

## **Agile Planning?**

Organizations have moved from **Management by Objective (1950s) to Strategic Planning**, yet with the current pace of innovations and disruptions in business, all planning seems redundant. However, effective use of resources available to any organization needs some attention to planning, no matter how fluid and short-term. Alessandro Di Fiore (HBR, September 13, 2017) says: “Universally valuable, but desperately unfashionable, planning waits like a spinster in a Jane Austen novel for someone to recognize her worth.”

His article quotes that “a 2016 HBR Analytics survey of 385 managers revealed that most executives were frustrated with planning because they believed that speed was important and that plans frequently changed anyway.” How does one balance the merits of a planned vision with the reality of organizational agility to cope with rapid change?

“But if **planning and agility are both necessary**, organizations have to make them work. They have to create a **Venn diagram with planning on one side, agility on the other, and a practical and workable sweet-spot in the middle**,” Di Fiore states and posits the notion of agile planning. He believes that agile planning should include: frameworks and tools able to deal with a future that will be different; the ability to cope with more frequent and dynamic changes; the need for quality time to be invested for a true strategic conversation rather than simply being a number game; and resources made available in a flexible way for emerging opportunities.

“**While hard data may inform the intellect, it is largely soft data that generates wisdom**. They may be difficult to ‘analyze’, but they are indispensable for synthesis — the key to strategy making,” says Henry Mintzberg. It is the responsibility of our SOB to grow business leaders that have the intellectual ability to analyze and interpret hard data, and the agility to integrate soft data to arrive at wise decisions.

Read more at [Planning does not have to be the enemy of agile](#).

Sincerely,  
Raj

## **Celebrations**

- Mr. Michael Schmidt & SOB Executive-in-Residence Art Samansky co-authored the article **Should that be in a personal online profile and can you use it?** The article was accepted for publication by the [North Coast Business Journal](#). In addition, the article was posted by the [NY Law Journal online](#), [Corporate Compliance Insights](#), and [Yahoo News](#). Read more at [North Coast Business Journal](#).



## Announcements

- The **Study Abroad Association** (SAA) is offering a **Faculty Grant Program**. SAA specializes in short term faculty-led study/travel abroad programs. Through this grant program, professors establish new travel-learning opportunities for their students. The **Program provides research and development funding** for college faculty interested in creating and incorporating study abroad programs into their teaching. Studying and traveling abroad offers exciting opportunities for students to experience new cultures while expanding knowledge in their field of study. SAA currently offers programs for 12 unique areas of study in 24 destinations across the globe and is ever growing to include new course subjects and destinations as professors build their own 100% customized programs. Read more at [SAA Grant](#).
- The **SUNY Innovative Instruction Technology** (IITG) is open. Grants IITG online application web link is now available at <http://commons.suny.edu/iitg/apply/> to accept project proposals for Round Eight (2019) of the IITG. A Q&A Webinar Session will be held on Tuesday, February 12 at Noon. **The application site will remain open until 11:59 pm on Sunday, March 3, 2019.**
- Please join the **Writing Across the Curriculum** (WAC) Program for a series of faculty workshops on, Tuesday, **February 12th (Responding to Student Writing Part I: Commenting and Conferencing)**; Tuesday, **March 12th (Responding to Student Writing Part II: Designing Activities, Low-Stakes Assignments, and Rubrics)**; and, Tuesday, **April 2nd (Encouraging Effective Peer Review)**. All workshops are during common hour in **NAB 3123**. Light refreshments will be served.
- We are pleased to bring to your attention the [Council on Foreign Relations International Affairs Fellowship in India](#), sponsored by **Bharti**. The **International Affairs Fellowship (IAF)** in India provides one to four mid-career U.S. professionals with a proven record of accomplishment in academia, business, government, and/or journalism to spend three to twelve months conducting research and working in India. Through this experience, fellows develop a new professional network in India and gain fresh insights and perspectives into the country and the challenges and opportunities that confront the region. **The program awards a stipend of \$90,000 for a period of twelve months** (or a prorated amount if the duration is shorter) as well as a modest travel allowance. **The application deadline is February 28, 2019.**
- Today the **student loan debt stands at an overwhelming \$1.5 Trillion!** The SOB is a proud sponsor of the **Financial Literacy at Old Westbury** (FLOW) program that addresses challenges in financial literacy education through multiple platforms from on-line tools to workshops and some limited class interaction. Topics previously discussed include: their financial responsibilities, making good financial decisions, the impact those decisions can make on their lives in the future, and understanding the different financial choices depending upon their own individual needs. For the calendar year 2018, the FLOW program has added 2,151 registrants with 8,291 courses completed. In April 2018 our inaugural financial literacy fair had over 550 students, faculty, staff and experts in banking, finances, and tax services participating. We hope to double that number this upcoming April! Watch for more information about the **April 2019 FLOW Fair**. Faculty and their students are invited to join us for some very valuable information.

Designed and edited by Raul Zevallos – Assistant to the Dean

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If you have any information for future newsletter please send it to [zevallosr@oldwestbury.edu](mailto:zevallosr@oldwestbury.edu)

