



Agility Canada Executive Training

Doug Hart

Business Manager

Durham College

Corporate Training Services

doug.hart@durhamcollege.ca



**ACCELERATE YOUR
WORKFORCE**



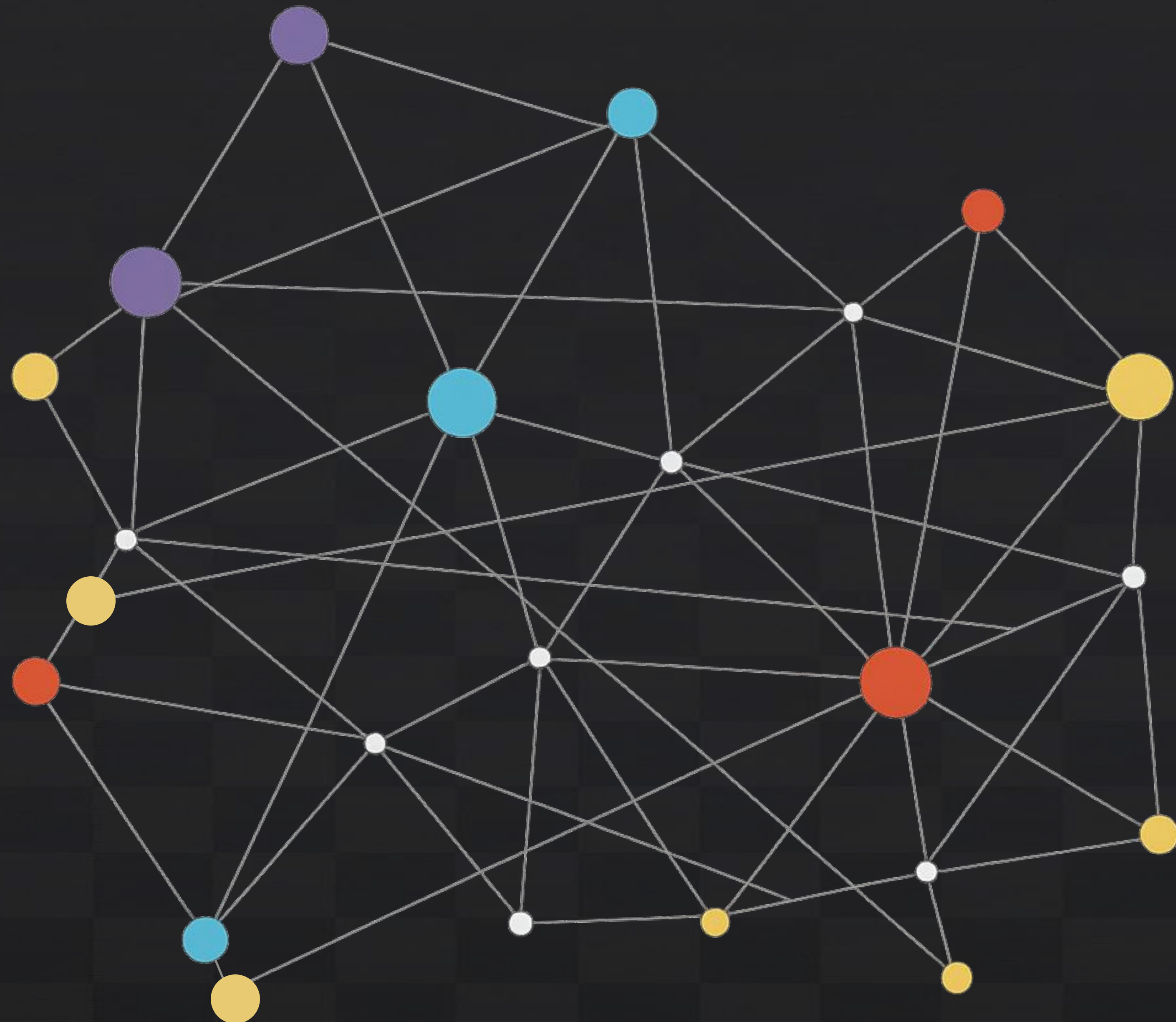


Agility Canada Mission:

