



Schulich
School of Business
Executive Education Centre

Become an agile leader who can conceive and enable innovative strategies, rethink organizational structure, and build commitment from team members.

Certificate in Strategic Agility

SEEC Moments of Insight include:

Achieve your organization's goals by devising winning strategies and utilizing unconventional structure.

Integrate and balance analytical thinking (problem/solution analysis) with intuitive thinking (knowing without reason).

Become fully aware of your inner strategic leader; the one that will guide the team and organization to success and sustainability.



Register for an Upcoming Session:

January 13 - 17, 2020

June 8 - 12, 2020

Our Participants Say it Best:

"The course was exceptional in outlining strategic agility from the foundational aspects through to the practical applications. The interactive aspect made the 5 days fly by! Highly recommend to anyone in a Strategic Discipline."

Stephen Young,
Senior Director of Strategy & Insights
McDonald's 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/12403>



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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 among staff to engage the future in innovative and sustainable ways.

This program will teach you how to **embrace agility, think strategically, and effectively lead your department, division or organization in a world full of complex problems often lacking answers which are simply right or wrong**. 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 department and division heads**, as well as **small and medium size enterprise leaders** who are responsible for business planning and organizational strategy. Participants will expand their understanding of the organization, explore alternative structures, and develop their strategic agility. The following individuals will benefit greatly:

- Department / Division Heads and General Managers
- Owners and Managers in small and medium sized business
- Strategic Planning & Business Development Managers
- Executives from any sector or industry

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. The role of leaders in **guiding the organization in uncertain times**
4. Leveraging virtual/networked organizations for **sustained success**
5. Learning to **model strategic agility for successful implementation**
6. **Designing organizations** for a wiki-world dominated by "netgeners" and social media
7. **Actively promoting the success boosters**, such as bold vision, diversification, proactive strategies and proper resource allocation

You'll also learn how to:

8. **Balance** analytical and intuitive thinking
9. **Harness** strategic conversations in order to generate solutions
10. **Empower** people to expand the pool of strategic solutions

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

What Participants Say:

"The tools, strategies and methods I discovered were invaluable to me."

Patricia Mills,
Publisher,
Laurentian Publishing,
Northern Ontario Business



Structure your organization to excel with innovative solutions.

Program Content

Module 1: Agile 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 – harness the collective intelligence of your organization – building the capacity for people to make meaningful contributions.

In this module, challenge yourself to explore through questions, rather than answers.

Learning Outcomes:

- Develop your ability to quickly frame and solve organizational problems
- Develop your ability to overcome barriers to agile, critical thinking
- Enhance your ability to lead others to think and behave in a more agile fashion

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 problem-solving – moving beyond traditional methods to tackle Complexity, VUCA (Volatility, Uncertainty, Complexity and Ambiguity) and Wicked Problems

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 choices on organization structure.

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 sustained competitive advantage
- Design for sustainability and ability
- Choose the right structure for the winning strategy

Topics include:

- Strategic organization design – basic footings of an organization
- Basic structural elements – specialization, scope of control, lines of authority
- Strategy-structure relationship
- What is the “Business Model”?

- How does the right strategy create “value” in organizations
- Role of innovation and intrapreneurship in strengthening the organization’s competitive position

Module 3: Leading the Agile Organization

The final module starts from the premise that the purpose of an organization is to do something important. **As a leader, how do you motivate people to do something important and ensure they have the skills to do it?** 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 constitutes a unique leader?
- How will you build your team?

Instructor Profiles

Wissam AlHussaini

Wissam holds a PhD in Strategic management and is a winner of the “Excellence in Teaching” award. Over the years, he has designed and delivered numerous training programs for major companies all over the world, including the United Nations, Koodo-Mastercom, Chevron-Philips, and MasterCard, among others. He currently teaches leadership and strategy at the Schulich School of Business in key graduate programs.

Alex Lowy

Alex is an internationally renowned management instructor specializing in the creation of innovative work processes and information systems. As co-founder of The Transcend Strategy Group, a global strategy consulting firm with headquarters in Toronto and San Jose, Alex specializes in strategic problem solving and critical thinking skills, and is the author of three best-selling publications in the field.

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



<http://sec.online/12403>

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

* PMI Talent Triangle PDU breakdown:
• Leadership: 21 • Strategic and Business Management: 14. PMI and the PMI Registered Education Provider logo are registered trade marks of the Project Management Institute, Inc.



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

January 13 - 17, 2020

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

June 8 - 12, 2020

Miles S. Nadal Management Centre
222 Bay St., 5th Floor, Toronto
Tel: 416.360.8850

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. Complete registration details at seec.online/FAQ. HST# R119306736.

Optional Accommodation

To enhance your learning experience, participants receive a special corporate rate at the Schulich Executive Learning Centre Hotel (for programs held at the Schulich Executive Learning Centre), and area partner hotels (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.

