



San Francisco

The Institute for Management Studies, 201 West Liberty Street, Suite 100, Reno NV 89501

SUBJECT	MANAGING UNCERTAINTY: USING DYNAMIC SCENARIOS TO IMPROVE RESULTS		
FACULTY	DR. KATHY PEARSON		
LOCATION	Hotel Nikko San Francisco 222 Mason Street, San Francisco, CA 94102 (415) 394-1111	DATE	Friday, September 17, 2010
		REGISTRATION	8:30 AM
		SESSION	9:00 AM - 4:00 PM

TIME TOPICS

30%	Strategy Pitfalls in Managing Uncertainty <ul style="list-style-type: none"> • Lack of peripheral vision • Exercises and examples • Importance of stakeholders • Overconfidence • Quiz and discussion
30%	Building Future Scenarios <ul style="list-style-type: none"> • Method to generate four scenarios by identifying the top two uncertainties to create a 2x2 matrix • Examples from other industries
25%	Developing Key Success Factors for the Future <ul style="list-style-type: none"> • Develop the Key Success Factors (KSFs) that a company must have in order to survive and thrive in EACH of the generated scenarios • Determine those KSFs that are robust across scenarios • Examples from other industries • Instructions for using KSF template to calculate the weights of the KSFs
15%	Strategic Ramifications - Real Options and Dynamic Monitoring <ul style="list-style-type: none"> • Real options analysis • The use of the key success factors to develop a strategic plan • Continuous monitoring • Dynamic nature of strategic planning • Methods of monitoring

SEMINAR DESCRIPTION

The uncertainties we face often obscure the best, most exciting opportunities available to us. Seeing beyond such uncertainties requires a very different approach to strategic planning and implementation. Dr. Pearson's workshop will teach you how to: (1) develop and analyze multiple project scenarios; (2) craft nimble strategies with just the right amount of flexibility; (3) implement those strategies using an options approach; and (4) make real-time adjustments through dynamic monitoring. This integrated methodology draws on the frontiers of decision science, organization theory, strategy and cognitive psychology to integrate the most practical contributions these various fields have made to navigating uncertainty.

FOR RESERVATIONS

Ginny Von der Schmidt
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FACULTY



DR. KATHY PEARSON is an adjunct associate professor in the Operations and Information Management Department at The Wharton School. She has taught Operations Management in the MBA program and Executive Master's of Technology Management programs as well as Probability and Statistics, Simulation Modeling, and other courses for the department and the University of Pennsylvania. In 2006, Dr. Pearson was honored with the "Goes above and beyond the call of duty" award by the 2007 Wharton MBA class. Dr. Pearson is also heavily involved in Executive Education at The Wharton School, teaching on a variety of topics such as Systems Thinking, Project Management, Decision Trees, and Stakeholder Analysis. As Academic Director for many programs, she is responsible for the design of the academic curriculum, the integration of the material, and the overall educational quality of the program. Specifically, Dr. Pearson has served as the Academic Director for the Wharton Executive Management Program for Academic Surgery Leaders, the Patient Safety Leadership Academy Executive Program and the GlaxoSmithKline Executive Management Program for Pharmacy Leaders. In addition to teaching Executive Education at Wharton, Dr. Pearson has taught Scenario Planning and Critical Thinking at Cedep at INSEAD in Fontainebleau, France. Dr. Pearson's industrial experience includes analytical support for the pharmaceutical industry, various hospital groups, the Department of Defense, and several manufacturing companies. Most recently, she has served on a number of quality management and Best Practice teams for a major health care company, has been heavily involved in developing computer simulation models for the health care industry, and has worked with several professional organizations in developing long-term strategic business plans. In addition, she has worked with hospital clinicians in the area of patient safety. Dr. Pearson received her B.S. degree in theoretical mathematics from Auburn University, her M.S. degree in Decision Sciences from Georgia State University, and her Ph.D. in industrial engineering (concentration in statistics) from Northwestern University.

GUIDE TO PARTICIPANT SELECTION

SENIOR EXECUTIVE
(Pres, Exec & Sr. VP)

EXECUTIVE
(VP & General Mgr)

SENIOR MANAGER
(Div. & Reg. Mgrs)

MIDDLE MANAGER
& SUPERINTENDENTS

2	2	2	2	2	2	2	2	2	2	2	2	2	2
2	1	1	1	1	2	1	1	1	1	2	2	1	1
1	1	1	1	1	1	1	1	1	1	1	1	1	1
3	3	3	3	3	3	3	3	3	3	3	3	3	3
Admin	Distrib	Engr	Finc	H.R.	Legal	Mkng	IT	Ops	Plng	Pchsg	R&D	Sales	

APPLICABILITY

"1" indicates primary target audience

"2" indicates a good fit if the level of material is appropriate

"3" indicates (in the opinion of the Institute and faculty) limited applicability.

FOCUS

PRIMARY

PLANNING/ORGANIZING:

Problem Identification, Selecting and Organizing Information, Analysis, Evaluating Alternative Solutions, Developing Specific Plans, Generate and Obtain Plan Support

SECONDARY

LEADERSHIP DEVELOPMENT:

Adaptability, Commitment, Creativeness, Decisiveness, Judgment, Timing

TERTIARY

EXECUTING/CONTROLLING/EVALUATING:

Decision Making, Direction, Follow Up

LEVEL

Introductory Intermediate Advanced