

# **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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