves as an introduction and touchpoint to the rest of the courses in the *Adaptive Strategic Execution Program*.

Making Sense of Complexity introduces participants to a number of models, all geared toward helping them understand the effects of complexity on our working environments, teams, projects, and how we operate as individuals. It also relies on the PSC (perceiving, sensemaking, choreography) framework to help participants see responses to complexity as a matter of seeing the situation correctly, rewiring how you think, and then reconfiguring what you do in iterative cycles of problem-solving. The course demonstrates how different mindsets, toolsets, and skill sets (some traditional, others not) play a role in navigating complex contexts and begins and ends with simulations that help participants apply these mindsets, toolsets, and skill sets in unique and innovative ways.



YOU WILL LEARN TO:

- Describe why the kind of context you are in matters
- Explain the criteria for recognizing the context in which your project-based work exists
- Utilize lenses and frames to diagnose the context within which your project-based work resides
- Identify opportunities to leverage the context for success
- Select the most successful approach to match your response to the environment
- Utilize mindsets, skill sets, and toolsets that will enable success in working in complex environments
- Identify and align the stakeholders necessary for successful execution in complex environments

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KEY TOPICS

- Perceiving: Complexity in Context
 - Defining “Complexity”
 - How Did We Get Here?
 - The Beginnings: Control was Key
 - Evolution: Work Became More Volatile
 - The Next Frontier: Complexity is the Norm
 - The Context Model
 - Environment
 - Organization
 - Project
 - Team
 - Individual
 - PSC and Complexity
 - Perceiving, Sensemaking, Complexity
 - The Intersection of Thought and Action
 - Complexity and the SELF model
 - Complex vs. Complicated
 - Snowden’s Model
 - Complexity Conditions and Variables
 - Rate of Change
 - Magnitude of Change
 - Number of Variables
 - Connectedness of Components
- Sensemaking: Lenses and Frames
 - Systems Thinking
 - Decision-Making
 - Decision Value
 - Biases in Decision-Making
 - Problem-Solving
 - Successive Approximation
- Choreography: Mindsets, Toolsets and Skill Sets
 - Mindsets
 - Defining Mindset
 - Embracing Paradox
 - Non-linear Thinking
 - The Jazz Mindset
 - Learning to Use New Mindsets
 - Skill Sets
 - Adaptability
 - Awareness
 - Organization (Self-Organization)
 - Improvisation
 - Design Thinking
 - Influence
 - Strategic and Benefits-Focused Thinking
 - Toolsets
 - SOAP (Strategy on a Page)
 - I2 Networks
 - Complexity Indicators
 - Positive Deviance
 - Project and Program Management
 - Business Analysis
 - Agile Tools
- Choreography: Responding to Complexity
 - Complexity Response Process
 - Analyze Available Responses
 - Select Responses
 - Adapt Responses
 - Implement Responses
- Course Summary and Call to Action
 - Perceiving, Sensemaking, Complexity
 - Response to Complexity

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Managing Critical Relationships

Managing Critical Relationships provides the learner with the skills and tools necessary to master the intricacies of relationship management in the contemporary work context. It begins with understanding the implications for those teams and individuals that cooperate and those that don't. It does so with a particular focus on identifying different types of stakeholders in critical relationships. Then, based on that identification, the learner can analyze their stakeholders to determine their level of support and their most important issues with an eye toward creating an engagement plan customized to each stakeholder's needs.

Based on this foundation, the course then uses a blend of facilitated discussions, activities, and case study exercises to help the learner identify their primary and secondary communication styles and how to use conversational cues to better gauge the communication styles of others', all with the goal of promoting better dialogue around critical issues. This in turn helps the learner to determine common sources of conflict, avoid useless confrontations, and employ a robust model for managing opposing ideas. *Managing Critical Relationships* concludes by giving participants the tools and concepts necessary to conduct successful negotiations in high-stress environments by exploring options, changing the frame, and pushing thinking to uncover true "win-win" solutions.



YOU WILL LEARN TO:

- Identify your key stakeholders
- Formulate an effective plan for managing stakeholder and customer relationships
- Communicate effectively with others who have different communication styles
- Manage conflict and overcome obstacles in program/project relationships
- Negotiate for mutual gain

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KEY TOPICS

- Identifying Stakeholders in Relationships
 - The VUCA Environment (Volatility, Uncertainty, Complexity, Ambiguity)
 - The Implications for Project-Based Work
 - The importance of focusing on relationships
 - Defining Different Types of Stakeholders
- Aligning Stakeholders
 - Stakeholder analysis: level of support and key issues
 - Stakeholder Mapping
 - Power / Interest Grid
 - Types/Attributes of Power
 - Building Support
 - Influencing Strategies
- Communicating with Stakeholders
 - Sources and Characteristics of Communication Styles
 - Analytic
 - Driver
 - Amiable
 - Expressive
 - Perceptions of Communication Styles
 - Types of Questions
 - Asking/framing Good Questions
 - Advocacy and Inquiry
 - Engaging Others
 - Start with Why
 - What vs. Why
 - Preparing Your Pitch
- Conflict Management
 - Sources of Conflict
 - Types of Conflict
 - Conflict Management Styles and Attributes
 - Competing
 - Collaborating
 - Compromising
 - Advocating
 - Accommodating
 - LCS Technique: Likes, Concerns, Suggestions
 - Managing Opposing Ideas
 - Opposing Dynamics in Conversations
 - Managing Roles and Responsibilities
 - Managing Personalities and Relationships
- Negotiating for Mutual Gain
 - Defining Negotiation
 - Negotiation Process:
 - Prepare
 - Open Conversation
 - Explore Options
 - Find/Sign Agreement
 - Implement
 - Prepare:
 - BATNA/ZOPA
 - Negotiation Worksheet
 - Open conversation:
 - Options for Opening
 - Learning about Your Partner
 - Explore options:
 - Changing the Frame
 - Pushing the Frame
 - Managing an Idea Session
 - Find/Sign Agreement and Implement:
 - What Makes An Expert Negotiator

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