



**MIT** MANAGEMENT  
EXECUTIVE EDUCATION

**LEADING ORGANIZATIONS  
FOR HIGH-VELOCITY PERFORMANCE**

Delivered in collaboration with  **EMERITUS**

# OVERVIEW

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Why are some organizations able to perform so well that their industry counterparts are competitors in name only? How do these high-velocity organizations consistently achieve breakthrough innovations and sustain competitive advantages and, more importantly, continually widen their leads?

The Leading Organizations for High-Velocity Performance online program reveals the secrets of these performance superstars by introducing fundamental principles for generating and sustaining unparalleled excellence. As a participant, you will acquire knowledge, resources, and tools to curate your own playbook for transforming your organization to achieve performance excellence in high velocity.

Moreover, the program draws insights from research in economic psychology and explains how psychological factors impact decision-making. You will learn to overcome psychological traps and cognitive biases to chaperone changes and realize your high-velocity vision for your organization.

## PRICE

\$2,800

## DURATION

6 weeks,  
4–6 hours/week

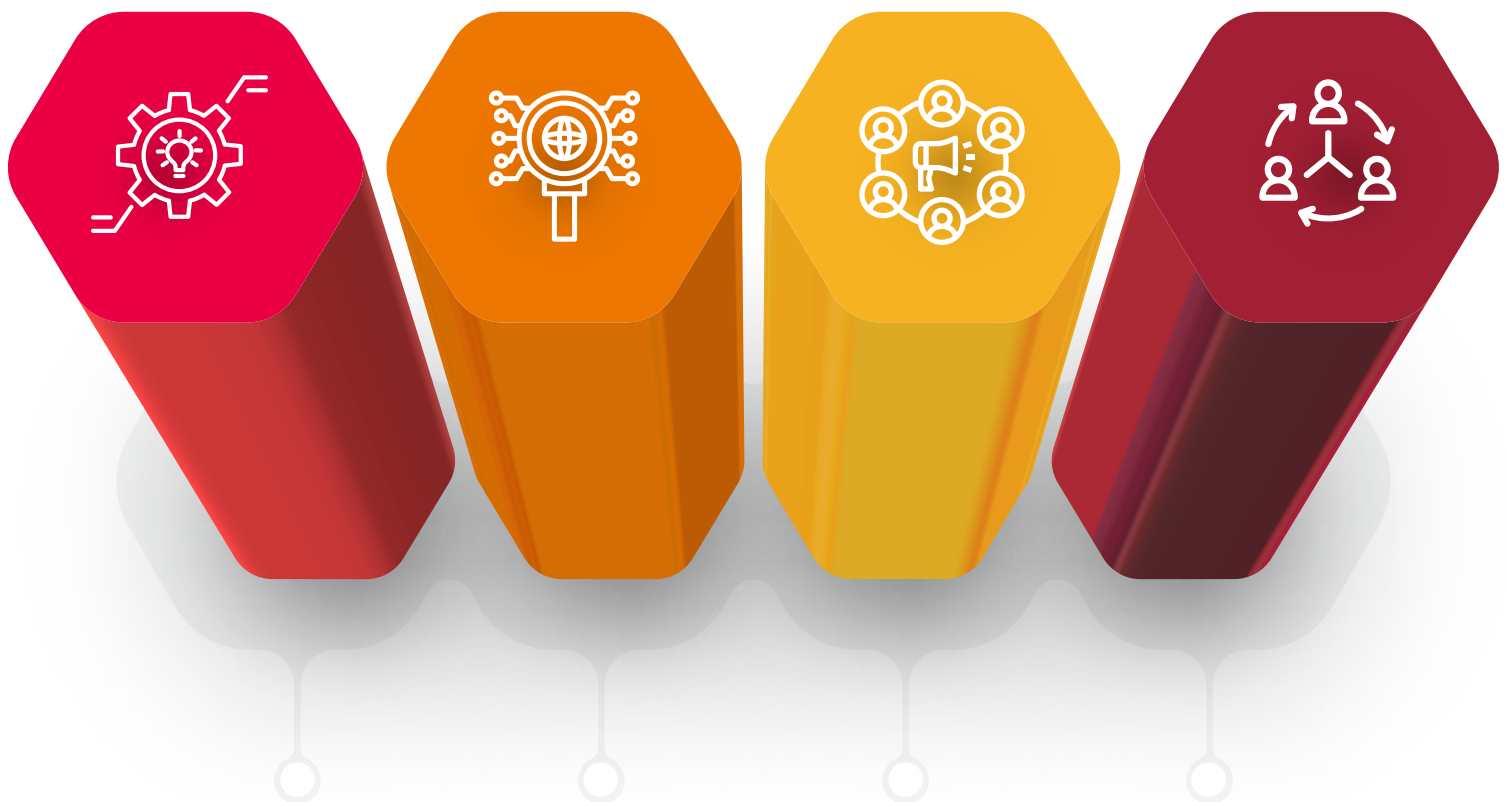
### In this program, you will learn to:

