



**Schulich**  
School of Business  
Executive Education Centre

# Certificate in Strategic Agility

*Learn to rethink your organization and actively align its core capabilities with the external environment. Plus build commitment from your team to execute innovative strategies for growth.*

## SEEC Moments of Insight include:

How to satisfy the functional imperatives of the organization without having to adhere to the traditional structure.

Integrating and balancing analytical thinking (problem/solution analysis) with intuitive thinking (knowing without reason).

Creating master narratives to introduce people to an idea for change, move them through refining it, and guide them in implementing it.



Register for an Upcoming Session:

June 5 - 9, 2017  
December 4 - 8, 2017

## Our Participants Say it Best:

*"A unique course! I'm glad I chose it, as it is very relevant to regularly keep an organization aligned as it regularly experience changes."*

**W. Morella, Human Resource Director**  
Mead Johnson Nutrition  
Canada

*"I will never look at organizations the same way again. This course will allow me to navigate successfully as I go up through any organization."*

**M. Potter, Director of Access to Information**  
Public Works and Government Services  
Canada

*"It's a great course that should be added as an executive requirement in each individual's C.V. It's an overwhelming agile experience that brought all the new concepts of management of our century into a cluster of knowledge well delivered by our facilitator."*

**H. Ahmad, Commercial Director**  
EMAP



35 PDU\*



35 CPD

Register Today / Complete Details

<http://seec.online/11393>



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# Certificate in Strategic Agility

## What You Will Learn

### Why do some organizations seem to thrive in today's constantly changing digital environment?

Learn how to create a highly agile organization

Leaders of strategically agile organizations **actively connect what is happening in the external environment to the core capabilities of their organization**. Plus strategically agile leaders build willingness and commitment from staff to engage the future in innovative and sustainable ways.

This program will teach you how to **embrace agility, think strategically, and lead an organization you don't always understand in a world of complex problems often lacking right or wrong answers**. You'll master techniques to radically rethink organizational structure and successfully lead the implementation of effective alternatives.

You'll also learn to **integrate intuitive thinking in order to see beyond organizational approaches** that may have worked in the past, but are recipes for extinction in the future. It will allow you to **generate new and innovative ways to conduct business and operations in today's environment**. And it will prepare you and your organization for a truly sustainable future.

### Who Should Attend

This program is designed for business, government and non-profit executives who are responsible for business planning and organizational strategy. Leaders who want to expand their understanding of their organization, explore alternative structures, and develop their strategic agility, including:

- Directors
- Presidents and Vice-Presidents
- Division and General Managers
- Strategic Planning & Business Development Managers
- National, Regional and International Managers

The Certificate In Strategic Agility is an opportunity to **change the way you think about your organization and the role you play in it**, including:

1. Basic elements of **organization structure, strategy and design**
2. Fundamentals of value and **your value proposition**
3. Structuring **new business models**
4. Leveraging virtual/networked organizations for **sustained success**
5. Learning to **lead strategic agility** so that others want to follow
6. **Designing organizations** for a wiki-world dominated by "netgeners" and social media
7. Actively **overcoming the "curses" of success**, such as tunnel vision, the tyranny of the "core business", strategic myopia, and resource imprisonment

#### You'll also learn how to:

8. **Balance** analytical and intuitive thinking.
9. **Harness** strategic conversations in order to generate solutions
10. **Implement** new ideas successfully across your organization.

The result will be an organization positioned to consistently **excel in the exigencies of the 21st Century**.

### What Participants Say:

*"Rhona delivered outstanding content in an entertaining and engaging way... she has changed the course of our business."*

S. Ouimet, Director, Corporate Affairs,  
Hoffmann-La Roche



Structure your organization to excel with innovative solutions.

## Program Content

### Module 1: Strategic Thinking

In order to be agile, organizational leaders need to be able to carry on Strategic Conversations. These are **conversations that integrate multiple perspectives in order to arrive at a new insight – an “aha”**. Learn to conduct Strategic Conversations to harness the collective intelligence of your organization and build the capacity for people to engage in meaningful contribution. In this module, you'll challenge yourself to explore through questions rather than answers.

#### **Learning Outcomes:**

- Develop your ability to explore organizational paradox using multiple frames
- Develop your ability to engage in Strategic Conversation
- Enhance your ability to engage in complex problem-solving through multiple paradigms

#### **Topics include:**

- Strategic Conversations – exploring paradox and integrative thinking
- Brainstorming and Using Multiple Frames – practicing tools and techniques for “seeing” beyond the surface
- Exploring organization design paradigms – moving beyond bricks and mortar to examine Chaos Theory, String Theory, Starfish, Spiders and Tribes
- Challenging the Sacred Cows – Planned Abandonment, virtual organizations, jobless organizations

### Module 2: Strategic Organization Design

Strategic Agility recognizes that the greatest source of sustainable competitive advantage comes from **the innovative ways people contribute to organizations, and the ways in which leaders help people achieve something of significance**. Building on the first module, and integrating “strategy” and organization design, this module will examine the impact of strategic purpose, and strategic value proposals.

