

## CPBS Executive Education

# Leading the Exponential Enterprise: Strategic AI, Digital Transformation, and Organisational Readiness

**Scientific Coordination:** Católica Porto Business School (CPBS)

**Industry Coordination:** Porto Tech Hub (PTH)

**Format:** In-Person (CPBS) with Hybrid Capabilities

**Duration:** 24 Contact Hours (3 Saturdays)

## 1. Executive Summary

This document proposes a specialised executive training program designed to bridge the gap between technological disruption and strategic leadership. Developed in partnership between Porto Tech Hub and Católica Porto Business School, the course addresses the need for executives to move beyond "digital literacy" toward "exponential leadership."

The curriculum utilises a unified operating system based on the Exponential Organisations (ExO) framework. It integrates Data and Artificial Intelligence (AI) as the core engine of the ExO model and uses the ExO Sprint methodology for implementation. The program differentiates itself through a "Living Case Study" methodology, ensuring that every theoretical concept is immediately applied to a real-world business challenge brought by the participant.

A distinctive feature of this program is the integration of sustainability as a strategic lens throughout the curriculum. The "Green AI Paradox" is addressed explicitly, equipping executives to navigate the tension between AI adoption and environmental responsibility—a critical capability amid intensifying ESG scrutiny.

## 2. Target Audience & Cohort Profile

To ensure high-level peer exchange, admission is selective. This program is designed for:

- C-Suite Executives seeking to align business strategy with AI capabilities.
- Founders & Entrepreneurs who need to build "Exponential" attributes from the ground up.
- Directors & Heads of Innovation responsible for digital transformation mandates within established firms.

**Prerequisites:** Participants should have a strategic, influential role or decision-making authority within their organisations. Technical coding skills are not required.

## 3. Pedagogical Framework & Methodology

### 3.1. The "Living Case Study" Philosophy

To maximise Return on Education (RoE) for senior leaders, this program rejects the passive "lecture-listen" model.

**Pre-Work Requirement (The ExQ Diagnostic):** Before Day 1, participants complete the Exponential Quotient (ExQ) survey (<https://exqsurvey.com/>). This diagnostic tool benchmarks their organisation's flexibility and scalability against Fortune 100 ExOs.

**Longitudinal Application:** Participants bring one strategic challenge to the course and apply the ExO framework to solve it through three stages:

- Day 1: Strategic Diagnosis (Core vs. Edge) with sustainability lens.
- Day 2: Technological Prototyping (Disrupt & Build) with Green AI integration.
- Day 3: Organisational Rollout (The ExO Sprint Plan).

### 3.2. Engagement Strategy

- Action Learning Workshops: Afternoons are dedicated exclusively to facilitated, hands-on application of frameworks (ExO Canvas, AI Readiness Matrix, Sprint Planning).
- Peer Consulting ("The Cohort System"): A structured peer-accountability mechanism where executives from different industries critique each other's roadmaps to break industry echo chambers.
- The "Monday Morning" Metric: A pedagogical constraint requiring every session to conclude with actionable steps implementable immediately upon return to the office.

## 4. Intended Learning Outcomes (ILOs)

Upon successful completion of this program, participants will be able to:

1. Diagnose their organisation's current agility using the Exponential Quotient (ExQ) and benchmark against industry leaders.
2. Architect an "AI Factory" strategy using the ExO Canvas (MTP + SCALE + IDEAS attributes) with explicit AI requirements per scaling attribute.
3. Differentiate between Horizon 1 (Core) and Horizon 3 (Edge) initiatives using the Ambidextrous Organisation model.
4. Prototype agentic AI solutions (Horizon 3) using low-code tools to simulate the "Disrupt" phase of a sprint.
5. Synthesise sustainability goals with AI strategy, navigating the "Green AI Paradox" using the Green AI Decision Tree framework.
6. Design a 10-Week ExO Sprint Plan to bypass the "Corporate Immune System" and launch exponential initiatives.

