

Course Description

Leaders and managers are transformative forces in organizations. However, high performance and operational excellence are not sufficient to be an effective leader in agile environments. This workshop introduces advanced concepts and tools used by top performers to create an Agile or Learning Mindset and develop an Adaptive Leadership style. Students explore how to change their way of thinking through adaptive actions and how to design innovative paths forward for their organizations. Using challenging cases and inspiring activities to train their Learning Agility, students acquire the most sought after skill sets to effectively lead organizations into an ever-changing future.

Learning Objectives

On successful completion, students will be able to:

- Increase their awareness of why traditional management practices fall short; Understand imperatives for adaptive leadership and business agility as well as challenges and benefits;
- Clarify differentiating capabilities of future-ready leaders;
- Understand differentiating qualities of a healthy Adaptive Organization including safety, diversity, slack and tension, innovation, sense-making, managing complexity and the importance of cultivating learning experiences.

Intended Audience

Executives, team leaders, heads of departments and managers with a working knowledge of Agile, Business Agility, Management, Leadership who are looking to develop their leadership capacity and capabilities.

Prerequisites

None specified.

Session by Session Summary

Total course contact hours: 8 hours

Module	Theme	Topics	Assignments/ Readings
1	Awareness	<ul style="list-style-type: none"> • Learning Mindset • Learning Agility • VUCA (Volatility, Uncertainty, Complexity & Ambiguity) Management 	<ul style="list-style-type: none"> • Assignment on VUCA Management. • Reading assignment on Learning Agility and managing Volatility, Uncertainty, Complexity & Ambiguity.
2	Leading Adaptively	<ul style="list-style-type: none"> • Agile Principles • Agile Practices 	<ul style="list-style-type: none"> • Case assignment on variation on agile practices. • Reading assignment on How To Test A Business Idea.
3	Experimenting	<ul style="list-style-type: none"> • Developing Hypotheses • Testing Hypotheses 	<ul style="list-style-type: none"> • Assignment on hypothesis development. • Reading Assignment on Testing Business Ideas.
4	Leading Change	<ul style="list-style-type: none"> • Designing and Running Thin Slice Experiments • Using experimental data to develop impactful leadership actions and strategies 	<ul style="list-style-type: none"> • Assignment on Adaptive Leadership strategy. • Reading assignments on Leadership through transformations and change.

Required Reading

No text book is required. Readings will be made available during the workshop in the form of handouts, articles, papers, case studies.

Methods of Instruction

This workshop provides students with the opportunity to learn by analysing cases they have personally experienced by applying the content and methods. Each session will consist of an interactive lecture to understand the theoretical underpinnings of the concepts and methods presented. In group work, students will apply and discuss these conceptual learnings and share their individual expertise. Guided discussions and presentations will allow students to deepen their understanding of the learnings and reflect on their practical implementation in their work. Between sessions, students will complete practical assignments and pre-readings.

Course Requirements

Discussion & Participation	10%
Assignments	30%
Project	60%
Total	100%

Credentialing

Students are eligible to receive a Type-C certificate as a completion award if they successfully complete all course requirements.

The award document will read:

<Student Name>
has successfully completed the

Expert workshop: Leading with an Agile Mindset to Create an Edge for the Future

Program End/Award Date

Each student's record of credit or CEU courses will be maintained in the UC Berkeley Extension Registrar's Office.