- Examine how high-velocity organizations achieve and sustain unassailable improvements and innovations.
- Diagnose systemic, social, and cultural barriers that prevent your organization from achieving performance excellence.
- Apply principles, frameworks, and tools to lead organizational transformation.
- Formulate strategies to cultivate high-velocity capabilities for achieving performance excellence.

# THE FOUR CAPABILITIES OF LEADING ORGANIZATIONS FOR HIGH-VELOCITY PERFORMANCE

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In his book, *The High-Velocity Edge: How Market Leaders Leverage Operational Excellence to Beat the Competition*, MIT Sloan Senior Lecturer Steven Spear outlines four capabilities that are necessary for creating high-velocity organizations. These capabilities serve as the foundation for this program, along with supporting templates and frameworks designed to help you apply your learning to transform your organization.



**Building**  
a system of  
“dynamic discovery”  
to see problems  
easily and  
operate efficiently.

**Diagnosing**  
latent conditions  
that can compound  
into calamities and  
solving problems  
when and where  
they occur.

**Disseminating**  
knowledge gained  
from systematically  
solving local problems  
throughout the  
organization.

**Cultivating**  
and leading  
high-velocity teams  
for continuous  
improvement and  
innovation.

# WHO SHOULD ATTEND

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This online program is ideal for senior leaders, functional managers, and entrepreneurs who are interested in driving high-velocity organizational transformation.

The program will be particularly valuable for:

**Senior leadership/CXOs** who want to guide their organizations toward high performance and build their leadership capabilities to deliver high growth. Representative roles include:

- CXOs
- Directors
- Presidents
- Heads

**Functional managers** responsible for core products, services, or mission-critical processes who want to drive growth initiatives across their functions or teams. Representative roles include:

- Managers
- Senior managers

**Entrepreneurs** in high-growth industries seeking to learn the essentials of leading a high-performance organization and successfully scale their start-up. Representative roles include:

- CEOs
- COOs
- Co-founders
- Owners
- Chairpersons
- Presidents

# REAL-WORLD EXAMPLES

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Learn best practices from great operational triumphs and critically examine missteps that have humbled even the most respected organizations across industries, including:



## **Automotive:**

Understand the motivation for developing high-performing organizations in high-velocity industries.



## **Pharmaceutical:**

Examine the processes best practices, and lessons learned for cultivating high-velocity capabilities through an example of a pharmaceutical development process.



## **Health care:**

Zero in on system failures through the lens of health care delivery. Practice designing, mapping, and examining organizational systems that can prevent problems from spiraling out of control.

# PROGRAM TOPICS

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## 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.

# PROGRAM HIGHLIGHTS

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## Case Studies and Examples

Learn the best practices and examine missteps of organizational management through real-world examples and case studies.



## Hands-on Application

Map an actual process from your own work environment and prepare for the real world.



## Playbook

Curate your own playbook to transform your organization and achieve performance excellence



## Discussion Boards

Exchange ideas with fellow participants to collectively solve problems, share resources, and expand your professional network.



## Weekly Office Hours

Address questions through live office hours with Learning Facilitators. All sessions are recorded.



# PROGRAM FACULTY

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**Roberto M. Fernandez**

**William F. Pounds**  
Professor in Management  
Professor in Work and  
Organization Studies  
MIT Sloan School of  
Management

**Roberto Fernandez** currently serves as the co-director of the Economic Sociology PhD program and served as the head of the Behavioral and Policy Sciences from 2008 to 2010. His research focuses on organizations, social networks, and race and gender stratification.