## 5. Program Curriculum

### 14 March 2026 | Day 1: Strategic Foundations — MTP, The Ecosystem & The Diagnosis

**Goal:** Shift the mindset from Scarcity to Abundance, diagnose the current organisation, and establish sustainability as a strategic lens.

Time	Session Type	Content & Activity	Faculty
09:00 – 10:30	Lecture	<p>The Shift to Abundance: MTP &amp; The ExO Framework</p> <ul style="list-style-type: none"> <li>• Introduction to the 6Ds of exponential growth.</li> <li>• Defining the Massive Transformative Purpose (MTP).</li> <li>• MTP + Abundance + Sustainability: What abundance are you creating, and what is its sustainability footprint?</li> <li>• Activity: Drafting the MTP for the Living Case.</li> </ul>	António Vasconcelos
10:30 – 11:00	Break	Networking Coffee	—
11:00 – 12:30	Lecture	<p>The Ambidextrous Organisation: Core vs. Edge</p> <ul style="list-style-type: none"> <li>• Three Horizons model (Horizon 1 vs. Horizon 3).</li> <li>• Introduction to the Corporate Immune System.</li> <li>• Case Studies discussion.</li> </ul>	João Vieira
12:30 – 14:00	Lunch	Thematic Lunch: "Scarcity vs. Abundance Mindsets"	Invited Speaker (TBA)
14:00 – 15:30	Workshop	<p>The Diagnostic: ExQ and The ExO Canvas (Part 1)</p> <ul style="list-style-type: none"> <li>• Input: Review ExQ results.</li> <li>• Deep dive into SCALE and IDEAS attributes.</li> <li>• Activity: Mapping the Current State on the ExO Canvas.</li> </ul>	António Vasconcelos
15:30 – 17:30	Workshop	<p>Designing the Future: The AI Factory &amp; Community</p> <ul style="list-style-type: none"> <li>• Moving beyond "AI" to include Community &amp; Staff on Demand.</li> <li>• The AI Layer Exercise: For each SCALE attribute, answer: "What data or decision-</li> </ul>	António Vasconcelos

	<p>making process must be automated for this to work at 10x scale?"</p> <ul style="list-style-type: none"> <li>• Activity: Mapping the Future State ExO Canvas (AI + Community + Sustainability checkpoint).</li> <li>• Deliverable: Future State ExO Canvas with explicit AI requirements per attribute.</li> </ul>	
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## 21 March 2026 | Day 2: The "Edge" — Innovation, Prototyping & The Green AI Challenge

**Goal:** Simulate the "Disrupt" phase of an ExO Sprint. Build Horizon 3 initiatives with AI as the core engine while navigating sustainability trade-offs.

Time	Session Type	Content & Activity	Faculty
09:00 – 10:30	Lecture	<p>Leveraging Algorithms &amp; Experimentation (Horizon 3)</p> <ul style="list-style-type: none"> <li>• AI as an ExO attribute: automation vs. autonomous agents.</li> <li>• Lean Startup methodology.</li> <li>• The AI Readiness Matrix: Participants map 5-6 processes onto a 2x2 framework (Strategic Impact × Implementation Difficulty).</li> <li>• Adding the Sustainability Dimension: For priority AI investments, assess resource consumption trade-offs.</li> </ul>	Ricardo Ribeiro
10:30 – 11:00	Break	Networking Coffee	—
11:00 – 12:30	Workshop	<p>Rapid Prototyping: The "Week 6" Simulation</p> <ul style="list-style-type: none"> <li>• Participants act as if in "Week 6" of an ExO Sprint.</li> <li>• Activity: Use No-Code/Low-Code AI tools to build a tangible MVP of the Edge initiative.</li> <li>• MVP Requirement: Each prototype must incorporate at least one AI-enabled element.</li> </ul>	Ricardo Ribeiro
12:30 – 14:00	Lunch	<p>The Green AI Paradox — A Case Discussion</p> <ul style="list-style-type: none"> <li>• Structured case study examining a company navigating the AI-sustainability tension.</li> <li>• Discussion: How does your Edge initiative score on Green AI criteria?</li> </ul>	Wayne Visser
14:00 – 17:30	Dynamics	<p>The Disruption Session (Simulation)</p> <ul style="list-style-type: none"> <li>• Pitching Edge initiatives to a panel of "Disruptors."</li> </ul>	Panel: João Pinto, João Vieira, Wayne Visser

