

AGILE EDUCATION FOR TURBULENT TIMES

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The brutal truth

- Contemporary education for employability should correspond with the change in the global business landscape with its new competitive rules set up within the technology revolution 4.0.
- Transient competitive advantages, shortening of the industry, sector and product life cycles disabling to cash out investments.(time-based competition)
- Technology itself creates costs, profits are on the market: time to strategic design of the future of organizations and smart use of smart technology.

Anatomy of transient advantages

- Based on decent evaluation of risks and operational excellence following every good idea.
- Initiatives are prioritized and realized according to set up sequence (pipeline).

Major concerns related to technology

Economic

Permanent market pressure on greater value for customer and near zero costs

Harsh digital race in investments, near zero returns.

Where is money? Do we still need it?

Social

Technology will replace people

Unemployment leading to poverty and social exclusion.

Excitement, optimism, rising expectations

Economics of happiness (in PI 18% of actively engaged, 18% of actively disengaged, the rest doing job they don't like)

Two major ways of improvements

(management perspective)

Automate transactions:

- Cognitive
- Physical

Augment:

- Leadership
- Innovation

Two types of benefits explained

1. Automation

- Automation of management: data query, data analytics and AI used to optimize activity, process, business...
- Automation of operations: robotics, IoT, 3D printing, analytics, AI...used to automate and automatize operations.

2. Augmentation

- Augmented Leadership: technology augments unique human qualities to shape the future of business, process, activity...
- Augmented Innovation: technology augments creative process and design thinking with the use of insights, CAD/CAM, simulations...

How to make it happen

- No one organization can afford to have one-option strategy
- It is indispensable to continuously formulate and undertake new strategic/operational initiatives to build and use numerous transient advantages.
- Evolving portfolios of initiatives and advantages assure the continuity of existence /winning on the marketplace
- Strategy becomes „liquid”, customer- and- opportunity focused. Traditional industries undergoing disruption.
- Decisions have to enable fast actions, delayed have no sense.
- This is new strategic normality.

Possible traps

- First mover advantage
- Always the best
- Top quality
- No available resources
- White spots (ideas do not fit to structure)
- Building of empire
- Sporadic innovations

New rules of the game

- Focus on the value building growth.
- Think in terms of domains not industries.
- Set up the issue and allow for experimentation.
- Set up new measures of evaluation. Use the logic of real options (small investment, testing, decision)
- Use experience and problem solving, not imitation.
- Build relationships and networks.
- Avoid radical restructuring, learn soft healthy exit strategies.
- Systematically engage in early stages of innovation.
- Experiment, learn, make the next step!

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