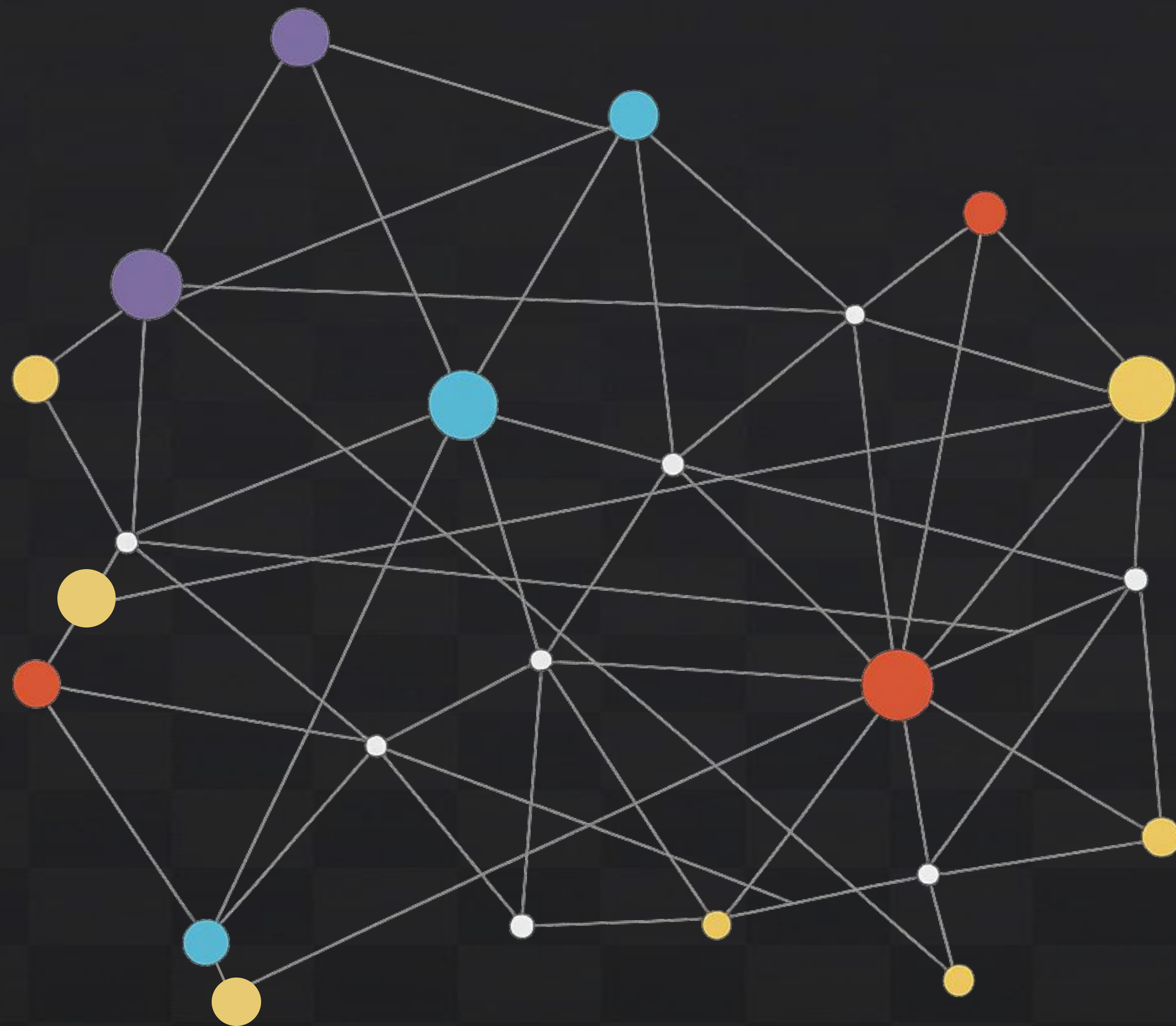
Offer Guidance On
Navigating
Today's Accelerated Systems

*Today 45 Minute Workshop of
Two Day Leadership Course*

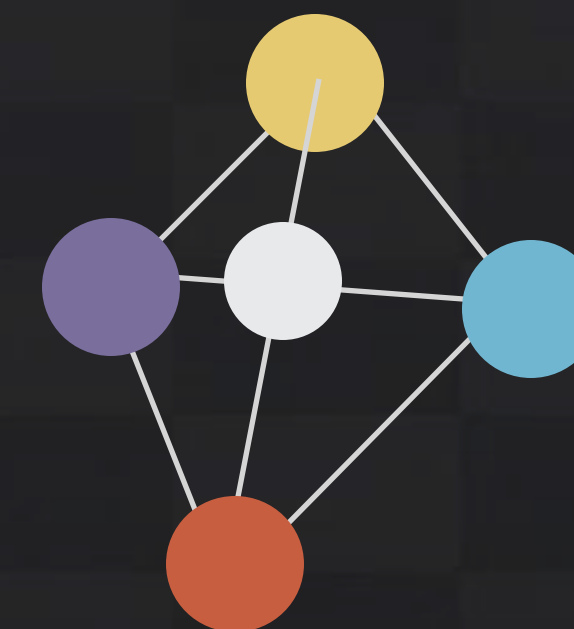
Defining Problem



Complexity
“One Can Affect
Many”