	<ul style="list-style-type: none"> <li>• Panel acts as the Corporate Immune System (budget/compliance attacks).</li> <li>• Sustainability Challenge: Panellists challenge initiatives on ESG implications and Green AI trade-offs.</li> <li>• Goal: Validate disruption, identify resistance, and stress-test sustainability positioning.</li> </ul>	
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## 28 March 2026 | Day 3: Leadership — Bridging the Gap & The Sprint Plan

**Goal:** Design the implementation roadmap, manage the Corporate Immune System, and produce a Board-Ready ExO Sprint proposal.

Time	Session Type	Content & Activity	Faculty
09:00 – 10:30	Lecture	<p>Mastering the Corporate Immune System (CIS)</p> <ul style="list-style-type: none"> <li>• Why innovation fails: Analysing feedback from Day 2 Disruption Session.</li> <li>• Strategies: Stealth "Black Ops" vs. Open Transformation.</li> <li>• Protecting Edge initiatives.</li> </ul>	João Pinto
10:30 – 11:00	Break	Networking Coffee	—
11:00 – 12:30	Exec Talk	<p>Leading Through Three Horizons</p> <ul style="list-style-type: none"> <li>• Horizon 2 (The Bridge): Transitioning resources from Edge to Core.</li> <li>• The "Ambidextrous Leader": Managing efficiency and innovation simultaneously.</li> <li>• Integrating regenerative business principles into exponential leadership.</li> </ul>	Wayne Visser
12:30 – 14:00	Lunch	Closing Lunch & Certificate Distribution	João Pinto (Dean)
14:00 – 17:00	Capstone	<p>Designing the 10-Week ExO Sprint</p> <ul style="list-style-type: none"> <li>• Designing the actual 10-week Sprint roadmap.</li> <li>• Defining Core Stream vs. Edge Stream.</li> <li>• Integrating AI requirements and sustainability checkpoints into the Sprint.</li> <li>• Deliverable: A "Board-Ready" proposal (Scope, MTP, Team, AI Layer, Sustainability Implications).</li> </ul>	António Vasconcelos & Ricardo Ribeiro

## 6. Assessment & Certification

### 6.1. Evaluation Criteria

While this is a non-degree executive program, certification is contingent upon:

- Attendance: Minimum 85% attendance across all sessions.
- Capstone Completion: Successful submission of the "ExO Sprint Proposal" on Day 3, including AI requirements and sustainability implications.
- Participation: Active engagement in Peer Consulting ("Peer Cohort System") sessions.

### 6.2. Certification

Participants who meet the criteria will receive a Certificate in Leading the Exponential Enterprise, jointly issued by Católica Porto Business School and Porto Tech Hub.

## 7. Logistics, Resources & Inclusions

- Effective Hours: 24 Contact Hours (8 hours per session).
- Language: English or Portuguese (adapting dynamically to the audience/speaker profile). Materials provided in English.
- Class Size: Limited to 25 participants to ensure close and productive interaction.
- Hospitality: All meals included (Welcome coffee, mid-session breaks, and lunches).
- Venue: CPBS Executive Classrooms.
- Technology: Participants must bring laptops/tablets.

#### Included Materials:

- Pre-Course Reading: "The ExO Fundamentals".
- Diagnostic Tool: Exponential Quotient (ExQ) survey: <https://exqsurvey.com/>.
- Frameworks: AI Readiness Matrix, Green AI Decision Tree.

