

Duke CE Overview



The Financial Times has ranked Duke Corporate Education among the top custom providers of executive education globally for two decades.

Duke
CORPORATE EDUCATION



Leadership for What's Next

Today, greater complexity and exponential change are stretching organization and leadership models to their breaking points. So, what's next? The demand for leaders and leadership to solve new types of problems, execute faster, and connect with people is greater than ever.

We need a new kind of leadership — the kind that can transform organizations and innovate and execute in the marketplace through rapid experimentation, greater agility, and harnessing the collective creativity and energy of people.

At Duke Corporate Education (Duke CE), we believe in the power of leadership and are committed to helping leaders become a force multiplier for positive change in the market, their organizations, and the world. We work with you to create transformational learning experiences for your leaders so they are ready to meet these transformational challenges.

Catalysts for Transformation

We design and deliver experiences that activate learning and transform leaders at all levels so they can be catalysts of transformation in their organizations. Transforming leaders today requires more than new knowledge. Achieving the results you want requires adopting new models, approaches, perspectives and mindsets, while also letting go of old ones.

This brochure provides an overview of our work in **Custom Programs and Ready-to-Learn Offerings**.

Custom Programs

Custom programs are designed in your context for the challenges you are facing and for the cohorts you are developing. We work with you to co-create impactful experiences so that your leaders — managers, directors, high potentials or executives — acquire not just new knowledge, but also behaviors and mindsets to catalyze change. Custom programs are available in fully digital, face-to-face or blended formats.

Ready-to-Learn Offerings

As the name suggests, Ready-to-Learn Offerings are ready to buy and consume. We have drawn on our two decades of industry and leadership development experience, coupled with our cutting-edge research into today's greatest challenges, to create courses and programs that address current problems facing leaders. Organizations can access these courses in digital or blended-solution formats which scale easily.

Specialized Online Programs

To provide an exceptional learning experience, we have partnered with leading organizations to bring the best in leadership in flexible, focused and industry-relevant topics.

About Us

World-Class Experts

Our courses are designed and led by world-class subject-matter experts. For each problem-centered course, we draw on our diverse network of leading educators from around the globe.

Academic Rigor

Part of Duke University, we are a blend of a business and university, bringing a sharp focus on client outcomes and academic rigor and research.

Global

Our offerings include real-world insights and practical application gleaned from our work with clients in a variety of industries in more than 80 countries around the globe.

80+

COUNTRIES
DELIVERED

+

1,500+

GLOBAL
EDUCATORS

+

10,000+

PROGRAMS
COMPLETED

+

300,000+

LEADERS
ENGAGED

=

GLOBAL

INSIGHT &
IMPACT



Duke^{CE}

How We Are Different



Co-Creation and Partnership

To us, partnership means listening, leading and owning. We listen because your business context matters. Every situation is unique. We lead by provoking new perception, thinking and action through smart frames, tools and insights. We also feel a deep sense of ownership to care for all the details that create an outstanding participant and client experience.

"Only Duke CE has the ability to make leadership development feel like it's us."

— VP of Talent Development, Pharmaceutical Company



Global Insight, Local Relevance

With offices in Africa, Asia, Europe and North America, we have a global footprint and diverse set of clients that enable us to bring unique insight to new situations and create and deliver high-quality educational solutions anywhere in the world.

"Duke CE made this happen. We need to recognize that; the entire Duke team was absolutely vital. Align is carrying on the journey we started years ago. We are successful, but we don't rest. We drive on an increasing level of positive paranoia."

—Raphael Pascaud, Align Technology's Chief Marketing Officer and Program Sponsor



Innovative Design and End-To-End Experiences In Context

Our design methodology incorporates the right balance of content, context and experiences for any solution, whether it's a program on managerial fundamentals or a transformative journey for senior executives. Experiences are designed with a human-centric, creative and flexible approach, always geared towards specific learning and business outcomes.

We bring deep design and development experience from working with great clients across multiple industries.

This experience allows us to provide flexibility to design a high-quality solution that is problem-centered and can scale quickly to drive the transformation and impact needed for your organization.

