Strategic Doing: Ten Skills for Agile Leadership in Digital Transformation

Time & Location:
Distance Learning

Instructors:

Scott Hutcheson	Ed Morrison	Liz Nilsen	Janyce Fadden
Purdue University	University of North Alabama	University of North Alabama	University of North Alabama

Course Description:
- What is *agile* leadership and how is it different than other approaches to leadership?
- Why is agile leadership especially important in addressing complex technical and organizational challenges?
- What are the *Ten Skills of Agile Leadership* and how do you put them into practice?
- What is the science behind the 10 skills?

These are some of the questions that are explored in this online professional development course designed by faculty at Purdue University and the University of North Alabama (UNA), made available through UNA's Center for Learning and Professional Development and Purdue's Digital Enterprise Center, and in partnership with the Digital Enterprise Society.

The course is designed to be fast-paced, interactive, and fun! Learners will walk away with a set of practical skills to help them become more agile leaders, providing them with a competitive advantage as managers and leaders and strengthening the organizations they manage and lead.

The tools and approaches taught in this course have been incubated and developed by the Agile Strategy Labs at Purdue University and the University of North Alabama and their partners. These same tools and approaches are being used in a rapidly growing number of organizations across the globe.

Course Modules and Topics
Module 1: The Challenges We Face
Module 2: Laying the Groundwork for Strategic Agility
- Create and maintain a safe space for deep focused conversation
- Frame conversations around an appreciative question

Module 3: Exploring New Opportunities
- Uncover hidden assets people are willing to share
- Link and leverage your assets to create new strategic opportunities

Module 4: Making Strategic Decisions Strategic Pathways
- Rate all your strategic opportunities to find the your "Big Easy"
- Convert your Big Easy into a strategic outcome with measurable characteristics

Module 5: Charting Strategic Pathways
- Define a starting project with guideposts
- Draft a short-term action plan with everybody taking a small step

Module 6: Making Ongoing Strategic Progress
- Set a 30/30 meeting to review progress and make adjustments
- Nudge, connect, and promote relentlessly to build your new habits of collaboration

Module 7: Putting it All Together
- "Reverse-engineer" your projects
- Plan for improvement and implementation

Course Learning Objectives and Competencies:
The course will focus on three learning objectives and several competencies.

Learning Objectives
1. Learners will be able to articulate the meaning of agile leadership and how it is different than other approaches to leadership.
2. Learners will demonstrate an understanding of why strategic agility is especially important in addressing complex technical and organizational challenges.
3. Learners will become aware of the ten skills of agile leadership and how to put them into practice.
Competencies
• Learners will recognize the elements of safe places and spaces for deep focused conversations.
• Learners will learn to design appreciative questions.
• Learners will gain an understanding of recombinant innovation.
• Learners will recognize and help others identify assets using tools like an Asset Map.
• Learners will sharpen their ability to see and shape new opportunities by linking, leveraging, and aligning assets.
• Learners will understand how to harness the collective intuition needed to prioritize strategic opportunities.
• Learners will learn to convert strategic opportunities into strategic outcomes with measurable objectives so that others can visualize success.
• Learners will appreciate the importance of experimentation and "learning by doing."
• Learners will understand the role starting projects play in complex work.
• Learners will be able to describe the characteristics of an effective pathfinder project and how to design one.
• Learners will understand how shared leadership can be productive.
• Learners will be able to construct effective action items and action plans.
• Learners will understand the importance of feedback loops.
• Learners will recognize the characteristics of effective "nudges."
• Learners will be able to "reverse engineer" a project to analyze performance.

Course Materials
Course materials for this course the following textbook:
- Morrison, E., Hutcheson, S., Nilsen, E. Fadden, J, and Franklin, N. (2019). *Strategic Doing: Ten Skills for Agile Leadership*. Wiley: Hoboken, NJ
- Morrison, E., Hutcheson, S., Nilsen, E. and Fadden, J. (2020). *Strategic Doing: The Agile Leadership Workbook*

Virtual Class Periods
The course will be delivered asynchronously over a seven-week period. That means that the work required for this course (both the content to be viewed and read as well as the assignments completed) can be done anytime during the week. There will, however, be deliverables due each week, often by midnight on

Sundays. Some assignments and activities may need to be completed at different times. The instructors will provide a schedule of due dates.

Assessment
There will be short weekly quizzes to assess learners' understanding of the material presented and assignments from the course workbook. Learners must successfully complete a minimum of 75% of the course content and activities to receive a digital badge reflecting mastery of the concepts.