## 8. Investment & Enrollment

### 8.1. Program Fees

Investment covers tuition, materials, software licenses (during workshops), and full catering.

- General Admission: € [Amount] + VAT
- Porto Tech Hub Members: € [Amount] + VAT (Preferred Rate)
- Early Bird Rate: 10% discount for registrations completed by February 15th 2026.

### 8.2. Corporate Groups

- Teams of 3+: An Additional 10% discount is applied to the total invoice.

## 9. Admission Process

- Application: Candidates submit a brief bio/LinkedIn profile and a 1-paragraph statement on their current strategic challenge (The Living Case).
- Selection: Applications reviewed by Program Directors (CPBS & PTH) to ensure cohort quality.
- Registration: Selected candidates receive a formal invitation to register.

## 10. Faculty & Coordination Structure

- Academic Coordination: Católica Porto Business School
- Industry Coordination: Porto Tech Hub
- Course Directors: António Vasconcelos and Ricardo Ribeiro

### 10.1. Faculty Load Summary

Faculty	Day 1	Day 2	Day 3	Total	Hours
António Vasconcelos	3 sessions	—	Capstone (co-)	4	8h
Ricardo Ribeiro	—	2 sessions	Capstone (co-)	3	6h
Wayne Visser	—	1 session + panel	1 exec talk	2+P	6.5h
João Vieira	1 lecture	Panel	—	1+P	5h
João Pinto	—	Panel	1 lecture + Closing	1+P+C	6.5h

### 10.2. Hours Calculation Breakdown

Faculty	Sessions	Duration	Subtotal
<b>António Vasconcelos</b>			
	Day 1: MTP Lecture (09:00–10:30)	1.5h	
	Day 1: ExQ Canvas Workshop (14:00–15:30)	1.5h	
	Day 1: AI Factory Workshop (15:30–17:30)	2h	
	Day 3: Capstone (14:00–17:00)	3h	<b>8h</b>
<b>Ricardo Ribeiro</b>			
	Day 2: Algorithms Lecture (09:00–10:30)	1.5h	
	Day 2: Prototyping Workshop (11:00–12:30)	1.5h	
	Day 3: Capstone (14:00–17:00)	3h	<b>6h</b>
<b>Wayne Visser</b>			

	Day 2: Green AI Lunch (12:30–14:00)	1.5h	
	Day 2: Disruption Panel (14:00–17:30)	3.5h	
	Day 3: Exec Talk (11:00–12:30)	1.5h	<b>6.5h</b>
<b>João Vieira</b>			
	Day 1: Core vs. Edge Lecture (11:00–12:30)	1.5h	
	Day 2: Disruption Panel (14:00–17:30)	3.5h	<b>5h</b>
<b>João Pinto</b>			
	Day 2: Disruption Panel (14:00–17:30)	3.5h	
	Day 3: CIS Lecture (09:00–10:30)	1.5h	
	Day 3: Closing Lunch (12:30–14:00)	1.5h	<b>6.5h</b>

## 11. Faculty Profiles

### António Vasconcelos

Executive leader of Planetiers New Generation and co-leader of INSURE.Hub, where Católica Porto Business School is a partner. Chairman of The Natural Step International, a Swedish NGO pioneering sustainability in organisations worldwide. Former Vice-President at Oliver Wyman, with expertise in strategy, finance, and organisational transformation. Holds a Management degree (UCP - Lisbon) and an MBA (Nova SBE). He is also an Invited Professor for training programmes at Católica Porto Business School.

### João Pinto

Dean at Católica Porto Business School, he is also Professor of Finance at Católica Porto Business School, Member of the Executive Committee of Católica Porto and Co-leader of INSURE.Hub. He holds a PhD in Business Sciences, specialising in Finance, from the University of Porto. He was a visiting scholar at the Michael F. Price College of Business - The University of Oklahoma, in the area of financial innovation. He has a "Certificate of Management Excellence" from Harvard Business School and has also attended various executive training courses in the areas of leadership, innovation, strategy and sustainable finance (Harvard Business School, London School of Economics and London Financial Studies). He is a consultant for the European Investment Bank and the European Bank for Reconstruction and Development in the areas of financial innovation, investment project evaluation and sustainable finance.