"They (Duke CE) were very flexible in designing a program that supported what we needed in terms of people management. They looked at how our management groups respond to alternative types of learnings and adapted to us. This was a program for us and about us. I've seen four other providers lead programs in the past and Duke CE was by far the best because of this flexibility."

—Simon Pryce, Former CEO of BBA Aviation

Our Expertise



CAPABILITIES

Our offerings include real-world insights and practical application gleaned from our work with clients in more than 90 countries.

- Architecting the Future of Work
- BBBEE Skills Development Programs
- Business and Organizational Purpose
- Business Transformation
- Diversity, Equity, and Inclusion
- ESG Climate and Sustainability
- Innovation Strategy
- Leadership Development and Organizational Culture
- Leadership Coaching & Mentoring
- Leadership Curriculum & Development Programs
- Leadership Intervention
- Leadership Strategy
- Learning Strategy
- People Strategy
- Talent Strategy



SECTORS

We design and deliver custom programs and advise clients in a wide variety of industry verticals around the globe.

- Aerospace and Defense
- Automotive Industry
- Financial Institutions
- Health Care Industry
- Industrial Goods
- Insurance
- Oil, Gas & Energy
- Private Equity
- Public Sector
- Retail Industry
- Technology, Media, and Telecommunications
- Transportation and Logistics

Custom Program Impact



Catalysts for Transformation: Merck

“By multiplying these talented employees with a different mindset across the world, we are seeing grassroots cultural change. Merck is like so many other large companies, steeped in tradition and with a tendency to look back to a successful past to dictate the future. As the world changes, we need different behaviors and I see the GMAP alumni challenging the status quo with confidence, fortitude and an energy we didn’t have before.”

—Tracey Franklin, VP Chief HR Talent and Strategy Officer at Merck

Merck placed a long-term bet: a robust and sustained effort to develop leaders for the future, leaders who can break down silos and push the organization forward.

David Howe, now executive director, leadership and global function learning, explains, “We decided to take individual contributors who are early in their career at Merck and give them breadth, to develop the leaders we wanted for the future: agile, able to identify opportunities through new technologies and partnerships, able to pivot.”

Participants gain real-world experience and own their business outcomes in Merck’s GMAP Program, taking a job outside their function in the first year and then a second rotation outside their function and country the next year.

“We are change agents – we follow the current mission while creating the future at the same time. We are not afraid of the challenge.”

– Current Merck Participant Katharina Ruprecht



AMPLIF(I)3:Jacobs

This training is a major factor in driving culture change; the messages that we are sending around inspiration, inclusion and innovation are proving extremely important for the overall employee experience and their engagement.

—Steve Demetriou, Chair and CEO, Jacobs

CEO Steve Demetriou and Executive Vice President, Chief People & Inclusion Officer Shelie Gustafson identified three pillars to underpin the company’s new culture: Inspiration, Inclusion and Innovation. In addition to pulling other levers for culture change like employee network groups and aligning programs, policies and incentives, Jacobs collaborated with Duke Corporate Education (Duke CE) to design and deliver an executive development program to embed the three culture pillars at the highest levels of the company.

Demetriou touts the program as a major factor driving culture change within the organization – and the bottom line has seen an impact, too. Between October 2015 and September 29, 2021, Jacobs delivered a total shareholder return 280% above the S&P 500, which was up 155% during the same period.

“To a great extent, our success is the result of our business aligned cultural transformation and a growing sense of belonging within the Jacobs team. We continue to measure the impact of the intervention on the culture and business at Jacobs and are pleased with the outcomes and results.”

– Shelie Gustafson, EVP and CPO, Jacobs

Duke^{CE}

My Duke CE

LEARNING PLATFORM



LEARN. ENGAGE. TRANSFORM.

To thrive in our disrupted, fast-changing world, organizations and their leaders are rapidly reshaping the way we work, learn and lead. To meet the needs of learners and leaders today, Duke CE is evolving its design and delivery of custom education. We are deeply engaged with our clients to re-imagine the very essence of leadership, as they work to radically reshape their organizations to adapt and thrive in shifting markets. We are transforming face-to-face programs into fully-virtualized, immersive experiences that change mindsets and behaviors to drive business outcomes. As always, we remain committed to co-creating innovative, customized learning experiences that transform leaders and their organizations.

