

MIT
MANAGEMENT
EXECUTIVE EDUCATION

MASSACHUSETTS INSTITUTE OF TECHNOLOGY
SLOAN SCHOOL OF MANAGEMENT

MANAGING THE HUMAN SIDE OF DIGITAL DISRUPTION

ONLINE SHORT COURSE

Gain the tools and skills to confidently drive digital transformation
in your organization, with a specific focus on the human element.

ABOUT THIS COURSE

With continuous digital innovation and the COVID-19 pandemic creating a heavier reliance on technology, organizations globally have had to rapidly digitalize their operations and processes to remain competitive. At the same time, employees have had to take on new roles, transform their capabilities, and manage the psychological effects these transitions can cause. To ensure a successful, digitally driven transformation, business leaders require the skills to lead their companies, people, and teams through change and the knowledge to help reduce the emotional impact.

The Managing the Human Side of Digital Disruption online short course from the MIT Sloan School of Management provides you with the insight and tools to lead people and teams through digital change. Drawing on the Transition-Curve Framework, developed by Faculty Directors Hal Gregersen and Roger Lehman, you'll explore the progression of your team's roles, capabilities, and psychological responses to change, and gain methods for managing the unique requirements of each. You'll also be introduced to the elements of successful change management, which will help you leverage the superpowers of purpose and inquiry and establish the essential conditions of psychological safety and trust in your business context. On completion of the program, you'll be able to confidently and proactively lead transformations, now and in the future.

WHAT THIS PROGRAM COVERS

This program provides leaders with the skills to effectively navigate digital transformation within their organizations, focusing on the human element.

You'll start by using the Transition-Curve Framework to identify the different challenges people experience during transitions. Next, you'll investigate the impact digital transformation has on defined roles, how roles and capabilities need to adapt to support your organization, and methods to improve the way you lead your team through these changes. Then, you'll explore the most common emotional responses to digital change and analyze the interplay between the three dimensions of a transformation to create a positive, productive outcome. Finally, you'll walk away with approaches to confidently and successfully manage digital transformation.

This course requires a high level of engagement that's facilitated by establishing a space of trust and vulnerability between participants. Through a combination of forum discussions, developmental exercises, journals, interactive polls, and enrichment activities, you'll learn to apply the concepts covered in this course to your context.



\$2,800



6 weeks, excluding
1 week orientation.



6–8 hours of self-paced learning
per week, entirely online.



THIS PROGRAM IS FOR YOU IF YOU WANT TO:



DRIVE A COMPETITIVE EDGE

Understand how your organization's human capital strategy is impacted by digital transformation and help achieve success through a people-centric approach.



SUCCESSFULLY NAVIGATE CHANGE

Build organizational support to help people and teams through each dimension of the transition process.



LEAD DIGITAL TRANSFORMATION

Gain the tools to map your transition journey and develop the skills to effectively lead your organization through digital change.

WHO SHOULD TAKE THIS COURSE

This course is designed for professionals looking to understand the impact digital transformation has on the people and teams in their organizations. Those wanting to create a positive culture that supports individuals and teams through transition periods will equally benefit. The program is also applicable to business leaders and managers who wish to comprehend the shift in organizational models that digital change causes and improve employee engagement and experience during transition. Business advisers and consultants seeking to enhance their digital-transformation leadership knowledge and skills to stay ahead in a changing industry will also find this course useful. In addition, HR business partners who need to create solutions to improve employee value propositions and experiences in an evolving workplace will find the concepts covered valuable.

“At MIT Sloan Executive Education, we are focused on bridging the energy, engagement, and idea flow of physical in-person teaching and learning into online experiences. We aim to positively modify individual and collective behaviors that participants will take back to their teams and propagate throughout their organizations.”

PAUL MCDONAGH-SMITH, SENIOR LECTURER (IT GROUP) AND DIGITAL CAPABILITY LEADER, MIT SLOAN SCHOOL OF MANAGEMENT.

