



QUEEN'S  
UNIVERSITY  
BELFAST

WILLIAM J. CLINTON  
LEADERSHIP  
INSTITUTE

REIMAGINING  
OPPORTUNITIES  
AND RISKS FOR  
PERFORMANCE

SHAPING  
A BETTER  
WORLD  
SINCE 1845

# REIMAGINING OPPORTUNITIES AND RISKS FOR PERFORMANCE



## PROGRAMME DATES

Autumn and Spring



## PROGRAMME FORMAT

Blended. 3 full days delivered in 2 half days online and 2 full days on campus.



## LOCATION

Online and at Riddel Hall, Belfast.



## LANGUAGE

English



## PRICE

£2000

Payment options are available



## WHO SHOULD ATTEND

- **Business owners and mid to senior level managers** with some exposure to crafting and implementing organisational strategies.
- **Mid to senior level managers** seeking to gain insights to keep their organisation relevant to the changing environment with a dual focus (i.e., to protect and improve business performance).
- **Business leaders** who strive to be more proactive in implementing new ideas, staying ahead of the competition, and by learning to thrive amid adversity.

# OVERVIEW



Business leaders and senior managers today face unprecedented challenges amid macroeconomic volatility and geopolitical uncertainty. These include fluctuating markets, supply chain disruptions and logistic capacity constraints, skill shortages, regulatory changes, and technological advancements. The ability to craft and implement effective organizational strategies is also complicated by unpredictable global events and diverse stakeholder expectations. Leaders must balance short-term pressures with long-term vision, foster resilience and take calculated risks in such an environment of constant change. This course equips executives with the tools and frameworks needed to thrive in such uncertainty, enhancing strategic agility and better alignment of risk management mechanisms to strategic imperatives.

This immersive course offers a deep dive into maximising business opportunities while managing the risks in this challenging environment. Participants will be primed to enhance their capability to make their organisational strategies more adaptive and

resilient and lead effectively, by managing risks across various emerging dimensions to boost performance in such uncertain environments.

This course empowers you to evaluate and embrace opportunities with confidence. Stimulate a proactive mindset, emphasising adaptability, resilience, and strategic agility with a judicious dual focus on risk and opportunity. Participants learn to embrace change and lead with confidence amidst ambiguity. To do so, the course leverages the dynamic capabilities framework to present the contemporary thinking on topics such as scenario planning and risk management in context of evolving considerations such as the rise of third-party ecosystems, environment, social and governance (ESG) and concludes with an immersive discussion on enablers and impediments to implementation.

Walk away equipped to navigate and succeed in challenging environments, leveraging the insight gained from what the more astute organisations across your peers are doing more effectively.

## How You Will Benefit

- Enhance strategic agility: Learn to adapt quickly to gain strategic advantage in today's evolving business landscape, mitigate risks effectively, and build resilience to withstand and recover from unexpected challenges and crises.
- Improve decision-making: Gain and understanding of tools and frameworks for making informed decisions amidst ambiguity and complexity.
- Bridge the gap between strategic intent and actual performance: Learn how to overcome barriers hindering organisational alignment and strategy execution.
- Reinforce leadership skills: Develop the ability to lead confidently and inspire teams during times of uncertainty.
- Understand contemporary considerations in strategy development and implementation including ESG (Environmental, Social, and Governance) factors and managing rapidly growing third-party ecosystems to drive organisational redesign, leveraging technology for.

## WHO IS THIS PROGRAMME FOR

This programme offers a wealth of benefits tailored to three categories of participants:

- For business owners and experienced managers, the programme offers insights into evolving strategic management practices amid today's uncertainties, aiding in informed decision-making and sustainable growth.
- Mid to senior level managers gain fresh perspectives and innovative techniques to revitalize strategic approaches, boosting performance and ability to gain competitive advantage.
- Business leaders learn to navigate uncertainties and inspire transformative change, positioning their organisations as frontrunners in dynamic business environments.