Duke CE has launched a globally-accessible learning technology platform to deliver custom virtual and blended programs and online courses to clients. This transformative space for learning and development allows us to continue to deliver the deep collaboration and customization that Duke CE is known for, while also providing one flexible access point to dynamic content, customized for the individual learner.

This highly-customizable platform, backed by the latest in UX and digital learning research, is your portal to dynamic content relevant to different talent levels and adaptive to multiple learning journeys. The platform includes:

- A white-labeled space that reflects your organization's unique brand, purpose, culture and learning outcomes
- The ability to co-create and collaborate with Duke CE virtually to embed your business context into every element of the learning journey
- Social integration that enables learners to build connections, collaborate, and capture the energy of in-person learning
- Curated thought leadership from Duke CE and other relevant experts, delivered to participants based on their personal learning goals and performance
- A single location to learn, read, discover, meet and network that integrates with your organization's calendar system to ensure participants never miss a beat

With this platform as our launchpad, together we can create development initiatives targeted to your unique challenges, better aligned with your purpose and messaging, and more effective in delivering maximum impact to ensure your leaders are prepared for what's next.



Ready-to-Learn Offerings

BUILDING STRATEGIC AGILITY



PROBLEM

Former CEO of GE, Jack Welch said, “We’ve long believed that when the rate of change on the inside becomes slower than the rate of change outside, the end is in sight.” What is changing, and what makes it so difficult to keep pace?

Organizations designed for a predictable, linear world are now challenged to keep pace in markets where the scope and velocity of change is exponential, not linear. This exponential rate of change and complexity in the market is stretching organizations and business models to their breaking points.

A new, more comprehensive strategic paradigm is needed — one that uproots long-held assumptions about markets, organizations and people. This paradigm also needs to reorient leaders to new thinking and ways to approach strategy, innovation, data and decision-making, while enabling leaders to build teams and cultures that are fit for the new digital age. Leaders are the key to embedding the agility required to synchronize the pace of change internally to match the rate of change externally, and to deal with more complex problems at speed to capture value today and tomorrow.



SOLUTION

To address this need, Duke CE is introducing a ready-to-learn, online course on Building Strategic Agility. Our multidisciplinary approach is designed to help leaders be more agile and equip them with new skills, tools and instincts to navigate today’s environment and build more strategic agility into their organizations. This course brings together a cadre of world-class academics and real-world practitioners with a wealth of leadership and industry experience.

- **New Sources of Competitive Advantage:** *Rita McGrath* – Professor, Columbia Business School
- **Customer-Centric Innovation:** *Hari Nair* – Vice President, Corporate R&D, Procter & Gamble
- **Digital Transformation:** *Verkat Verkatraman* – Professor, Boston University
- **The Agile Dashboard:** *Joe Perfetti* – Innovation Fellow, Duke CE
- **Harnessing Data Science for Business Impact:** *Scott Gamester* – VP, Data Science
- **Faster, Smarter Decisions:** *Kathy Pearson* – President, Enterprise Learning Solutions
- **Power of Purpose and Levers for Culture Change:** *Michael Chavez* – CEO, Duke CE
- **Agile Teams:** *Scott Koerwer* – VP and Vice Dean of Graduate Education, Geisinger

This course is available in a blended, supported experience for cohorts and an online, self-paced format for individuals and teams. Contact us to discuss pricing for your cohort.



Ready-to-Learn Offerings

BUILDING FINANCIAL ACUMEN



PROBLEM

In order to drive better performance, non-financial managers need to be able to speak the language of finance. Often managers cannot get their projects funded or budgets approved, and they often sit through meetings without being able to understand the complete picture of how the organization is making money. While many have great ideas, opportunities get lost when professionals don't know how to communicate cost and benefit in a way that they are heard. Driving value and productivity in today's complex world requires a higher level of financial understanding.