WHAT YOU'LL LEARN

ORIENTATION MODULE

WELCOME TO YOUR ONLINE CAMPUS

You'll be welcomed to the program and begin connecting with fellow participants, while exploring the navigation and tools of your Online Campus. Be alerted to key milestones in the learning path, and review how your results will be calculated and distributed.

You'll be required to complete your participant profile and submit a digital copy of your passport/identity document.

Please note that module titles and their contents are subject to change during course development.

MODULE 1

NAVIGATING TRANSFORMATIONAL CHANGE FROM THE HUMAN PERSPECTIVE

Discover the key human challenges experienced through digital transformations with specific reference to the dimensions of the Transition-Curve Framework.

- Recognize the extensive human challenges caused by digital transformations
- Outline the key elements of the three curves within the Transition-Curve Framework
- Identify the power of purpose, inquiry, psychological safety, and trust in your context
- Apply the question burst method to alter your approach within transformations

MODULE 2

TRANSITIONING TO NEW ROLES

Explore the role changes required to support organizational transformations.

- Recognize how socially defined roles differ from formal titles and positions.
- Identify the relevance of role theory in digitally driven disruptions within organizations
- Articulate your role biography
- Apply the adjusting roles curve to counter role challenges within a transforming organization
- Investigate the potential effects of a digital transformation on roles in your context



WHAT IS MIT SLOAN?

Learn more about
**THE MIT SLOAN
SCHOOL OF
MANAGEMENT**

MODULE 3

SHIFTING CAPABILITIES

Explore the capabilities curve in the Transition-Curve Framework to improve how people are led through task changes within digital transformations.

- Describe the effects of transitions on tasks, skills, and capabilities
- Interpret an organization's approach to task changes
- Determine the key considerations to successfully change tasks in an organization
- Analyze your context's barriers to capability changes as a result of a digital transformation

MODULE 4

SHIFTING EMOTIONS

Learn how to navigate the psychological responses to digitally driven change.

- Recognize loss and mourning as emotional responses to change
- Describe the emotions that originate from digital transitions
- Interpret your own emotional responses to change
- Investigate the emotional responses to change of others within your context
- Recommend ways to overcome social defences in response to digitally driven change

MODULE 5

A COMPLEX MIX TO MANAGE

Discover how to get the three dimensions of change working together.

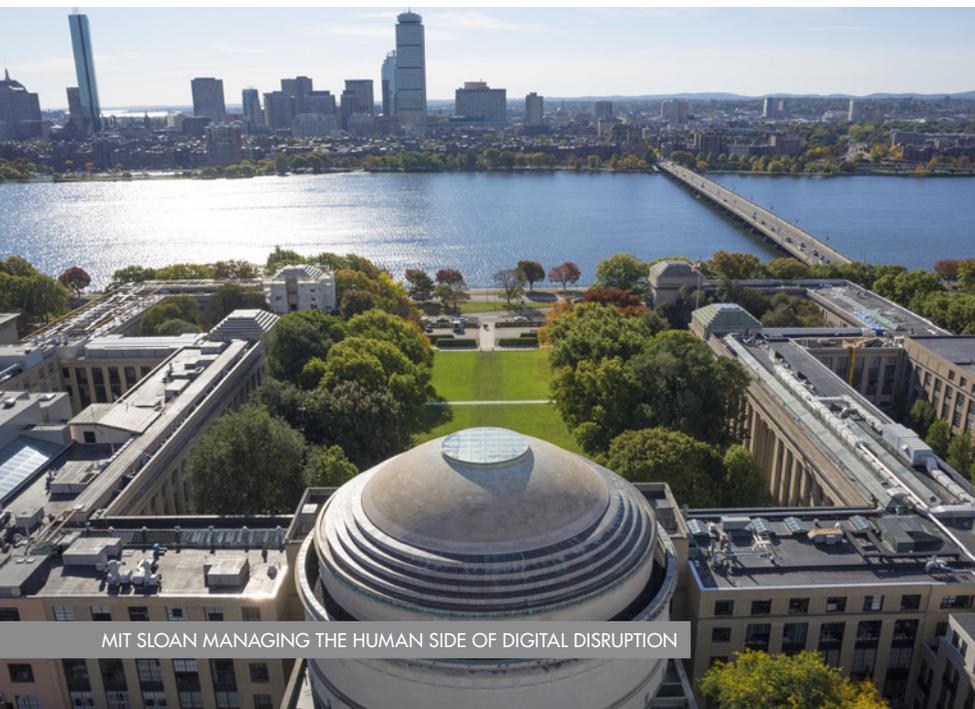
- Identify the importance of getting the three dimensions of change to work together
- Determine the underlying causes of fault lines and rackets within your context
- Apply the RTE interplay audit tool to manage the interplay between the three dimensions of change
- Investigate how psychological safety and trust create a climate of positive change