**More Nodes
“Multiplies”**





5.35 billion Connected People
66.2% of the global population

Amplifies Collaboration
Accelerates Advancements



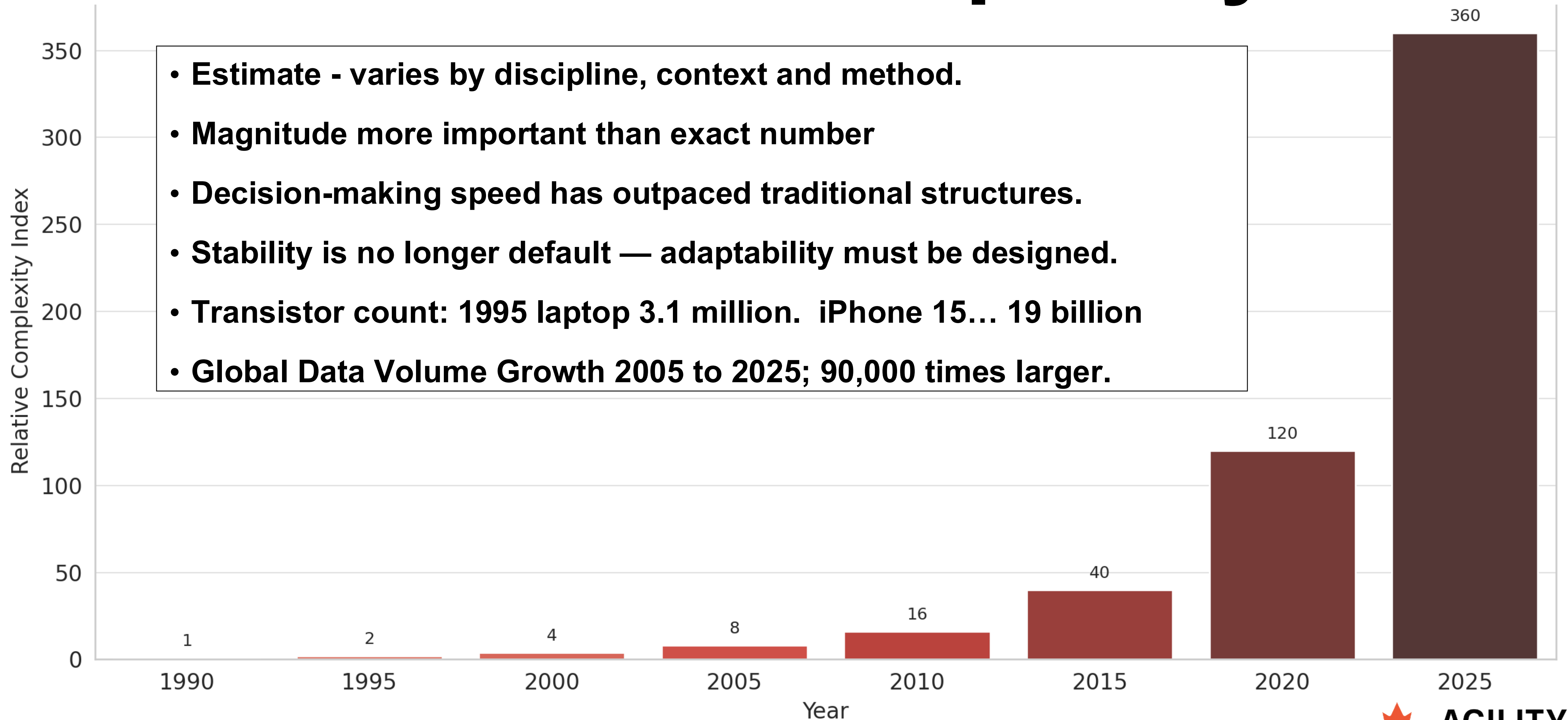
Fun Math

1. What Year did you enter the workforce?
2. Do math - how long is that?
3. Multiply by 1.5... then add 10%
4. Result?

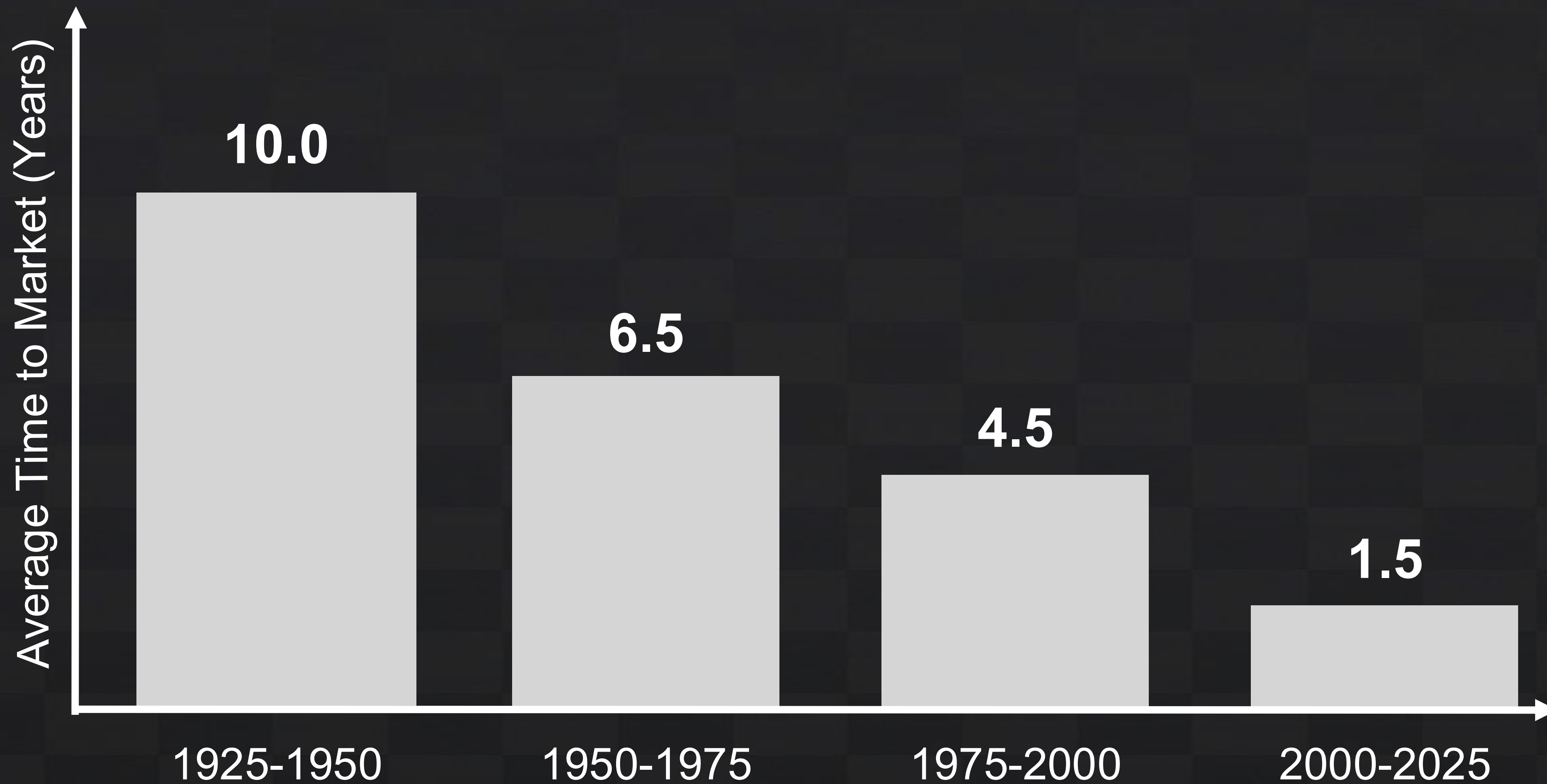
~ Global Complexity Increase Since You Entered The Workforce

