

# Leading in a Turbulent World

Business as usual has ceased to exist. Turbulence and transition are the new normal. New ways of thinking – focused on innovation and change – are at a premium.

This advanced management program is designed for leaders on the fast-track who understand the need to manage complexity. You will learn new models for dealing with complex issues in your organization, and the leadership techniques to move your team forward in rapidly changing economic, social and technological environments.



Understanding  
the causes for  
today's turbulence  
and complexity;



Thinking and reframing  
skills for developing  
new insights and seeing  
new opportunities;



Practices and habits  
that enable you  
to make a positive  
leadership difference.

[Complete Details / Register Today](#)

<http://seec.online/11677>

## Upcoming Program Dates:

April 9 – 11, 2018

October 29 – 31, 2018



**Schulich**  
School of Business  
Executive Education Centre



# Prepare Your Organization to Thrive.

Turbulence, complexity and disruption are the three most common words that business and government leaders now use to describe the state of their working environment. What are the leadership competencies needed to not only manage everyday challenges but thrive in a turbulent market environment? What potential issues can blind-side your department or entire organization?

This is truly the one leadership course that will benefit you and your organization in 2018. Become a world-class leader who can tackle complex problems, drive innovation forward and find new business opportunities in a rapidly evolving economy.

## Program Objective

The key objective of the program is to equip individual leaders with the specific tools and techniques to navigate through turbulence and enable positive action in their organizations.

## Work on Your Own Internal and External Business Challenges

Every industry from healthcare to manufacturing to financial services and government is facing turbulence both internally and externally. Bring your current change challenges to the program for discussion. Examples of today's complex issues include:

### External Challenges:

- Industry mergers and new foreign competition
- Competitive product and service innovation
- Technology, automation and manufacturing shifts
- Rapidly changing marketing, sales and social media channels
- Increased regulations and business risk
- Changing customer demands & demographics

### Internal Challenges:

- Staffing reductions and funding cuts
- New strategic change initiatives
- Reorganization or relocation decisions
- Product or service obsolescence
- Talent management with aging workforce
- Supply chain process innovation

## Key Takeaways

1. Understand why turbulence matters
2. Explore complexity as source for innovative thinking
3. Distinguish between complicated and complex problems
4. Identify current assumptions (your frame)
5. Discover techniques for challenging your assumptions (re-frame) and develop new insights
6. Practice generative thinking: apply techniques on a case
7. Recognize the role of simple rules for leading in complex environments
8. Learn how to put new ideas into action when dealing with uncertainty
9. Develop the ability to ask provocative questions for new insights
10. Learn how to create buy-in when outcomes are less than clear

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THE  
**REACH**  
SERIES

**strategic leadership  
for senior executives**



## Is this Program Right for You?

The program is ideal for leaders with 10+ years of direct management experience. A major benefit of attending the program is the information sharing and management experiences amongst participating leaders from various industries across Canada.

Whether you are a Director, VP or manager overseeing organizational planning, or a division manager who is facing a lot of change in their department, the leadership techniques taught will help you manage complex issues and find the innovative solutions.

### Learning Format

Mix of mini lectures, in-class exercises and break-out sessions with faculty “floating” between teams. The seminar is framed by a continuous case study that puts newly acquired thinking and concepts to immediate practice. You will also transfer your learning to others back at the office – enabling your entire team to achieve positive actions and generate solutions to the most stubborn or disruptive business challenges.

### Program Agenda

This 3-day program is focused on teaching leaders how to manage complexity, as well as rapid industry and organization turbulence.