MODULE 6

MAPPING THE TRANSITION JOURNEY

Predict change, learn from it, and practice how to confidently and successfully lead transformations.

- Describe how to continuously get better at navigating transitions
- Use various methods to measure progress within a transition
- Reflect on how to anticipate and overcome challenges during transitions
- Share the knowledge and skills you have learned for navigating digital transformations
- Practice how to become confident and comfortable with leading change



WHY MIT SLOAN EXECUTIVE EDUCATION?

Learn more about
**THE MIT SLOAN
ADVANTAGE**

WHO YOU'LL LEARN FROM

These subject matter experts from MIT Sloan guide the course design and appear in a number of program videos, along with a variety of industry professionals.

YOUR FACULTY DIRECTORS



Hal Gregersen

*Senior Lecturer, Work and Organization Studies,
MIT Sloan School of Management*

Gregersen is a senior lecturer in leadership and innovation at the MIT Sloan School of Management. There he pursues his vocation of executive teaching, coaching, and research. In his work, he explores how leaders in business, government, and society discover provocative new ideas, develop the human and organizational capacity to realize those ideas, and ultimately deliver positive, powerful results.

Gregersen is a senior fellow at Innosight, a growth-strategy consulting firm, and a former advisory board member at Pharmascience, a privately held pharmaceutical company based in Montreal, Canada. Before joining MIT, he taught at INSEAD, London Business School, Tuck School of Business at Dartmouth College, Brigham Young University, and in Finland, as a Fulbright fellow. He is also a former executive director of the MIT Leadership Center.



Roger Lehman

*Senior Lecturer,
MIT Sloan School of Management*

Lehman is a senior lecturer at the MIT Sloan School of Management and a professor at INSEAD's Singapore campus. At INSEAD, he designs and teaches in both open and company-specific programs, providing a focus on executive leadership, personal and professional development, change management, and high-performance teams. He is also a member of the core faculty at the INSEAD Global Leadership Center. As co-designer and program director of INSEAD's innovative Coaching and Consulting for Change Program, he is deeply involved in supporting leadership transformational processes.

Lehman's clinical, teaching, and organizational consulting career spans more than 35 years, during which time his experience has included a variety of staff and leadership positions in both public and private institutions. Over the past 20 years, his teaching and consulting have led him to a variety of international assignments on all continents, including Antarctica. In addition to his extensive involvement in the Executive Master's Program, Lehman's current focus is on leader development in Asia and Africa.



A POWERFUL COLLABORATION

The MIT Sloan School of Management is collaborating with online education provider, GetSmarter, to create a new class of learning experience — one that is high-touch, intimate, and personalized for the working professional.

ABOUT MIT SLOAN

The MIT Sloan School of Management is one of the [world's leading business schools](#), emphasizing innovation in practice and research, with a mission to develop principled, innovative leaders who improve the world, and to generate ideas that advance management practice. The school's focus on action learning means that students are able to apply concepts learned in the classroom to real-world business settings. Through its collaborative spirit, MIT Sloan welcomes and celebrates diverse viewpoints, creating an environment where new ideas grow and thrive.

