SAMPLE SCHEDULE

Topic 1

Unlocking High-Velocity Potentials

Recognize the importance of creating a high-velocity edge and discover the high-velocity potential in your own organization.

- Articulate the motivation for achieving and sustaining high velocity.
- Enumerate the theory and principles for analyzing organizational performance.
- Map and evaluate an organizational "social circuitry" and understand the capabilities required to achieve fast and sustainable improvement and innovation.

Topic 2

Understanding, Designing, and Diagnosing Complex Systems

Learn to map and diagnose a complex system to surface problems that impede innovation and improvements.

- Enumerate system design principles and discuss the impact of an effective system.
- Construct a visualized workflow to understand a system and diagnose system deficiencies.

Topic 3

Evaluating Organizational Processes through Three Lenses

Get an introduction to the social and cultural barriers to rationality when designing and operating an organization. Through a three-lens framework, you will learn to change, navigate and take advantage of organizational power dynamics and culture.

- Reflect on the challenges of driving changes in an organization.
- Recognize the key questions to ask to identify the social and cultural factors causing resistance to change.
- Apply the three-lens framework to diagnose barriers to organizational transformation.
- Recognize psychological factors that cause resistance to change.
- Formulate strategies to overcome resistance to change.

Solving Problems Before They Become Bigger

Recognize the importance of solving problems when and where they occur and learn to diagnose systemic vulnerabilities and other latent conditions that can compound into calamities.

- Examine situations in which system deficiencies and mismanagement lead to large-scale failures.
- Analyze the causes and consequences of work-arounds and firefighting.
- Recognize the psychological factors that make it difficult to see and solve problems.

Generating, Managing, and Sharing Knowledge

Explore a discovery-based method for solving problems scientifically, preventing them from reoccurring, and sharing knowledge throughout the organization to multiply the impact of local discoveries.

- Identify knowledge gaps that cause problems.
- Discuss the benefits of generating knowledge through discoveries and experiments.
- Apply frameworks to generate, codify, and share knowledge.

Becoming a High-Velocity Leader and Chaperoning Changes

Learn to become a high-velocity leader and propose plans to embark on an organizational transformation journey.

- Contrast an operational, developmental leadership approach with transactional leadership.
- Formulate strategies to facilitate discovery-based and learning-oriented problem-solving.
- Pitch changes in ways that minimize resistance.