

Achieving Strategic Agility

EXECUTIVE EDUCATION



Programme overview

In an uncertain and unpredictable world, business success depends more than ever on organisations being able to move fast; to pivot quickly to take advantage of value-creating opportunities that may suddenly present themselves, while minimising potential threats. This capability is called strategic agility.

A business term that has evolved out of software development methodology, most CEOs will agree that improving strategic agility in their businesses is a top priority. The challenge is getting a consensus on what that means for their organisations and the actions required to engender and then maintain this elusive quality.

History is littered with examples of businesses that strived to be nimble, but instead came unstuck.

Our inaugural Achieving Strategic Agility programme unpacks the buzzwords and equips you with powerful tools and practical frameworks to enable you to have a greater appreciation of your changing operating environment and understand which levers to pull to respond and adapt. Throughout the programme, you will analyse your own situation through the lens of regulatory, political, economic, social and technology changes, and the uncertainty that will arise from those.

Workshop your strategy with faculty and a sophisticated cohort from different sectors and industries and come away with insights tailored to your business and operations.

Rich case studies and self-directed learning complement interactive faculty, break-out groups and Learning Manager sessions for a dynamic learning experience.

Who is this programme for?

Achieving Strategic Agility is for business leaders looking to improve and develop strategic agility within their organisation.

Participants include:

- General managers of medium-sized companies
- Senior divisional managers in large corporations
- Senior functional managers, especially in the areas of strategy, organisational development and HR
- Consultants advising on strategy, transformation and organisational design
- Senior managers and leaders in public sector and third sector organisations facing disruptive changes in their environments.

Programme content

What is strategic agility and what does it mean in different contexts, for different sectors and industries? Through this programme, you will gain key insight and access to:

- The meaning of strategic agility in different contexts
- Why organisations lose agility over time and become sclerotic
- The mechanisms that can be used to increase strategic agility in management processes, organisational design and the role of the parent organisation and senior executives in enabling strategic agility
- Case studies of real-world businesses that have successfully implemented strategic agility and those that have failed
- The opportunity to work with peers and our world-leading faculty experts on your own organisations as 'live cases'.

Good for your organisation

Cut through the noise. Inflexible organisations are failing organisations. History is littered with businesses that were at times highly agile but then failed to maintain that quality, which is ever more critical for success in a volatile and uncertain world.

- **Highly contextual.** What does agility mean for your organisation? Understand the right frameworks and select the most suitable tools for your business
- **Practical takeaways.** How do theory, research and principles translate in reality? This programme will give you grounded, actionable takeaways that are highly relevant to your context.

Experts in the field



Marcus Alexander Adjunct Professor of Strategy and Entrepreneurship

Professor Alexander is an expert on the relationship between individual business units and the 'corporate parent' and the links between strategy and organisational design.

He advises multinational companies in Energy, Financial Services, Media, Retail and FMCG and has worked with more than 50 Group CEOs over three decades. He has been a Non-Executive Director of six companies in four countries, a trustee of two charities and is on the advisory board of a private equity firm.

His research focuses on group-level strategy, global management, strategy process, innovation and execution, mergers, acquisitions and alliances. He also leads the School's degree programme elective 'Achieving Strategic Agility'.



Guest speaker: Julian Birkinshaw Professor of Strategy and Entrepreneurship and Deputy Dean (Executive Education and Learning Innovation)

Professor Birkinshaw will provide a guest session on his latest research on digital disruption. His main area of expertise is in the strategy and organisation of large corporations, and specifically such issues as innovation, disruption, artificial intelligence, corporate entrepreneurship, strategic agility, resilience and the dynamics in global organisations between headquarters and subsidiaries.

Schedule*

Pre-programme preparation

The Challenge and Promise of Strategic Agility:

- Personal diagnostic questionnaire
- Faculty videos
- Application exercise
- Case study analysis and questions (Amazon)
- Upload a short personal video and get to know your peers.

Week 1 – Week of 12 October 2020

Monday 12 October	<ul style="list-style-type: none">○ Live faculty session 14:30-16:00 BST Session includes:<ul style="list-style-type: none">– Review of preparatory materials– Breakout room discussion and plenary review of application exercise– Case study discussion– Summary	
12 – 15 October	<ul style="list-style-type: none">○ Self-directed Patterns of success and rigidity:<ul style="list-style-type: none">– Peer-to-peer online discussion groups– Faculty video– Reading– Application exercise– Case study analysis and questions (Nokia)	
Thursday 15 October	<ul style="list-style-type: none">○ Live faculty session 14:30-16:00 BST Review of first session – takeaways and Q&A<ul style="list-style-type: none">– Review of preparatory material– Case study discussion– Breakout room discussion and plenary review of application exercise– Summary	
Friday 16 October	<ul style="list-style-type: none">○ Learning Manager check-in: Check-in with your Learning Manager and build your workbook leading to a personal action plan.	