**Steven Spear**

Senior Lecturer, System  
Dynamics  
MIT Sloan School of  
Management

**Steven Spear** is a well-recognized expert on how select organizations manage complex development, design, and delivery efforts to create unmatched rates of internally generated, broad-based improvement and innovation. His book, *The High Velocity Edge: How Market Leaders Leverage Operational Excellence to Beat the Competition*, outlines four capabilities necessary for leading organizations for high-velocity performance. These capabilities also serve as the foundation for this program.

# CERTIFICATE

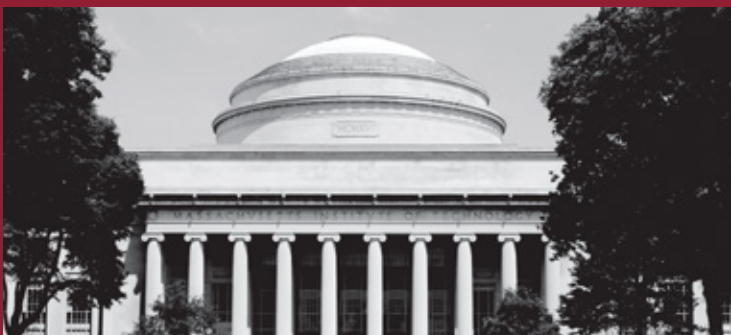
Get a verified digital certificate of completion from MIT Sloan School of Management. This program also counts toward an MIT Sloan Executive Certificate.

*Note: After successful completion of the program, your verified digital certificate will be emailed to you in the name you used when registering for the program. All certificate images are for illustrative purposes only and may be subject to change at the discretion of MIT Sloan.*



## ABOUT MIT SLOAN SCHOOL OF MANAGEMENT

MIT Sloan School of Management, located in Cambridge, Massachusetts, is one of the world's leading business schools and has a network of over 20,000 alumni across 90 countries. It is a part of the Massachusetts Institute of Technology, which has 89 Nobel Laureates, 47 Rhodes Scholars, and 48 MacArthur Fellows (as of 2017). MIT's motto is "Mens et Manus," which literally means "Mind and Hand," reflecting the educational belief of MIT's founders: education for practical application.



## ABOUT EMERITUS

MIT Sloan Executive Education is collaborating with online education provider Emeritus to deliver its executive programs through a dynamic, interactive, digital learning platform. By working with Emeritus, MIT Sloan Executive Education brings its growing portfolio of courses online to address the evolving demands of executives. Emeritus' approach to learning is based on a cohort - based design to maximize peer-to-peer sharing and includes live teaching with world-class faculty and hands-on project based learning. In the last year, more than 100,000 students from over 80 countries have benefited professionally from Emeritus' courses.

# THE LEARNING EXPERIENCE

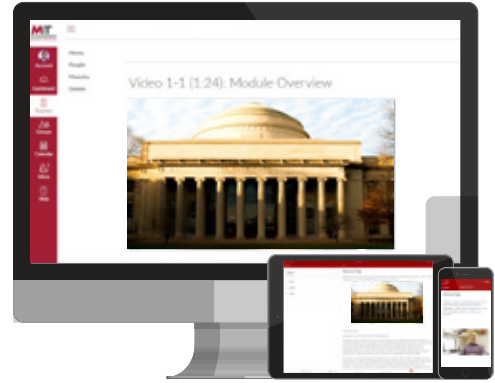
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Our programs are designed to meet the needs of individual learning styles while also leveraging the power of peer learning. This is achieved through a user-friendly learning platform that enables participants to easily navigate the program content to achieve the learning objectives.

## KEEPING IT REAL

**Our pedagogical approach, designed to bring concepts to life, includes:**

- Byte-sized learning elements
- Real-world applications
- Peer learning discussions
- Active support from program Learning Facilitators



## KEEPING IT CONVENIENT

Access to program content is flexible and is through multiple devices, allowing working professionals to easily manage schedules and learn remotely—anytime, anywhere. Participants obtain access to learning materials via a modular approach, with new content released weekly.