(Difficult to measure - close enough)

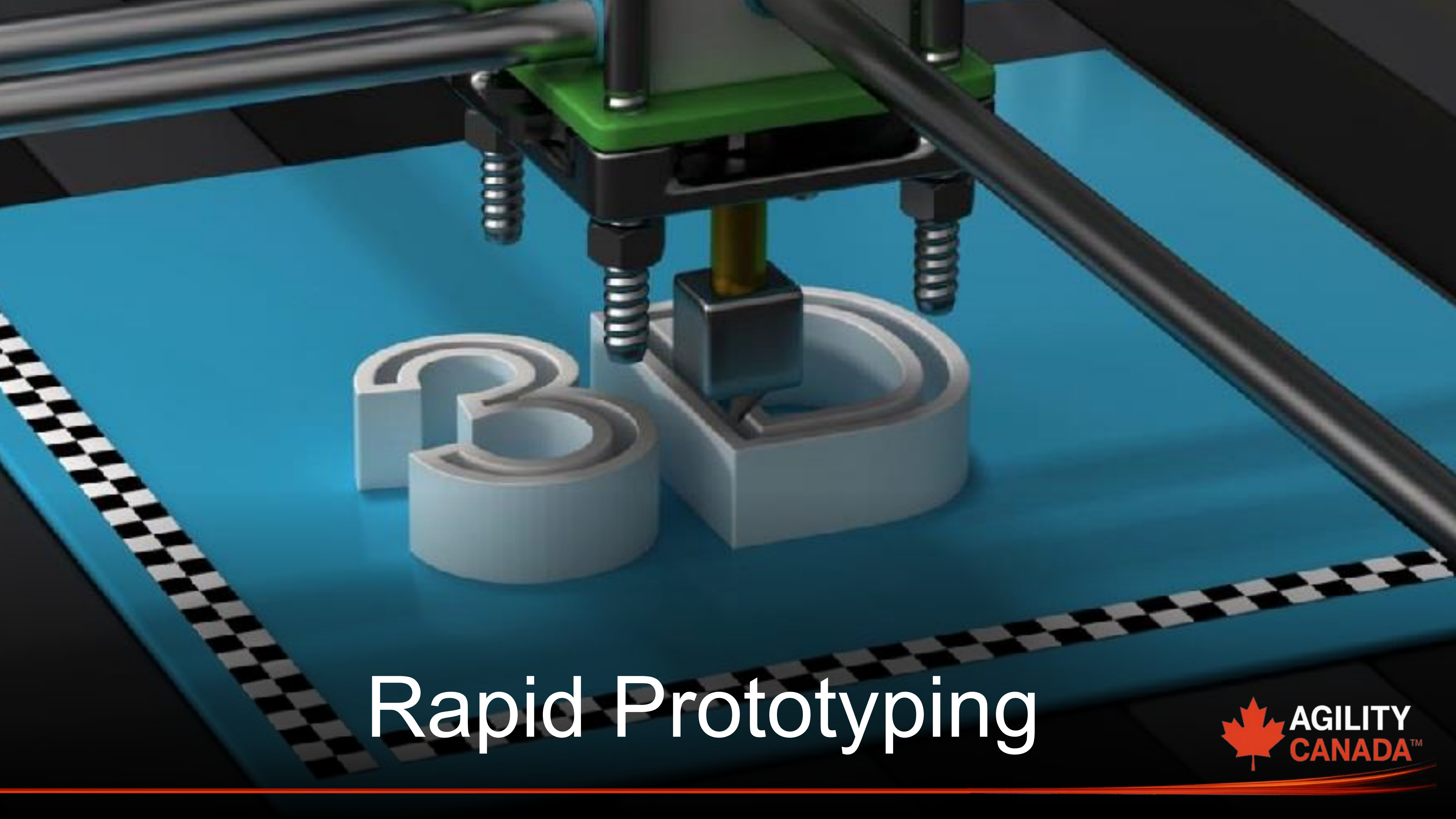
The Great Complexity



Average Time to Market Over the Last 100 years



Digital Twin Factory

A detailed 3D rendering of a rapid prototyping machine, likely a Selective Laser Melting (SLM) system. The machine's head, featuring a green base and black frame, is positioned above a blue build platform. A small, dark, rectangular part is being deposited onto a white, U-shaped mold. To the left, another white, U-shaped mold is visible. The build platform is marked with a black and white checkered pattern. The overall scene is brightly lit, highlighting the precision of the manufacturing process.

Rapid Prototyping

Artificial Intelligence

We're being outpaced by the systems we've built.



