Accelerating Change Readiness & Agility

Berkeley
UNIVERSITY OF CALIFORNIA — Executive Education

Program Overview

Today's executive must master the ability to adapt and transform in a fluid, competitive world. Flexibility is essential. In Accelerating Change Readiness & Agility, Homa Bahrami, a senior lecturer at UC Berkeley's Haas School of Business, guides you to transform the way you organize, lead, interact, and drive change continually. In this engaging and transformative program, you will discover your receptiveness to change and aptitude for driving change ("Adaptive DNA") and learn about the key capabilities demonstrated by successful change leaders. You will work through actual workplace challenges, including diagnosing and leveraging your organizational culture, and become better equipped to swiftly react to and implement real change at the individual and team levels. Be a catalyst for change.

DEVELOPING STRATEGIC AGILITY	NAVIGATING CULTURE	MANAGING RISK AND UNCERTAINTY	CHANGE LEADERSHIP
Develop and apply 5 key adaptive competencies: robustness, resilience, hedging, agility and versatility	Understand how culture impacts change management and develop strategies to navigate and shape it	Create "super-flexible" teams in the face of uncertainty	Develop your personal agility, build your team's capabilities, and shape your organizational environment
Assess and understand your "adaptive DNA"	Align your department's culture with your strategic objectives	Avoid analysis paralysis and accelerate decision-making speed	

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Key Conceptual Models

✔ **Adaptive DNA:** Competencies that enable successful leaders to deal with unexpected changes: Robustness, Resilience, Hedging, Agility and Versatility.

✔ **Organizational / Strategic Culture:** The system of norms and values that engender long–term adaptability; related assessment tools.

✔ **The Adoption "S" Curve and Stakeholder Segmentation:** Principles for identifying sympathetic stakeholders in order to maximize influence and persuasion.

✔ **The Change Readiness Playbook:** An adaptable framework for flexible change planning and implementation.

Additional Program Features

✔ **Personal Assessment:** Individualized "Adaptive DNA" assessments pinpoint critical gaps and improvement opportunities across five key dimensions: Robustness, Resilience, Hedging, Agility and Versatility.

✔ **Interactive Media:**

• "Needs More What?" provides practice in identifying the adaptive competencies required to address common situations.

• "Stakeholder Segment Exercise" challenges participants to identify key types of stakeholders in order to maximize influence and persuasive power.

✔ **Video Case Study:** Illustrates essential aspects of the Change Readiness Playbook in action.

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Curriculum: Week by Week

MODULE	LECTURES [VIDEOS]	KEY LEARNING
One: Learn & Prepare Video Lectures: 60 Minutes Assignments: 1–2 Hours Live Virtual Events: 90 Minutes	• Leading in a Fluid World • Silicon Valley: Our Research Lab • "Adaptive DNA" and Individual Change Readiness (Robustness, Resilience, Hedging, Agility, Versatility)	You will take a brief Adaptive DNA assessment to understand your personal strengths and development opportunities. In this Module, Professor Bahrami will provide foundational concepts for understanding leadership agility. With guidance, you will identify a critical challenge to work on across the program, and will create personal plan to leverage Adaptive DNA.
Two: Diagnose & Engage Video Lectures: 60 Minutes Assignments: 30–45 Minutes	• Motivating Change • Encouraging Risk Taking • Implementing Change • Diffusion of Change • Segmenting Stakeholders for Implementation	Professors Chatman and Pozner will show you how to diagnose organizational and cultural barriers to change. You will learn how to promote collaboration and risk taking as well as strategies for communication. You will apply these ideas to your personal case through an organizational diagnosis and stakeholder segmentation.
Three: Experiment & Iterate Video Lectures: 60 Minutes Assignments: 30–45 Minutes Live Virtual Events: 90 Minutes	• Barriers to Execution (Hard and Soft Factors) • The Scientific Approach • Your Change Readiness Playbook • Communicating Your Ideas	Develop your change readiness playbook. Professor Bahrami provides tools for overcoming barriers to execution. She will share how to use a 'test and learn' approach. With guidance, you will create a change readiness playbook for your personal case.

* Module = 1 Week   **Live Events may be subject to change
NOTE: Orientation Pre-Requisite Work (30–45 minutes).

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Project Examples

NAME	DESCRIPTION	PROJECTED BUSINESS IMPACT	PROJECTED FINANCIAL IMPACT
Changing Target Operating Model	With operations and processing capabilities having been historically under-invested in, an Operations Head for a financial services firm made the business case to invest in digitizing the business front-to-back to drive overall productivity.	Increased Employee Productivity 30%	$20,000,000
Cloud Migration Project	Following an assessment that revealed critical process improvement opportunities, a Senior Director of Business Applications from a healthcare company launched a cloud migration initiative for one of the organization's core systems.	Increased Efficiency 30%	$250,000
Continuous Finance Improvements	While continuously analyzing and improving performance, a Director of Finance from a semiconductors business implemented a strategy to reduce the time spent on manual work.	Increased Customer Loyalty/Satisfaction 15%	$6,000,000
Department Culture Change	Faced with a toxic culture from long-time employees, a Director of Training Administration for a consumer services company introduced assessments and metrics along with KPIs that individuals now participate in achieving to shift the overall team dynamic.	Increased Quality 60%	$1,000,000
Shifting Development Operations	A Vice President for a major financial services institution successfully shifted the operations responsibilities from her technology team to allow them to focus more on development and improving their overall expertise.	Increased Quality 60%	$200,000