

Adaptive Strategic Execution Program

Smarter project-based work
for a more complex world

STRATEGY

WORK

PEOPLE



GETTING WORK DONE

Projects are the means by which strategies are executed and goals are achieved. Today, leaders of project-based work must have **the right skill sets, an adaptive approach, and a responsive mindset** to help them and their organizations navigate an increasingly complex and collaborative environment.

The *Adaptive Strategic Execution Program* (ASEP) is specifically designed to prepare leaders for these challenges.

STRATEGY. WORK. PEOPLE.

NAVIGATING THE DOMAINS

TwentyEighty Strategy Execution and Duke Corporate Education's *Adaptive Strategic Execution Program* focuses explicitly on building leaders who can master the domains that influence and define how work gets done: **STRATEGY**, **WORK**, and **PEOPLE**. The Strategic Execution Leadership Framework, or SELF Model, outlines the dynamics of these domains from the perspective of the leader, putting the individual, or **SELF**, at the center.

The SELF Model contrasts the former and current business contexts in which the discipline of project-based work operates.

- **STRATEGY** used to be formulated in a **STATIC** environment, but now the complex nature of the business environment means that strategies are more **DYNAMIC** and **UNPREDICTABLE**
- **WORK** used to be conducted in a **DEFINED** manner, but is now much more **EMERGENT AND INTERDEPENDENT**
- **PEOPLE** were **DIRECTED** to engage in work activity through functional hierarchies, but now operate in more **COLLABORATIVE AND INTERCONNECTED** teams

To close the strategy-execution performance gap, leaders must learn to successfully navigate away from the model's former styles of getting work done to the current outer rim styles across these three domains.



The SELF Model

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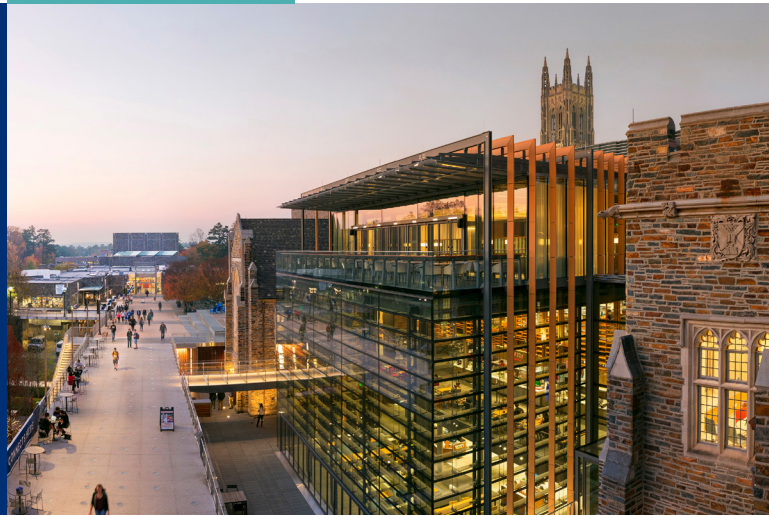


In the face of ever-increasing global ambiguity, leadership has never been as important as it is now. - Michael Chavez, CEO, Duke Corporate Education

COURSES

Each of the eight courses in the program aligns to two or more of the domains in the SELF Model, and are designed to teach the competencies necessary to navigate these domains in a real-world setting.

To earn a certificate from Duke's Fuqua School of Business, two required courses and four electives must be successfully completed.



Acquire competencies around: **STRATEGY** ● **WORK** ● **PEOPLE** ● **SELF** ●

Making Sense of Complexity* is the foundational course of the curriculum. It demonstrates how the internal and external contexts in which we work have become more complex and provides models, tools, and practice that help participants recognize and manage the forces that create this complexity. The course explores the mindsets and skill sets that leaders of project-based work *must* possess in order to successfully navigate complexity and get work done. ●●●●●

Influencing Without Authority gives participants the skills to build the influence they need to lead work and direct strategy and actions without always having formal authority to make the call. It focuses on the traits, attitudes, and behaviors of leaders who get work done through informal authority, whether managing or influencing down, across and/or up in organizations. ●●●●●

Aligning Work With Strategy* introduces multiple viewpoints on strategy and how today's complex environment necessitates a more adaptable, responsive, and fluid concept so that there is a tighter coupling and feedback cycle between strategy and execution. A diagnostic framework is introduced and applied to identify the important domains that must be aligned to successfully execute strategy. ●●●●●

Design Thinking for Results engages participants to apply design thinking skills and tools to drive results within an organization. Participants will learn how to accelerate innovation and address complex challenges by applying design thinking to products, processes, and services. ●●●●●

Building Effective Teams focuses on how to implement practices for leading highly effective teams in unstable and often distributed situations. Participants will learn how to build, coach, and lead diverse and distributed teams that are high performing, resilient, and responsive to complex work and volatile contexts. ●●●●●

Delivering Business Value provides an overview of the financial and business acumen and analysis skills needed to ensure that project-based work results in true value for the business. Not only do participants gain insight and skill in financial planning while leading project-based work, but also, they learn how to make smarter financial decisions that lead to improved business outcomes. ●●●●●

Driving and Influencing Change explores the attitudes, behaviors, and skills that leaders require to help organizations develop the capabilities to navigate the uncertainty caused by complex environments. Participants learn the science behind how individuals respond to change, and receive tools to reduce resistance and increase engagement in a change process. ●●●●●

Managing Critical Relationships teaches participants how to work with internal and external stakeholders to achieve the most optimal outcomes. It focuses on diagnosing stakeholders and their behaviors, overcoming obstacles and conflict in relationships, negotiating for beneficial outcomes, and applying techniques for maintaining resilient relationships in the face of uncertainty. ●●●●●

*Required

QUALITY INSTRUCTORS

To ensure a superior learning experience for our students, a team of professionals researches, identifies, vets, and certifies our program instructors for each course. These individuals include global educators, facilitators, and executives who bring years of experience, thought leadership, and expertise in project management.



STRATEGY WORK PEOPLE

Strategy Execution's proven business techniques combined with Duke Corporate Education's cutting-edge university research infuse the program with a one-of-a-kind project-focused perspective designed to transform the way work gets done.

Duke
CORPORATE EDUCATION

STRATEGY
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