Week 2 – Week of 19 October 2020

17 – 19 October	<ul style="list-style-type: none">○ Self-directed Making strategic management processes more agile:<ul style="list-style-type: none">– Reading and videos:<ul style="list-style-type: none">• Faculty video – agile software development• Act-Learn-Build vs Predict-Plan-Execute• Video – learning and innovation• Faculty video – Ages of Strategy Process• Application Exercise• Case study analysis, video and questions (Government Digital Service)	
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Continues

<p>Monday 19 October</p>	<ul style="list-style-type: none"> ○ Live faculty session 14:30-16:00 BST – Review of second session – takeaways and Q&A – Review of preparatory materials – Case study discussion – Breakout room discussion and plenary review of application exercise – Summary 	
<p>19 – 22 October</p>	<ul style="list-style-type: none"> ○ Self-directed Making organisational design more agile: – Reading and videos: <ul style="list-style-type: none"> • Faculty video - Ecosystems • Faculty video – Virtual Organisations • Application exercise • Case study analysis and questions (Eden McCallum) 	
<p>Thursday 22 October</p>	<ul style="list-style-type: none"> ○ Live faculty session 14:30-16:00 BST – Review of third session – takeaways and Q&A – Review of preparatory materials – Case study discussion – Breakout room discussion and plenary review of application exercise – Summary 	
<p>Friday 23 October</p>	<ul style="list-style-type: none"> ○ Learning Manager check-in: Check-in with your Learning Manager and build your workbook leading to a personal action plan. 	
<p>Week 3 – Week of 26 October 2020</p>		
<p>24 – 26 October</p>	<ul style="list-style-type: none"> ○ Self-directed Ambidexterity and Corporate Parenting: – Reading and videos: <ul style="list-style-type: none"> • Video – Ambidexterity in organisations • Parenting and Exploration Initiatives • Application exercise • Case study analysis and questions (Costa Coffee) 	
<p>Monday 26 October</p>	<ul style="list-style-type: none"> ○ Live faculty session 14:30-16:00 GMT – Review of fourth session – takeaways and Q&A – Review of preparatory materials – Case study discussion – Breakout room discussion and plenary review of application exercise – Summary 	
<p>26 – 29 October</p>	<ul style="list-style-type: none"> ○ Self-directed: Digital disruption – how established firms are adapting: – Reading and videos: <ul style="list-style-type: none"> • Faculty video • Case study analysis and questions 	

<p>Thursday 29 October</p>	<ul style="list-style-type: none"> ○ Live faculty session: Guest speaker – Professor Julian Birkinshaw 14:30-16:00 GMT <ul style="list-style-type: none"> – The myths of disruption – Where are established firms struggling – and where are they fighting back – Strategies and tactics for responding to digital disruption – Case study discussion and review 	
<p>Friday 30 October</p>	<ul style="list-style-type: none"> ○ Learning Manager check-in: Check-in with your Learning Manager and build your workbook leading to a personal action plan. 	
<p>Week 4 – Week of 02 November 2020</p>		
<p>31 October – 5 November</p>	<ul style="list-style-type: none"> ○ Self-directed <ul style="list-style-type: none"> – Implications for Action: <ul style="list-style-type: none"> • Review all sessions • Generate your action plan 	
<p>Monday 2 November</p>	<ul style="list-style-type: none"> ○ Learning Manager check-in: Check-in with your Learning Manager – reviewing progress on personal action plans. 	
<p>Thursday 5 November</p>	<ul style="list-style-type: none"> ○ Live faculty session 14:30-16:00 GMT <ul style="list-style-type: none"> – Review of fifth and sixth sessions – takeaways and Q&A – Overall course review – Breakout room discussion and plenary review of personal action plans – Final Q&A – Close 	

*Exact timings and sequencing are subject to change

THE IGNITE SERIES

Spark new thinking with some of the world's brightest minds on the Ignite Series – an intensive and inspiring suite of live online programmes for individuals, teams and organisations. Highly topical, relevant and incisive, this is accelerated learning at its best, delivered through a blend of peer-to-peer learning and live interactive faculty sessions.



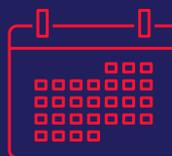
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Experience a digital classroom where you can interact with our world-class faculty in real time.



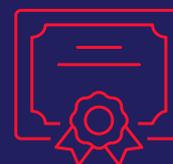
GROUP COACHING AND DISCUSSIONS

Consolidate your learning, share your reflections and connect with a global peer group.



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