Our expert led, interactive, online classes at the start of this hybrid programme provide hands-on experience to set the stage for understanding the uncertainties and managing risks with a dynamic capability lens and a contemporary approach to scenario planning. This is followed by two on-campus days for participants to explore how to extract value from these emerging practices with reference to other contemporary considerations in crafting organisational strategies and concludes by helping participants to accelerate effective implementation, addressing the evolving challenges and impediments to successful implementation in their own organisations.

## PROGRAMME STRUCTURE AND CONTENT

### MODULE 1 Half Day (AM)

#### Understanding and navigating uncertainty and change

- Introduction to course content and layout
- The current business and macroeconomic environment and its implications
- The rise of "dynamic capabilities" thinking and need for orchestration
- Developing a customer centric strategic foresight and scenario planning
- Defensive vs. adaptive organisations: leadership priorities for thriving under uncertainty.
- Relating your learnings to your own organisation.

### MODULE 2 Half Day (AM)

#### Strategy and governance: A marriage made in heaven

- The changing perception of risk and its interrelationship with strategy
- Risk-taking as a source of opportunity amid complexity
- Understanding your organisational risk appetite and applying it for (tricky) decision-making.
- Risk management frameworks and the "three lines of defence" in practice
- Developing the business case for investing in strategic governance and risk management
- Relating your learnings to your own organisation.

### MODULE 3 Full Day

#### Newer opportunities create new risks

- Resilience and responsibility (sustainability): two horses pulling in two different directions?
- Assessing and prioritising the focus of organisational sustainability and responsibility initiatives
- The rise of the "extended enterprise" and its implications on connected thinking and alliances/partnerships
- The visible opportunities and silent threats of digital transformation
- The importance of trust.
- Group exercises.

### MODULE 4 Full Day

#### Mind the "execution gap"

- Putting this new thinking into practice
- Exploring the gap between strategic intent and actual performance in strategy-governance alignment
- Technology, actionable intelligence and stakeholder collaboration/coordination as the top enablers for effective strategy and governance (including AI to rethink the approach to risk management).
- Choosing the right delivery model for your organisation: focused on the extent of centralisation vs. decentralisation and in-house vs. outsourced.
- Relating the opportunities and challenges to your own organisation.

ONLINE

ON CAMPUS

# PROGRAMME FACULTY



## DR SANJOY SEN

Dr. Sanjoy Sen is presently engaged in an emeritus position as the global head of research and eminence for the Extended Enterprise team at Deloitte, bringing over 35 years of experience to his role as a former partner at Deloitte and PwC. He specialises in Strategy and Governance, assisting organisations in crafting organisational strategies and strengthening corporate governance mechanisms to establish risk management frameworks aligned to their strategy.

He also co-directs the MSc programme in Artificial Intelligence and Business Strategy at Aston University, Birmingham and is a member of the Academic Council at the Global Risk Management Institute. Dr Sen previously served as a Senior Visiting Fellow at the School of Business and Economics at Loughborough University, focusing on their executive MBA programme. By background, he holds a doctorate in business administration from Aston Business School and is also a chartered accountant and a Certified Information Systems Auditor (CISA).

# EXCEPTIONAL EXECUTIVE EDUCATION EXPERIENCE

The William J. Clinton Leadership Institute delivers executive education programmes with the aim of creating real impact for leaders, managers and their organisations. Our mission, as part of Queen's Business School is to educate and empower leaders for the benefit of business and society. Our executive programmes synergise the rich Queen's University academic heritage with cutting edge leadership thinking and techniques from experts at William J. Clinton Leadership Institute and Queens Business School. Real world industry insights and exciting new developments from our university research centres contribute to building leadership expertise, transforming individual and organisational performance and boosting competitive edge.

**RUSSELL  
GROUP**



We are sure that the Reimagining Opportunities and Risks for Performance executive programme will support your organisational growth goals, through the implementation of highly dynamic, strategic management practices and a revitalised approach to opportunity and risk optimisation.

Throughout this programme you will have the opportunity to network and learn from like-minded business leaders from a diverse range of industries and our internationally experienced faculty. I look forward to welcoming you to this programme in the near future.

**Professor Ashish Malik, PhD**  
**Director of Executive Education**

## CONTACT US

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