SAMPLE SCHEDULE

DURATION
6 weeks, 4–6 hours/week

Topic 1

Unlocking High-Velocity Potentials

Recognize the importance of creating a high-velocity edge and discover the high-velocity potential in your own organization.

- Articulate the motivation for achieving and sustaining high velocity.
- Enumerate the theory and principles for analyzing organizational performance.
- Map and evaluate an organizational “social circuitry” and understand the capabilities required to achieve fast and sustainable improvement and innovation.

Topic 2

Understanding, Designing, and Diagnosing Complex Systems

Learn to map and diagnose a complex system to surface problems that impede innovation and improvements.

- Enumerate system design principles and discuss the impact of an effective system.
- Construct a visualized workflow to understand a system and diagnose system deficiencies.

Topic 3

Evaluating Organizational Processes through Three Lenses

Get an introduction to the social and cultural barriers to rationality when designing and operating an organization. Through a three-lens framework, you will learn to change, navigate and take advantage of organizational power dynamics and culture.

- Reflect on the challenges of driving changes in an organization.
- Recognize the key questions to ask to identify the social and cultural factors causing resistance to change.
- Apply the three-lens framework to diagnose barriers to organizational transformation.
- Recognize psychological factors that cause resistance to change.
- Formulate strategies to overcome resistance to change.
**Topic 4**

**Solving Problems Before They Become Bigger**

Recognize the importance of solving problems when and where they occur and learn to diagnose systemic vulnerabilities and other latent conditions that can compound into calamities.

- Examine situations in which system deficiencies and mismanagement lead to large-scale failures.
- Analyze the causes and consequences of work-arounds and firefighting.
- Recognize the psychological factors that make it difficult to see and solve problems.

**Topic 5**

**Generating, Managing, and Sharing Knowledge**

Explore a discovery-based method for solving problems scientifically, preventing them from reoccurring, and sharing knowledge throughout the organization to multiply the impact of local discoveries.

- Identify knowledge gaps that cause problems.
- Discuss the benefits of generating knowledge through discoveries and experiments.
- Apply frameworks to generate, codify, and share knowledge.

**Topic 6**

**Becoming a High-Velocity Leader and Chaperoning Changes**

Learn to become a high-velocity leader and propose plans to embark on an organizational transformation journey.

- Contrast an operational, developmental leadership approach with transactional leadership.
- Formulate strategies to facilitate discovery-based and learning-oriented problem-solving.
- Pitch changes in ways that minimize resistance.