

Ranked number 1 in Africa and in the Top 3 Globally in Custom Executive Education for 19 Years straight by the Financial Times

ADAPTIVE STRATEGIC EXECUTION PROGRAMME (ASEP)



ACCREDITED LEVEL 6

SMARTER PROJECT-BASED WORK FOR A MORE COMPLEX WORLD

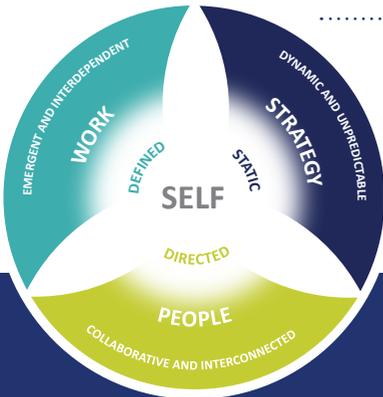
As the environment in which we operate continues to grow more volatile and complex, organisations need a new playbook to seize opportunities faster. As a result, projects and initiatives are rapidly becoming the primary means through which strategy is executed and key work is accomplished. Organisations need more leaders who can step up to lead complex initiatives in this volatile operating environment. As an individual project leader, advancing now requires more than the essential skills to build plans and actively manage scope and performance.

The Adaptive Strategic Execution Programme, which run in partnership with the company Strategy Execution, will help you develop the adaptive mindset that is imperative for today's leaders.

This on-campus offering combines world class educators with Strategy Execution's practical experience and application. It is an opportunity to learn powerful career-changing skills and network with peers across industries in the rich learning environment of Duke CE's South Africa campus.

WHO SHOULD ATTEND:

Leaders and managers seeking a transformative educational experience that will provide the crucial skills needed to ensure the successful execution of complex projects and accelerate their career. Participants should have communication at NQF level 5. Participants typically will have 5 - 15 years of experience and regularly lead projects.



PROGRAMME DESCRIPTION:

The programme consists of eight modules* designed to help leaders navigate complexity through the three domains critical to execution today: **STRATEGY, WORK, and PEOPLE.**

STRATEGY
EXECUTION



DUKE
FUQUA
SCHOOL OF BUSINESS

Duke
CORPORATE EDUCATION

www.dukece.com/africa

For more information email: OpenProgrammes@dukece.com



CERTIFICATION - NQF LEVEL 6

1 MAKING SENSE OF COMPLEXITY - MSC

Making Sense of Complexity highlights the complex nature of today's work and shows why we need new approaches. Participants will learn how to recognise, diagnose and respond appropriately to complex environments and situations in a highly interactive course setting. Making Sense of Complexity serves as an introduction and touch point to the rest of the courses in the programme.

2 ALIGNING WORK WITH STRATEGY - AWS

Aligning Work With Strategy sensitises participants to the mindset necessary to think and act strategically as they lead and execute work in their organisations. Attendees focus on the mutually supportive skills of translating the larger organisational 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.

3 MANAGING CRITICAL RELATIONSHIP

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 analyse their stakeholders to determine their level of support and their most important issues with an eye toward creating an engagement plan customised to each stakeholder's needs.

4 DESIGN THINKING FOR RESULTS

Design Thinking for Results engages participants in a discussion about an iterative design process that bridges imagination and implementation to help organisations 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 organisation and discover how to implement a test-and-learn mentality that quickly captures more value for the organisation.

5 INFLUENCE WITHOUT AUTHORITY - IWA

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 behaviours of leaders who know how to get work done through influence and persuasion, whether managing up, down, across or diagonally within organisations.

6 DEVELOPING BUSINESS VALUE - DBV

Many organisations 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 the 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.

7 BUILDING EFFECTIVE TEAMS - BET

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.

8 DRIVING AND INFLUENCING CHANGE - DIC

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? 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.

