

Becoming A Vigilant Leader

Successfully Navigating Digital Turbulence

Vigilant organizations create more customer and shareholder value than competitors because they pursue a higher number of viable responses to digital turbulence.

A key principle for responding to digital turbulence means increasing the organization's readiness to take action when the timing is right. Through this course, leaders will learn how to implement a system of vigilance, and master new approaches for sensing, probing and interpreting weak signals in the external environment.

Developed in Partnership with

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Learners will:

- Assess their company's vigilance quotient
- Apply a new toolkit to develop a system of vigilance inside their organization
- Ask the "right questions" to learn from the past, examine the present and envision the future

Authors



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Course Outline

WEEK 1

Learning From the Past and Understanding the Present

- Qualities of Vigilant Leaders
- Assess Your Vigilance
- Different Approaches to Foresight
- Exploring Inside-Out and Outside-In Thinking
- Managing and Expanding Leadership Attention
- Amplifying and Clarifying Through Active Scanning
- Developing a Strong Sensing Capability

WEEK 2

Preparing for the Future

- Tackling Ambiguity
- Exploring Divergent Views and Developing Scenarios
- How Phillips Tackled Ambiguity
- Partnering for Joint Gain
- Types of Strategic Options
- Investing in Strategic Options
- An Action Agenda for Leadership
- Aligning the Organization
- The Vigilant Leader's Toolkit

WEEK 3

Putting it all Together

- Generating Hypotheses
- Conducting Interviews
- Planning Our Response

OPTIONAL

Disruptive Technologies

- AI/Machine Learning
- Internet of Things
- Blockchain
- Mobility
- Augmented Reality