WHAT IS MIT SLOAN EXECUTIVE EDUCATION?

MIT Sloan Executive Education offers nondegree executive programs led by MIT Sloan faculty to provide business professionals from around the world with a

targeted and flexible means to advance their career development goals and position their organizations for future growth. By collaborating with GetSmarter, a leader in online education, MIT Sloan Executive Education is able to deliver its executive programs through a dynamic, interactive, digital learning platform.

ABOUT GETSMARTER

GetSmarter, a 2U, Inc. brand, collaborates with the world's leading universities and institutions to select, design, and deliver premium online short courses with a data-driven focus on learning gain.

Technology meets academic rigor in GetSmarter's people-mediated model, which enables lifelong learners across the globe to obtain industry-relevant skills that are recognized by the world's most reputable academic institutions.

YOUR SUCCESS TEAM

GetSmarter, with whom MIT Sloan is collaborating to deliver this online program, provides a personalized approach to online education that ensures you're supported throughout your learning journey.



HEAD LEARNING FACILITATOR

A subject expert from GetSmarter, approved by the University, will guide you through learning-related challenges.



SUCCESS ADVISER

Your one-on-one support at GetSmarter, available during University hours (9a.m.–5p.m. EST) to address technical or administrative questions.



GLOBAL SUCCESS TEAM

This team from GetSmarter is available 24/7 to solve your tech-related queries and concerns.



ABOUT THE CERTIFICATE

This program offers you the opportunity to earn a digital certificate of completion from one of the [world's leading business schools](#) — the MIT Sloan School of Management. This program also counts toward an MIT Sloan Executive Certificate, which you can earn upon completion of four programs where at least three of the four come from your chosen certificate track and at least one is completed in person. Find full details [here](#).

Completion is based on a series of practical online assignments. In order to be issued with a digital certificate you'll need to meet the requirements outlined in the course handbook. The handbook will be made available to you as soon as you begin the program.

Your certificate will be issued in your legal name and sent to you digitally upon successful completion of the program, as per the stipulated requirements.

“New research suggests that digital workforces expect digital transformation to better reflect and respect their concerns and values, not just boost business capabilities and opportunities. In the current environment, leaders must pay close attention to how their leadership is experienced, and consider whether digital tools, techniques, and technologies are making their companies’ key stakeholders — including employees, consumers, and investors — feel more valued.”

– MICHAEL SCHRAGE, ET AL

MIT Sloan Management Review (Jan, 2021).

HOW YOU'LL LEARN

Every course is broken down into manageable, weekly modules, designed to accelerate your learning process through diverse learning activities:

- Work through your downloadable and online instructional material
- Interact with your peers and learning facilitators through weekly class-wide forums and reviewed small group discussions
- Enjoy a wide range of interactive content, including video lectures, infographics, live polls, and more
- Investigate rich, real-world case studies
- Apply what you learn each week to quizzes and ongoing project submissions, culminating in the ability to confidently lead people and teams through digital change