### João Vieira

General Director of Technology at MDS and Managing Director of Solutions 360. Holds a Master's in Management (ISCTE) and has over 19 years of experience in the insurance sector, leading digital transformation projects in the insurance companies Zurich and Chubb. International experience in Latin America. Finalising IMD Digital Excellence Diploma. Invited Professor at the Postgraduate Programme in Sustainability and Regeneration at Católica Porto Business School and active member of INSURE.Hub.

### Ricardo Ribeiro

Executive with over 25 years of national and international experience, focused on the intersection between technology and business. Currently CEO of BrightFS and Industry Fellow at Católica Porto Business School. His career is distinguished by leadership in digital transformation and sustainability, notably as Chief Transformation Officer at Montepio Crédito (Banco Montepio group). In academia, he is a guest professor in the Executive MBA at Católica, teaching applied AI and business transformation. He holds an International MBA (Católica) and specialisations in Artificial Intelligence (UT Austin), FinTech (MIT), and Blockchain (Oxford). PhD candidate in Industrial Engineering and Management, researching the impact of digital platforms on sustainable innovation in healthcare.

### **Wayne Visser**

Professor of Practice in Regenerative Business, Innovation & Technology at Católica Porto Business School and Director of the Católica Centre for Thriving Futures. He holds the GALP Chair in this field and is a Fellow at the Cambridge Institute for Sustainability Leadership. He has worked in over 80 countries, published 44 books, and co-produced the award-winning documentary Closing the Loop.

## **12. Key Differentiators**

This program distinguishes itself in the executive education market through the following elements:

- Living Case Study Methodology — Participants apply every framework to a real strategic challenge they bring, ensuring immediate ROI.
- AI as Core Engine — Not just one attribute among many, but explicitly mapped as the operational requirement for each SCALE element through the AI Layer Exercise.
- Green AI Integration — Unique in the market: sustainability trade-offs built into every strategic decision.
- Disruption Simulation with ESG Stress-Test — Participants defend their initiatives against realistic board-level and sustainability challenges.
- Board-Ready Deliverable — Each participant leaves with a 10-Week ExO Sprint proposal ready for executive presentation, including AI requirements and sustainability implications.

## **13. Recommended Bibliography**

To maximise the impact of the sessions, the following readings are recommended as foundational knowledge:

- Ismail, S., Diamandis, P. H., & Malone, M. S. (2023). Exponential Organizations 2.0: The New Playbook for 10x Growth and Impact. Ethos Collective.
- Iansiti, M., & Lakhani, K. R. (2020). Competing in the Age of AI: Strategy and Leadership When Algorithms and Networks Run the World. Harvard Business Review Press.

### **13.1. Recommended Digital Resources**

- "11 Secrets You Need To Know For Exponential Growth" (Salim Ismail) — <https://blog.growthinstitute.com/exo/11-attributes>



- "ExO Attributes: the 11 key elements to build an Exponential Organization" (OpenExO) — <https://blog.openexo.com/exo-attributes-the-11-key-elements-to-build-an-exponential-organization>
- "Ambidextrous Organization: Examples, Definition, Levels & Benefits" (Digital Leadership) — <https://digitalleadership.com/blog/ambidextrous-organization/>
- "The Three Horizons Framework" (NPC / Bill Sharpe) — <https://www.thinknpc.org/resource-hub/systems-practice-toolkit/the-three-horizons-framework/>
- "Is Your Corporate Immune System Killing Innovation and Hindering Growth?" — <https://blog.growthinstitute.com/exo/corporate-immune-system>

## 14. Contact Information

### For Academic Inquiries:

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### For Admissions & Corporate Partnerships:

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