SOLUTION

Raise your game with new skills and tools to make better financial decisions. This online self-paced course helps non-financial managers enhance their financial acumen so that they can identify the levers and drivers of value to influence the business in real-time. Non-financial managers are able to define what performance metrics matter, how to make better business decisions to increase productivity and the keys to building a solid business case using financial knowledge.

By increasing understanding of key financial principles, participants can ask better questions, spot problems and make informed decisions to increase their impact and elevate the performance of the organization.

Professor Joe Perfetti, a Duke CE Innovation Fellow and leading expert in corporate finance and strategy, delivers this self-paced online course of eight modules.

Each module includes readings, a 5-8 minute video to watch, an application exercise and a quiz to assess comprehension. Expect a 60-90 minute time commitment per module (8-12 hours total).

Course Modules:

- Cornerstones of Value Creation
- Key Value Drivers
- Financial Statement Analysis
- Cash Flow Cycle
- Income Statements
- Balance Sheets
- Selling a Business Case
- Time Value of Money



“Finally I understand what they are talking about, explained in language and with examples I can relate to.”

—Manager From Merck

Ready-to-Learn Offerings

TRANSFORMATIONAL TECHNICAL LEADERSHIP



PROBLEM

Every industry is being disrupted and adapting to new technologies.

Businesses are on a journey to digitally transform themselves, which means the critical strategic initiatives are equal parts business and technology. It is unsurprising, that organizations are searching for technically strong leaders who can drive business results and guide this transformation through the work of their teams.

Teams are the atomic unit of work today and fundamental to our organization's success. Technical leaders need to know how to build a team, lead work, and get the best out of diverse talent on a team is an indispensable skill. According to a McKinsey Report, 46% of transitions from individual contributors to leaders fail and 49% felt their organizations and leaders were not prepared to handle this complexity.

“Technical leadership is more critical today than ever, the lines between information technology and business roles are blurring. We need technical leaders who can set technical direction for the entire company – not just IT.”

—Chuck Passannante, Senior Vice President and Chief Information Officer, Textron Aviation



SOLUTION

The Transformational Technical Leadership

Experience, developed in partnership with Learning Tree International, was created in response to the Technical Leadership Challenge.

The program experience is comprised of six courses. A completion certificate is awarded after each course and to earn a program certificate, five of the six courses must be successfully completed. Each course is designed to build the leadership expertise, mindset, skillset, and toolset required to become a transformational leader.

As a result, organizations get more “ready-now” leaders, able to lead work, people, and change — and increase their impact on business outcomes. Participants obtain the skills, tools, and real-world practice to not just manage but successfully lead others through constant change, thereby boosting their impact and careers.

Required Course:

- Navigating Increasing Complexity

Elective courses (four of the five):

- Translating Strategy into Results
- Thriving in Dynamic Change
- Elevating Team Impact
- Driving Breakthrough Innovation
- Influencing Collaborative Solutions

Specialized Online Programs

ADAPTIVE STRATEGIC EXECUTION PROGRAM



PROBLEM

As the environment in which we operate continues to grow more volatile and complex, organizations need a new playbook to seize opportunities faster. One consequence of this is projects and initiatives are rapidly becoming the primary means through which strategy is executed and key work is accomplished.

The volume and strategic importance of projects is growing in organizations. In 2017, corporate heads classified more than half of their projects as strategic initiatives. About a fifth of the world's economic activity a year – \$12 trillion – is now organized as projects. Over the next decade, organizations are expected to experience a 68% increase in project work.

Organizations need more leaders who can step up and lead more complex projects and initiatives in this dynamic operating environment. And, as individual leaders, advancing today requires more than the essential skills to build plans and actively manage scope and performance – it requires an adaptive mindset and skillset. Leaders of projects at every level must develop an adaptive mindset to guide the organization through today's increasingly dynamic and complex context.

"This program was incredibly effective in helping me understand how to communicate with someone in order to get work done, while also maintaining relationships to make sure you can keep moving forward."