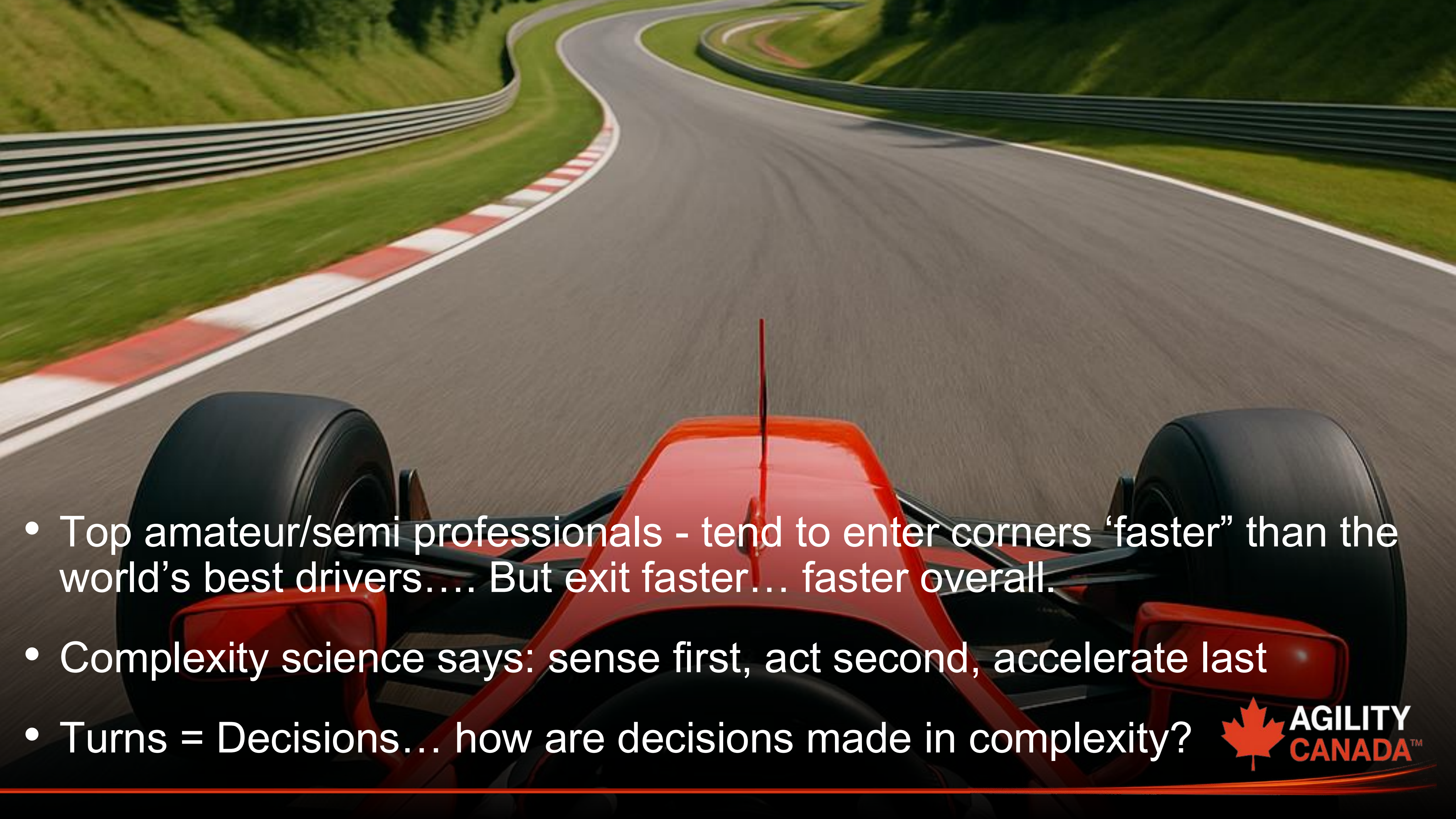
We're being outpaced by the systems we've built.

Human decision-maker:
Must navigate at system's speed

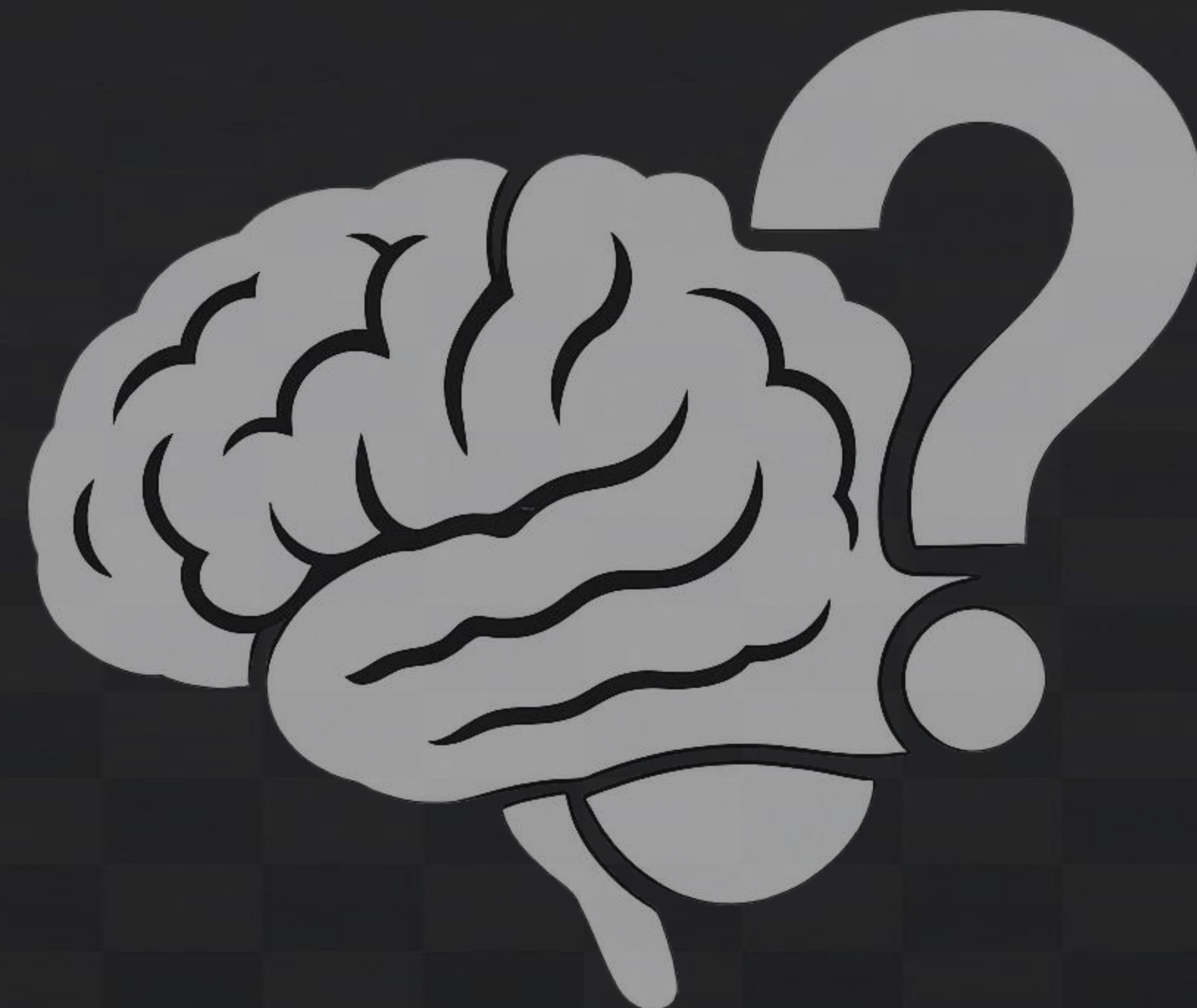
Technological speed: (computation,
automation, data velocity)