## KEEPING IT ENGAGING

Our online classroom enables participants to seamlessly interact with their peers and stay on track toward program completion—with culturally enriching encounters along the way. Program modules consist of a variety of teaching instruments, including:

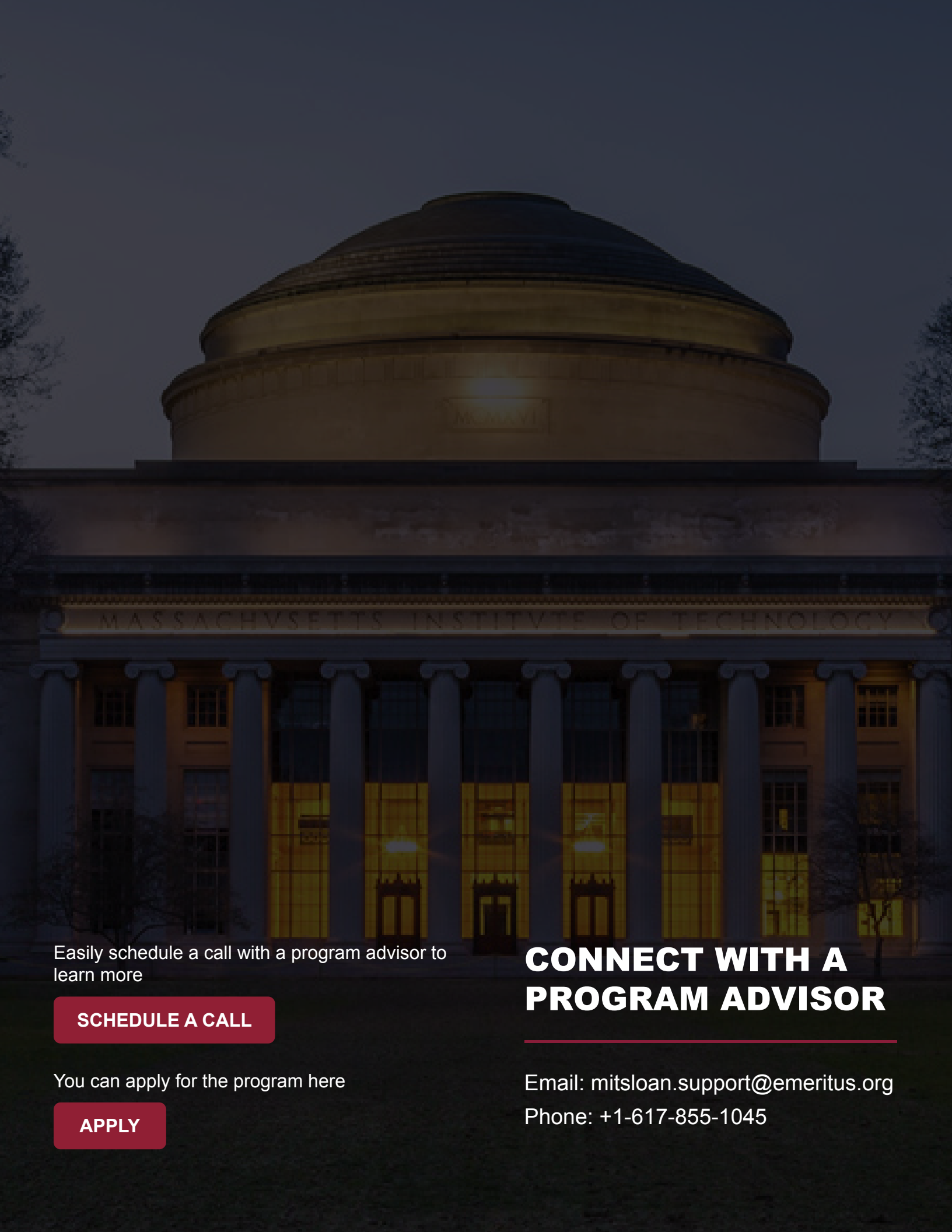
- Video lectures
- Moderated discussions
- Class materials: articles and cases
- Quizzes
- Surveys
- Learning journey support offered by a dedicated team of Learning Facilitators
- Office hours with the program support team

### Access Requirements

- Valid email address
- Microsoft Office suite
- PDF viewer to view all documents and presentations
- Computing device connected to the internet
- Latest browser version to access our learning platform

### Other Requirements

Certain programs may require the use of additional software, tools, or applications. Participants will be informed about these additional requirements at the registration stage or during program commencement. Our program advisors are also available to respond to any questions about these requirements.



Easily schedule a call with a program advisor to learn more

[SCHEDULE A CALL](#)

You can apply for the program here

[APPLY](#)

## **CONNECT WITH A PROGRAM ADVISOR**

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Email: [mitsloan.support@emeritus.org](mailto:mitsloan.support@emeritus.org)

Phone: +1-617-855-1045