#### **Learning Outcomes:**

- Learn to “read” the pillars of an organization’s design.
- Examine your ideas of “how things should be,” challenge yourself to question what is working, and why
- Explore some of the strategic lenses of an organization, and keys to an organization’s sustainability
- Design for sustainability / ability and paradox / complexity
- Ability to articulate a Business Model and Value Proposition

#### **Topics include:**

- Strategic organization design – basic footings of an organization
- Social, environmental, and technical origins of organizations
- Basic structural elements – division of labour, differentiation, integration, etc.
- Strategy-structure relationship – purposeful design

- What is the “Business Model”? What is “Value” and the “Value Proposition”?
- How do we design for innovation? What role should social media play in organizational activity?
- Blue Ocean? White Space? Wiki? Disruptive Technologies – fads or design imperatives?

### Module 3: Leading the Agile Organization

The final module starts from the premise that the purpose of an organization is to do something important. **How do you as a leader get people to want and be able to do something important?** Agility starts with you. Learn how to lead in this brave new world by developing a skill set for moving from talking about vision to having an engaged and motivated workplace that “gets it done”.

#### **Learning Outcomes:**

- Develop your ability to differentiate between leadership and management
- Engage in Appreciative Leadership
- Articulate your personal brand and leadership vision

#### **Topics include:**

- What is the social contract between leaders and followers?
- What differentiates leaders from executives?
- What do you want to be known for as a leader?
- How will you build your team?

## Instructor Profile

### **Rhona G. Berengut, MBA**

Rhona is an award winning part-time faculty member of York University’s Schulich School of Business, Program Director for SEEC’s Schulich Mini-MBA: Essentials of Management, and founding partner of SIGMA Strategic Solutions Inc. where she works with organizations to align people, performance and strategic purpose.

Her areas of expertise include: managing strategic change; innovation and critical thinking; strategic agility; strategic planning and facilitation; organizational design and interpersonal effectiveness. Rhona has worked with clients in for-profit, not-for-profit sectors as well as the voluntary sector. Among her many credentials, Rhona is a Certified Planning and Facilitation Coach, and Virtual CEO Administrator.

For complete program content and additional participant testimonials please visit us online at:



<http://seec.online/11393>

**Make your organization strategically agile and ready for the 21st Century!**

\* PMI Talent Triangle PDU breakdown:  
• Leadership: 14 • Strategic and Business Management: 21



*Learning shouldn't stop at the end of your formal education in high school, college or university.*

Because few of us have the same job for life, we constantly have to re-invent ourselves, learn new skills and adapt to the changing marketplace and business environment. Today's professionals and executives must be able to quickly develop and fine-tune personal business skills to adapt and grow.

The Schulich Executive Education Centre is a strategic business unit of the Schulich School of Business at York University in Toronto. Our role within the school is to provide lifelong learning for the development of professionals and executives long after their full-time education has been completed and they are in the work force.

**All SEEC Programs Feature:**

**Just-in-Time Learning for Immediate Application**

Executive and Professional Development at Schulich is focused, practical and immediately applicable to the skills you need and the task at hand. Select from a wide variety of relevant management topics at SEEC today, and use the new skills and techniques you learn at the office tomorrow.

**Advanced Curriculum Structure**

Our programs combine a variety of modalities to ensure optimal program effectiveness, relevance and retention for adult learners. They include mini-cases, break-out sessions, simulations, role playing and other interactive events to reinforce the concepts being taught.

**Outstanding Faculty**

Our accomplished faculty is drawn exclusively from both practitioners and academia, and each is an acknowledged leader and innovator in their field. Their professional activities, research and work experience allow them to bring a wealth of insight and cutting-edge knowledge to the program.

**Risk Free Learning**

SEEC Open Enrolment programs come backed with a 100% satisfaction guarantee.



**A Lasting Memento**

Participants receive a handsomely framed Certificate of Course Completion.



**Upcoming Sessions & Locations**

**June 5 - 9, 2017**

Schulich Executive Learning Centre  
York University, 4700 Keele Street, Toronto  
Tel: 416.736.5079

**December 4 - 8, 2017**

Schulich Executive Learning Centre  
York University, 4700 Keele Street, Toronto  
Tel: 416.736.5079

Programs run 9:00 a.m. - 4:30 p.m. each day.

**Program Tuition & Registration Details**

**Program Tuition:** \$4,450 + applicable taxes. This includes instruction, all seminar materials, lunches, refreshments, but not hotel accommodations.

**Special Team Savings:** Save \$150 each when two or more team members from the same organization register for this program at the same time.

**Please Note:** Fees, dates, speakers and applicable taxes are subject to change. SEEC's liability is limited to reimbursement of paid tuition fees. One free transfer is permitted, provided written notice is received at least 15 days in advance of the seminar start date. Late transfer requests, less than 15 days in advance of the start date, will incur a \$100 fee. Additional transfers are \$200 each. Cancellations received in writing at least 15 days in advance of the seminar start date will receive a full refund. Written cancellations received less than 15 days prior to the seminar will be subject to a \$500 administration fee. Participants must attend all program days and fulfill all program requirements in order to receive a certificate. HST# R119306736.

**Optional Accommodation**

To enhance your learning experience, participants receive a special corporate rate at the The Schulich Executive Learning Centre Hotel (for programs held at the Schulich Executive Learning Centre), and the Fairmont Royal York Hotel (for programs held at The Nadal Management Centre). For details please visit the **Contact and Locations** section of our website.

**Contact Us**

For program content and administrative inquiries, please call us at 416.736.5079 (1.800.667.9380 toll free), or email us at [execedinfo@schulich.yorku.ca](mailto:execedinfo@schulich.yorku.ca).