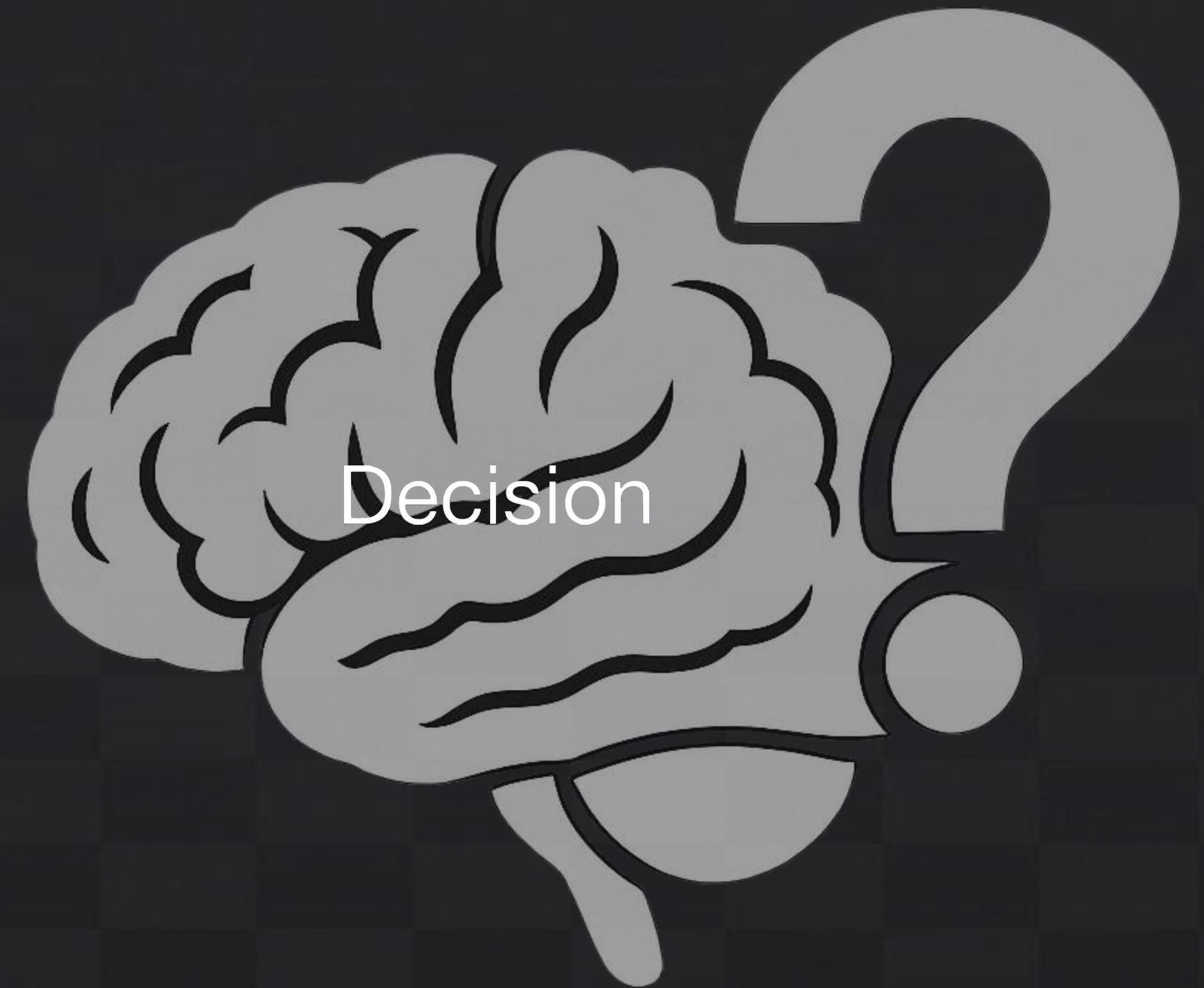
System Architecture:
(IT, Org structure, workflows)

Tools & Guidance



- Top amateur/semi professionals - tend to enter corners ‘faster’ than the world’s best drivers.... But exit faster... faster overall.
- Complexity science says: sense first, act second, accelerate last
- Turns = Decisions... how are decisions made in complexity?