TECHNICAL REQUIREMENTS

BASIC REQUIREMENTS

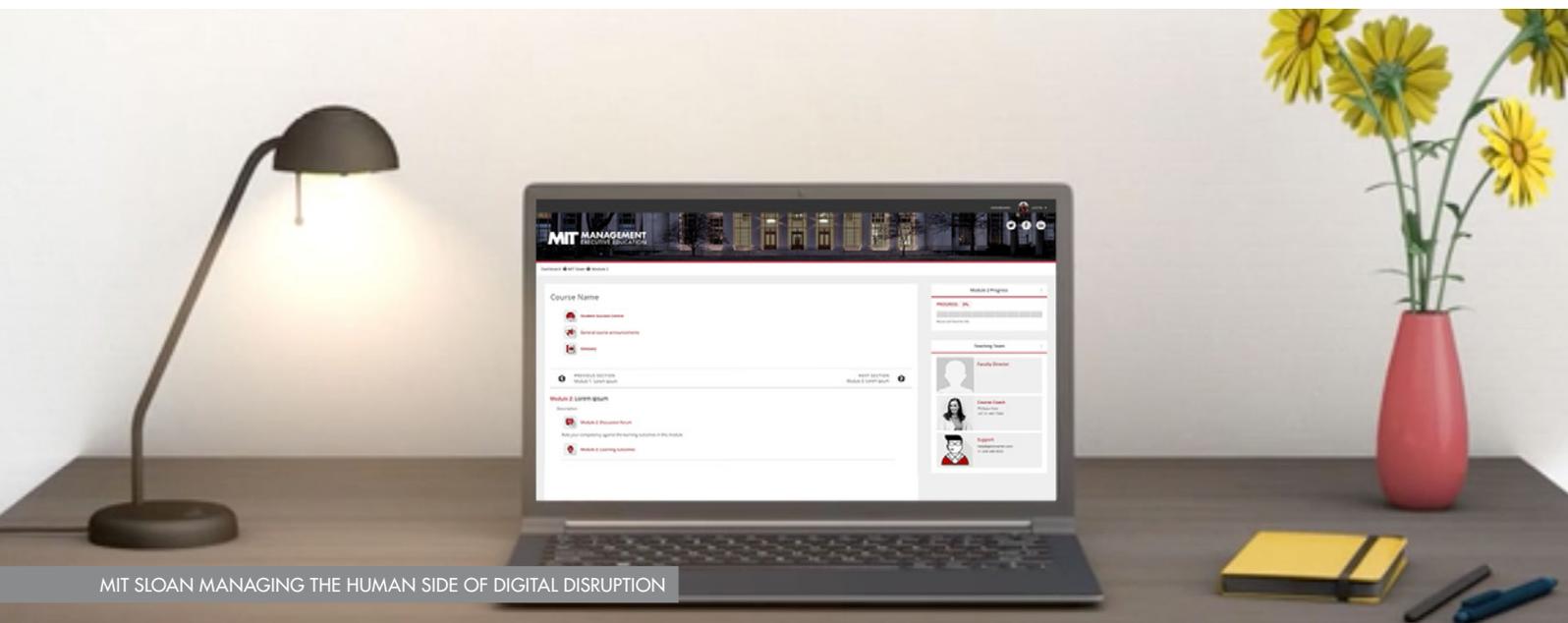
In order to complete this program, you'll need a current email account and access to a computer and the internet, as well as a [PDF Reader](#). You may need to view Microsoft PowerPoint presentations, and read and create documents in Microsoft Word or Excel.

BROWSER REQUIREMENTS

We recommend that you use Google Chrome as your internet browser when accessing the Online Campus. Although this is not a requirement, we have found that this browser performs best for ease of access to program material. This browser can be downloaded [here](#).

ADDITIONAL REQUIREMENTS

Certain courses may require additional software and resources. These additional software and resource requirements will be communicated to you upon registration and/or at the beginning of the program. Please note that Google, Vimeo, and YouTube may be used in our course delivery, and if these services are blocked in your jurisdiction, you may have difficulty in accessing program content. Please check with an Enrollment Adviser before registering for this program if you have any concerns about this affecting your experience with the Online Campus.





MASSACHUSETTS INSTITUTE OF TECHNOLOGY
SLOAN SCHOOL OF MANAGEMENT

MANAGING THE HUMAN SIDE OF DIGITAL DISRUPTION

ONLINE SHORT COURSE

Gain the tools and skills to confidently drive digital transformation
in your organization, with a specific focus on the human element.

[FIND OUT MORE](#)

CONTACT US

+1 617 997 4979 | mitsloan@getsmarter.com