VUCA: How to Build Adaptive Organizations in an Age of Uncertainty

June 20-23, 2017
BARCELONA

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In an age of increasing volatility and uncertainty, leaders must learn how to anticipate and respond to change in new ways. If not, organizations risk missing emerging threats and opportunities or, worse, losing their relevance in a world that is both exciting and unnerving. This program offers a comprehensive map to navigate these turbulent times. Participants will gain valuable tools and frameworks to broaden their capacity to sense and understand a dynamic marketplace, learn how to be more adaptive in the face of increasing complexity, and create nimble organizations able to thrive on ambiguity.

PROGRAM BENEFITS

• Develop the key leadership competencies necessary to succeed in the face of volatility, uncertainty, complexity and ambiguity (VUCA).

• Design agile strategies to effectively align core capabilities with the challenges of an unsettling and fast-moving global environment.

• Learn to integrate the stability that is essential for the demands of today with the innovation required for the challenges of tomorrow.

METHODOLOGY

How to Build an Agile and Adaptive Organization takes a dynamic and interactive approach to developing strategic agility, and is designed to enable participants to actively apply their classroom learning to the challenges they face in their respective organizations.

• Interactive group discussions
• Case studies
• Lectures
• Exercises
• Executive challenges with peer coaching
• Individual coaching with a professional career coach

WHY ISEE RECOMMENDS THIS PROGRAM

The rapid gains in technology, rising influence of networks and momentum of globalization have contributed to greater complexity in markets, organizations and products. Shocks to the global system – such as terrorism, pandemic disease, and political and financial crises – also signify that firms are increasingly operating in an unstable and changing world. These conditions pose unprecedented challenges for business leaders, who need to sustain competitiveness despite the uncertainty and risk inherent in a VUCA environment. This program will help executives learn innovative ways to anticipate and quickly respond to a dynamic marketplace while maintaining excellence in daily activities.

WHO SHOULD ATTEND

This program is intended for business executives who are looking for new ways to develop or enhance their capacity in strategic agility for themselves and their organizations, including:

• Directors
• Presidents
• Vice Presidents
• Division and General Managers
• Strategic Planning and Business Development Managers
• National, regional and international managers
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PROGRAM STRUCTURE

Presented over four days, How to Build and Agile and Adaptive Organization delivers the leadership competencies and insights needed to drive competitiveness and success in our changing world.

DAY 1
Understanding the VUCA Environment
- Anticipate disruptive forces
- Appreciate global trends and their potential impact
- Adapt to volatile, uncertain, complex and ambiguous (VUCA) situations
- Avoid strategic mismatch

DAY 2
Developing Agility Capacity in Leaders and Organizations
- Design a framework for agility
- Develop intrapreneurial leadership
- Generate innovation in large organizations

DAY 3
Learning from Success
- Understand how large multinational organizations have successfully managed complex challenges in uncertainty
- Uncover best practices from sports, business and military environments

DAY 4
Applying Agility Insights to Executive Challenges
- Build on the knowledge gained; participants will apply the lessons learned and agility models directly to their organizational challenges
- Activities will be supported by assessment tools and coaching

Contact Us
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Focused Programs
Executive Education
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Approximate Schedule
From 9 a.m. to 6 p.m.

Dates and Venue
June 20-23, 2017
IESE Barcelona
Arnús i de Garí, 3-7
08034 Barcelona

Online Application
www.iese.edu/baao

Free Parking

Application
General Fee: €4,900
IESE Members Fee: €4,410
(VAT exempt)
The program fee includes tuition, all reading and classroom materials, and most meals. The course materials must be prepared in advance and will be provided to the students three weeks before the beginning of the program. These materials will not be sent before the fee is paid.

Places are limited and will be filled in strict order of registration.
Fred Krawchuk

Academic Director
Senior Lecturer of Production, Technology and Operations Management

MBA, IESE, University of Navarra

MPA, Foreign Policy and Negotiations, Harvard University Kennedy School of Government

Graduate of West Point

Fred Krawchuk is a consultant, writer and senior lecturer at IESE Business School. He is an accomplished leader known for strategic planning and leading high-risk operations around the globe, including peacekeeping in the Balkans, jungle operations in Latin America and Southeast Asia, and counterinsurgency in Iraq and Afghanistan. Drawing on his military, diplomatic and academic experiences, he writes on and teaches senior executives about the strategies he used to build consensus, align action and generate pragmatic solutions to complex challenges between stakeholders from all walks of life. Fred works with a variety of public sector and corporate clients around the world, enabling them to become more agile and adaptive in volatile, uncertain, complex and ambiguous (VUCA) situations, whether in business settings or conflict zones.

He is a decorated U.S. Army Special Forces colonel, an Olmsted Scholar and a former George C. Marshall Fellow at the U.S. Department of State. An expert in resilience practices, Fred also serves on the Advisory Committee for the Coming Home Project. He may be reached at fkrawchuk@iese.edu.

Antonio Dávila

Professor of Entrepreneurship and Accounting and Control

Alcatel-Lucent Chair of Technology Management

PhD in Business Administration, Harvard University

MBA, IESE, University of Navarra

His teaching and research interests focus on management systems in entrepreneurial firms, new product development and innovation management, and performance measurement. Antonio is co-author of The Innovation Paradox and Making Innovation Work. He was also granted the Ramón y Cajal Scholarship awarded by the Spanish government (2004). Other prizes and awards he has received include the Management Accounting Section of the American Accounting Association Best Dissertation Runner-Up Award and the McKinsey Best Paper Award from the Strategic Management Society.
Kandarp Mehta

Lecturer of Entrepreneurship and Negotiation Teaching Unit
PhD in Management, IESE, University of Navarra
Visiting Scholar, DRRC, Kellogg School of Management
MBA, KS School of Business Management, Gujarat University

His research has focused on creativity in organizations and negotiations. He frequently works as a consultant with startups on issues related to innovation and creativity. He has conducted several negotiation and creativity workshops for corporate executives and management students in Europe, the United States and India. He has been actively involved with theatre, as a director, scriptwriter and as well as a performer. Several movies and short films he has participated in have been exhibited at prestigious film festivals.

Julia Prats

Professor of Entrepreneurship
Bertrán Foundation Chair of Entrepreneurship
Doctor of Business Administration, Harvard University
MBA, IESE, University of Navarra

Her primary area of interest is the entrepreneurial process, which includes the identification, evaluation and implementation of opportunities in any context. Central to this work is developing strategies and systems that help established firms achieve profitable growth. Her second work stream focuses on understanding the key factors in building and managing professional service firms. Over the years she has had the opportunity to develop both areas of interest through teaching, research projects and consulting work.