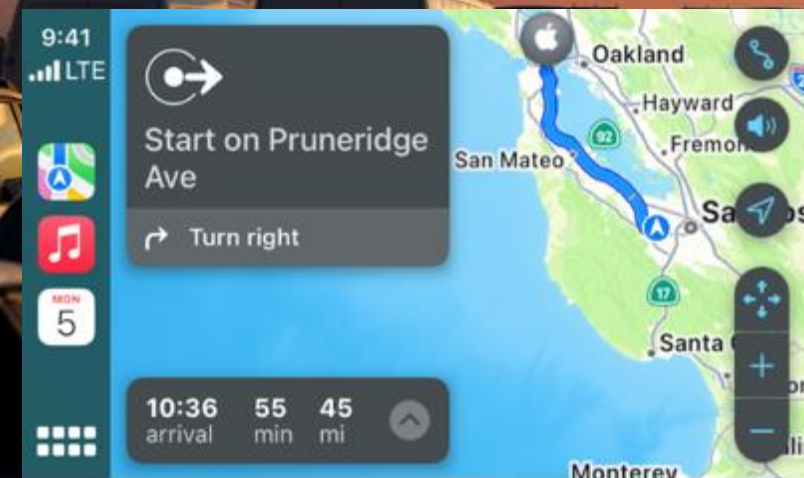


Decision

Decision Domains



Reduced Latency
Feedback



C>E
Retro

Complex

*Probe
Sense
Respond*

Emergent

Complicated

*Sense
Analyse
Respond*

Good Practice

Disorder

Chaotic

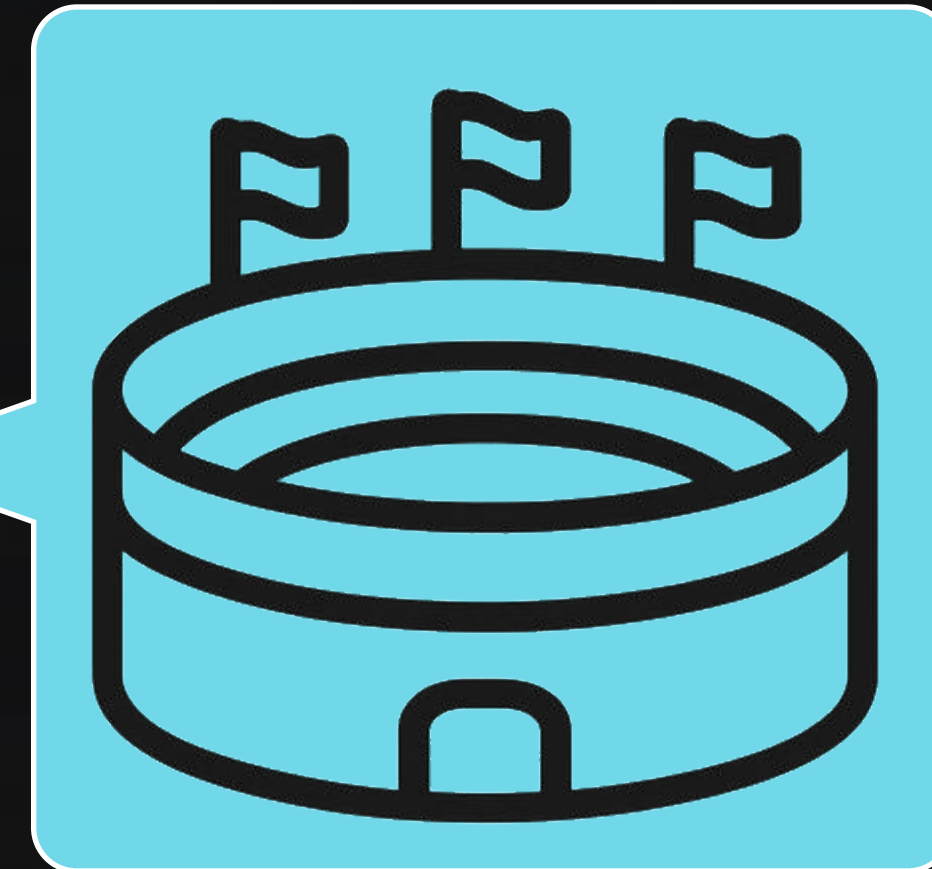
*Act
Sense
Respond*

Novel

Clear

*Sense
Categorize
Respond*

Best Practice



C>>>>E

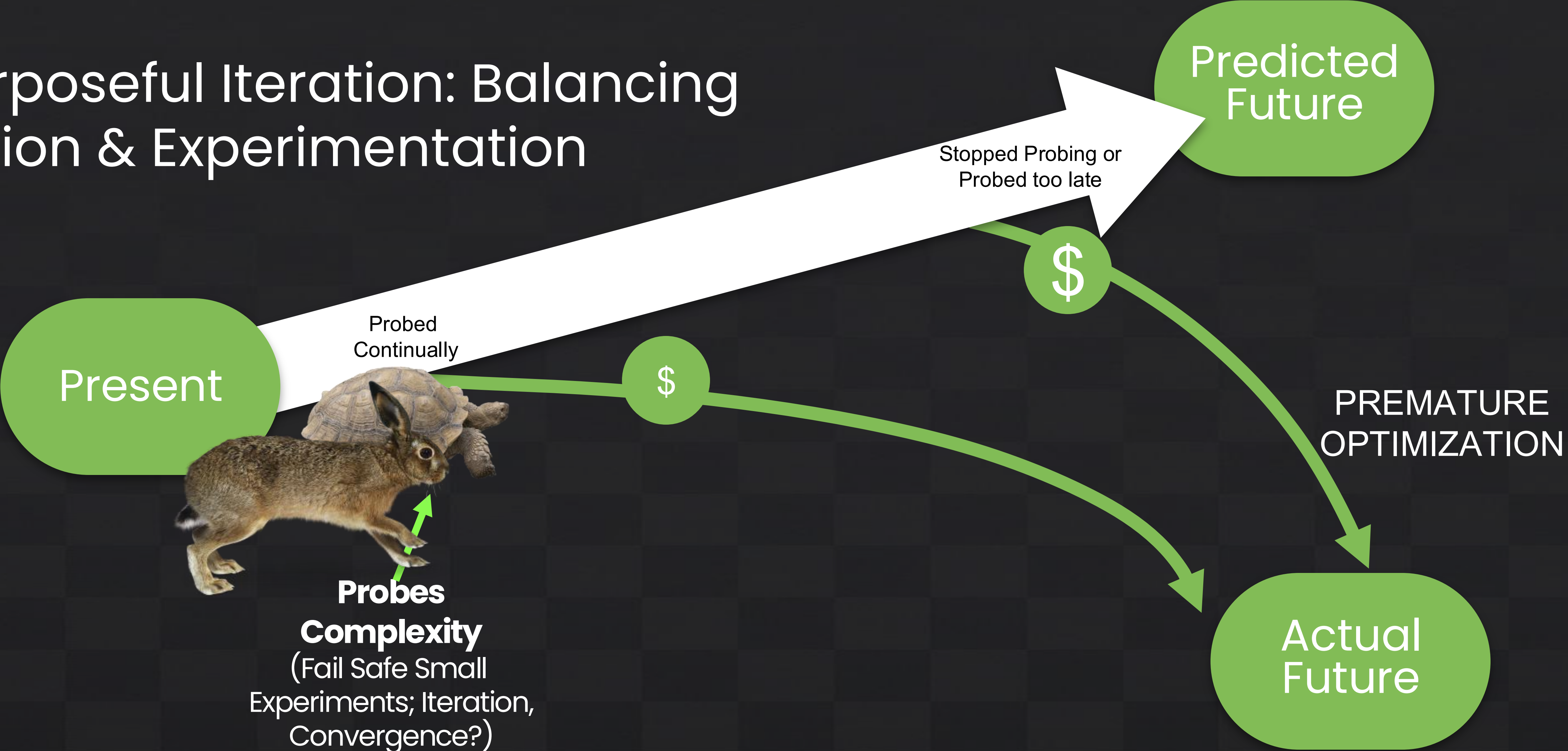


C>E?



C>E

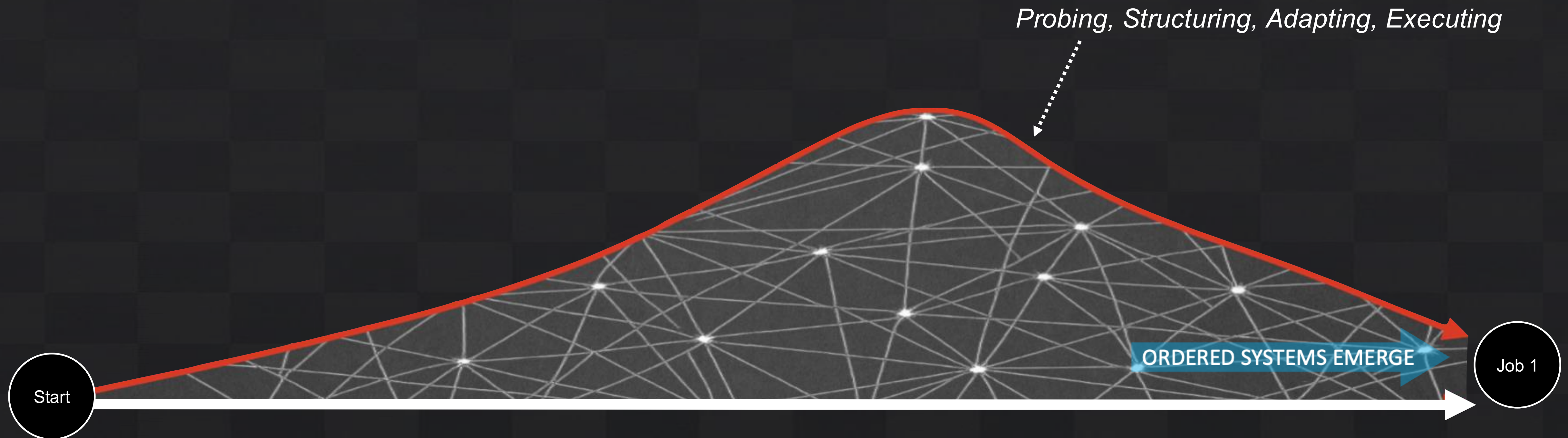
Purposeful Iteration: Balancing Vision & Experimentation



Strategic Emergence Curve

Emergent planning in uncertain environments.

Complexity is treated as **fertile ground**, not noise. Leaders are tasked with **holding the tension** long enough for useful novelty to emerge before stabilizing it through operational leadership.



Time - Today's world - rapid

Let Complexity Intensify → Enable Sensemaking → Tease Out Order knowing some complexity will always remain
Resist early closure; Embrace “messy middle” thinking. Reward tension that produces insight.