DAY 1	DAY 2	DAY 3
<b>Understanding Complexity I</b>	<b>Leading in Complexity I</b>	<b>Moving to Action: Making a Positive Difference I</b>
<ul style="list-style-type: none"> <li>The Black Swan World</li> <li>Exercise: What's YOUR Black Swan?</li> <li>The Uncertainty-Disagreement Framework</li> </ul>	<ul style="list-style-type: none"> <li>Using Simple Rules to Manage Complexity</li> <li>Simple Rules in Nature and Leadership</li> <li>Flocking Exercise</li> <li>Case Examples</li> </ul>	<ul style="list-style-type: none"> <li>Telling Compelling Stories</li> <li>Influence Tactics to Create Buy-In</li> <li>Safe-to-Fail Experimentation</li> <li>Looking for Small Wins</li> <li>Aiming for “Good Enough”</li> </ul>
<b>Understanding Complexity II</b>	<b>Leading in Complexity II</b>	<b>Moving to Action: Making a Positive Difference II</b>
<ul style="list-style-type: none"> <li>Exercise: Mapping Black Swans</li> <li>Simple-Complicated-Complex Framework</li> <li>Discussion: What Does Leadership Success Look Like in Complexity?</li> </ul>	<ul style="list-style-type: none"> <li>The Role of Inquiry</li> <li>HIV in Brazil: Case Discussion and Exercise</li> <li>Asking Divergent and Provocative Questions</li> <li>Appreciative Inquiry</li> <li>Assuming Abundance</li> </ul>	<ul style="list-style-type: none"> <li>Group Work: Application to Continuous Case</li> </ul>
<b>(Re-)Framing Complexity I</b>	<b>Leading in Complexity III</b>	<b>Moving to Action: Making a Positive Difference III</b>
<ul style="list-style-type: none"> <li>Identifying and Challenging Assumptions</li> <li>Exercise: Turning Assumptions on Their Head</li> <li>Adopting Stakeholder Perspectives</li> <li>Stretch Benchmarking</li> <li>Creative Metaphors</li> </ul>	<ul style="list-style-type: none"> <li>Group Work: Application to Continuous Case</li> <li>Debrief</li> <li>Embracing Paradox</li> </ul>	<ul style="list-style-type: none"> <li>Group Work: Presentations on Continuous Case</li> </ul>
<b>(Re-)Framing Complexity II</b>	<b>Leading in Complexity IV</b>	<b>Moving to Action: Making a Positive Difference IV</b>
<ul style="list-style-type: none"> <li>Group Work: Application to Continuous Case</li> <li>Debrief</li> </ul>	<ul style="list-style-type: none"> <li>Group Work: Application to Continuous Case</li> <li>Debrief</li> </ul>	<ul style="list-style-type: none"> <li>Debrief</li> <li>Key Takeaways and Action Plan</li> </ul>

Black: Lecture/Presentation | Blue: In-Class Exercises and Discussions | Green: Group Work and Case Application

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## Featuring Two World-Class Program Facilitators

**Ingo Holzinger** has been on the faculty at the Schulich School of Business since 2003, where in addition to teaching responsibilities he serves as the course director for Skills for Leadership, a signature course in Schulich's MBA Program. Ingo has worked with companies such as BMO, P&G and Cargill as well as non-profit organizations in executive development and on research projects. His work has been published in the Academy of Management Review, the Journal of Business Research, the Journal of Managerial Psychology and Advances in Strategic Management. Ingo has taught in university degree and executive programs in North America, South America and Europe, and received numerous teaching awards and nominations.

**Detlev Zwick** is also on the faculty at the Schulich School of Business. He has over 15 years of experience teaching at the MBA and executive level at Schulich, as well as leading business schools in the US, Europe and Asia. He has published many articles and he is the co-author of the edited volume entitled Inside Marketing (Oxford University Press, 2011).

### BONUS – Follow-up session helps make sure your new skills are on track.

Two months after the completion of the in-class seminar, a small on-site group or online coaching session is offered with the instructors. This session is designed to help participants apply their newly developed skills in their own work contexts.

This Reach Series program provides an executive learning experience that is unmatched in Canada. Designed exclusively for senior business leaders, all Reach Series courses deliver a combination of cutting-edge business theory along with highly relevant case studies and techniques for practical application.

## Registration Details

### Upcoming Sessions & Locations

**April 9 - 11, 2018**

**Schulich Executive Learning Centre**

York University, 4700 Keele Street, Toronto

Tel: 416.736.5079

**October 29 - 31, 2018**

**Schulich Executive Learning Centre**

York University, 4700 Keele Street, Toronto

Tel: 416.736.5079

Programs run 9:00 a.m. - 4:30 p.m. each day.

### Program Tuition & Registration Details

**Program Tuition:** \$4,950 + applicable taxes.

This includes instruction, all seminar materials, lunches, refreshments, but not hotel accommodations.

**Special Team Savings:** Save \$150 each when two or more team members from the same organization register for this program at the same time.

**Please Note:** Fees, dates, speakers and applicable taxes are subject to change. SEEC's liability is limited to reimbursement of paid tuition fees. One free transfer is permitted, provided written notice is received at least 15 days in advance of the seminar start date. Late transfer requests, less than 15 days in advance of the start date, will incur a \$100 fee. Additional transfers are \$200 each. Cancellations received in writing at least 15 days in advance of the seminar start date will receive a full refund. Written cancellations received less than 15 days prior to the seminar will be subject to a \$500 administration fee. Participants must attend all program days and fulfill all program requirements in order to receive a certificate. HST# R119306736.

### Optional Accommodation

To enhance your learning experience, participants receive a special corporate rate at the The Schulich Executive Learning Centre Hotel (for programs held at the Schulich Executive Learning Centre), and the Fairmont Royal York Hotel (for programs held at The Nadal Management Centre). For details please visit the Contact and Locations section of our website.

### Contact Us

For program content and administrative inquiries, please call us at 416.736.5079 (1.800.667.9380 toll free), or email us at [exceedinfo@schulich.yorku.ca](mailto:exceedinfo@schulich.yorku.ca).