—Amanda Pinyan, Program Manager at Cisco



SOLUTION

The ASEP certificate program equips project leaders with an adaptive mindset, toolset and skillset to execute strategy in a volatile world. Curriculum consists of eight courses delivered in partnership by Duke CE and Strategy Execution, now a part of Korn Ferry. Each course is purposefully designed to extend the mindset, toolset and skillset of project leaders so that they can navigate complexity through the critical domains of work, strategy and people. The program is delivered online or on site. Upon successful completion of the Adaptive Strategic Execution Program, students will receive a certificate from Duke University's Fuqua School of Business. Out of the eight courses, two foundational courses and four electives must be completed to earn the certificate.

Required courses:

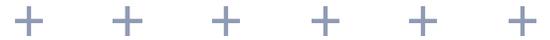
- Aligning Work With Strategy
- Making Sense of Complexity

Elective courses (four of the six):

- Influencing Without Authority
- Building Effective Teams
- Design Thinking for Results
- Managing Critical Relationships
- Delivering Business Value
- Driving and Influencing Change

Specialized Online Programs

HEALTHCARE LEADERSHIP ACADEMY



PROBLEM

In an age of uncertainty, leadership in healthcare is critical. The disruption caused by the most recent health crisis shows that there is a worldwide need for nurse and healthcare leaders who are catalysts as well as stabilizers. In addition to unforeseen pandemics, factors like technological advancements and shifting regulations are changing the way healthcare operates and is delivered. Nurse and healthcare leaders have a critical and expanding role and are needed to advocate for better patient care.



Healthcare Leadership Program

This online certificate is designed for aspiring health-care leaders and experienced managers and directors across diverse healthcare disciplines such as pharmacy, radiology, occupational therapy, diagnostics, and other hospital and clinical departments. This course empowers leaders with the knowledge, skills, and tools to better navigate their healthcare organization, effectively lead their team, and make an impact in their role.



SOLUTION

To address the need for developing Nurse Leaders and Healthcare Leaders, we developed two online certificates with Dignity Health Global Education, to empower a new generation of nurse and healthcare leaders that can shape their organization and drive them to succeed in a new normal, now and in the future.



Nurse Leadership Program

This online certificate was developed with nurse leaders for nurse leaders who are looking for career progression into a managerial role and/or for experienced nurse leaders looking to further develop their leadership abilities.

Specialized Online Programs

STRENGTHENING WORKPLACE WELLNESS



PROBLEM

Sustaining a competitive advantage in an environment of sweeping economic change, rapid innovation, and increasing virtualization of the workplace is a demanding challenge for leaders. The ability to thrive in such circumstances through enhanced mental wellness correlates with greater satisfaction, agility, and engagement at work, thereby giving organizations an additional market advantage.



SOLUTION

Developed in partnership with ExecOnline, Duke CE has designed an online course for Strengthening Workplace Wellness, which is created specifically for senior leaders, mid-level leaders and directors. Participants will leverage neuroscientist Dr. Srin Pillay's proprietary "Neurocoaching" framework to develop a personalized mind-body wellness plan. This plan will enable them to adopt the mindset needed to establish a sense of purpose and drive personal and team performance.



Educator Dr. Srin Pillay is the CEO of NeuroBusiness Group, a company that specializes in developing transformational leaders, voted one of the Top 20 "movers and shakers" in leadership development in the world by Training Industry.

Key Takeaways

- Use Duke CE's proprietary "Neurocoaching" framework to develop a personalized mind-body wellness plan.
- Implement specific mindset strategies needed to adapt to situational change and navigate uncertainty.
- Connect business strategies to an individual and collective sense of purpose.
- Use practical neuroscience-based strategies and techniques to manage interpersonal relationships and challenges to team wellness, and create a culture of wellness.

Elective courses (four of the six):

- 3 week duration, 15 hours to complete requirements
- Over 2 hours of on-demand, HD lectures
- Professor interactions, group learning, and optional coaching sessions
- Facilitated intra-company team meetings
- Final project, which integrates weekly activities

GET STARTED

We would be delighted to discuss how you and your organization can reap the benefits of our Custom and Ready-to-Learn offerings to prepare for what's next.

To start a conversation, email
joymonet.saunders@dukece.com