

Becoming A Vigilant Organization

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Demonstrating Leadership Commitment to Vigilance

Vigilance is an especially critical organization capability as new digital technologies begin to converge in ways that will continue to reshape industries and business models.

This Executive Overview illustrates for senior leaders why they must:

- Allocate the scarce resource of their attention to studying weak signals and anomalies
- Make smart investments in foresight so that the organization is prepared to take action when the timing is right
- Encourage the entire organization to spot and report changes in competitors, customers, market conditions and more,
- Develop new approaches to strategy making to enable midcourse corrections when they are necessary

This course highlights why senior leaders must demonstrate curiosity, willingness to explore beyond industry boundaries, and aptitude for gaining insights through external networks. Senior leaders also must set the tone and create accountability for gathering information at the front lines and sharing it upwards and laterally across functions. Leaders will discover what it takes to build superior vigilance capabilities for anticipating potential threats, spotting latent opportunities, and acting faster when the time is right.

Learners will:

- Assess four factors of your organization's current vigilance, and its comparison with benchmarks
- Analyze past hits and misses, and consider current and future opportunities and weaknesses
- Achieve alignment and gain commitment on the need to be more vigilant

Authors



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Course Outline

DAY 1

The Need for Vigilance

- Assess Your Vigilance Quotient
- How Digital Technologies are Transforming the Landscape
- Combination of Digital Technologies
- The Weaknesses of SWOT
- Reviewing Where We've Been Ahead of Rivals

DAY 2

Vigilance Pays

- How Investments in Foresight Influence Performance
- Future Shock is Still Here
- Discussing Our Hits and Misses
- Vigilance Versus Vulnerability
- Examples of Vigilant Organizations
- Where Should We Invest In Foresight?

DAY 3

Deciding Where to Look

- How to Sense Weak Signals Sooner
- Analyzing Digital Impact on One Industry
- Asking The Right Questions for Past, Present, Future
- Outside-In Thinking
- Next Area to Present Us with Opportunities or Weaknesses

DAY 4

Becoming More Vigilant

- Managing and Expanding Leadership Attention
- Myopia Matrix
- Leadership Challenge
- An Action Agenda for Leadership
- Aligning the Organization
- Commitment to Vigilance

DAY 5

Capstone

- Identifying our Guiding Questions
- Five Lessons to Help Leaders Navigate Future Turbulence
- Deciding on Future Investments