

Aligning Organizational Systems Towards Effective Strategy Execution



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- ❖ **DEFINE** appropriate strategic planning process for your company based on your business model and current level of skill
- ❖ **AVOID** strategic execution failures by defining your primary constraints proactively and including them in the strategic plan
- ❖ **REALIZE** how project portfolio management governs resource allocation and the ultimate success of executing strategy and achieving your goals
- ❖ **INCREASE** quality of execution by having a disciplined approach to change management
- ❖ **DISCOVER** missing mind-sets for effective organizational performance management and scorecards
- ❖ **LEVERAGE** strategy management process for innovation

- Thorough and customised programmes to address current market concerns
- Illustrations of real life case studies
- Comprehensive course documentation
- Strictly limited numbers



Workshop Overview

The global business landscape is littered with expensive, well-intended strategies that never achieved the estimated benefits planned in the beginning. Why? Often because leaders and managers fail to identify and invest in the full range of people resources and projects required to support those strategies and achieve strategic objectives. Even as strategists break their plans into doable chunks, they seldom work with functional managers effectively to plan the people resources for the projects to make their strategy work as well as the hidden projects to support the execution of a strategy. Many leaders also neglect to revise their company's strategic portfolio quickly to fit the demands of a dynamic environment. And, they lose touch with strategic initiatives long before all projects are completed and outcomes are realized in operations because they are not measuring strategy execution performance.

In this workshop, we will expose you to leading concepts, processes and tools by which you can articulate the organization's strategy and define a strategy execution process that fits your organization's current reality, capability level and culture. We will explore the planning disciplines required to define the total strategic portfolio into discrete programs and projects with measurable performance outcomes that will facilitate a clearer line of sight to people lower in the organizational hierarchy about what the strategy is and how value will be created. The means of measuring execution and goal/KPI cascading will be explored.

DAY 1 / 25th January 2015

SESSION 1: LEARN HOW TO DESIGN AND DEVELOP AN ORGANIZATIONAL OR BUSINESS UNIT STRATEGY

- Fundamental information and steps to design "the strategy" and how to determine the relevant critical success factors for that strategy
- Simulation exercise: Discover the best process to define business goals, objectives and strategies as a management team; realize the power of human interfaces in collaborative planning

Case Study Review: How the CEO of the Singapore National Library created strategic clarity to comprehensively transform the Singapore National Library System

SESSION 2: IDENTIFY A PRACTICAL PROCESS TO DETERMINE THE ORGANIZATION CAPABILITIES REQUIRED TO EXECUTING A STRATEGY

- Learn how to identify key organizational risks and constraints that are barriers to implementing your strategic plan
 - ❖ Review comprehensive global research on what is required to strategy execution to succeed
 - ❖ Describe management psychology of failure

Exercise: Using a given business strategy, we will determine the "executability" of the strategy by doing a Strategy Execution Capability Assessment

SESSION 3: MASTER CRITICAL FUNCTIONS OF A PROJECT PORTFOLIO MANAGEMENT OFFICE (ALSO CALLED STRATEGIC MANAGEMENT OFFICE)

- Review various project portfolio processes
- Discover how the processes actually provide value to executives and managers

Exercise: Group discussion on Asian cultural challenges around effective strategic project portfolio management and people resource planning

DAY 2 / 26th January 2015

SESSION 4: ILLUSTRATE AN APPROACH TO STRATEGIC CHANGE MANAGEMENT GUIDED BY PROJECT MANAGEMENT PRACTICES

- Show how strategic change proceeds through projects or programs
- Determine the type of planning required and key change leadership skills for sponsoring change

Exercise: Using a real-life situation, we will map out key deliverables for a change project and issues around implementing a change management platform

SESSION 5: KEY ISSUES IN DEVELOPING CORPORATE PERFORMANCE MANAGEMENT AND HOW DO YOU DEVELOP KPI'S/METRICS FROM GOALS, OBJECTIVES AND STRATEGIES

- We will determine the process to build performance outcomes and the critical link to measuring strategy execution progress

Exercise: Review and comment on how a hospitality company developed performance metrics as part of the strategic planning process

SESSION 6: DETERMINE THE LEADERSHIP/MANAGEMENT PROCESSES FOR ON-GOING STRATEGY MANAGEMENT AND INNOVATION

- We will assess the rules of engagement and leadership skills required to support quality of decision making in fast changing environments
- How do you convert a free market of ideas into a breakthrough improvement projects even after a strategy has been defined

Video Case: The secrets of how one of the most successful product innovation companies in the world executes its strategy will be revealed

WHO SHOULD ATTEND

CEOs, VPs, MDs, Division Heads, Senior Managers of:

- ✓ Corporate Planning
- ✓ Corporate Development
- ✓ Change Management
- ✓ Commercial
- ✓ Corporate Reporting
- ✓ Business Planning
- ✓ Organization Development
- ✓ Human Resources

WHY YOU CANNOT MISS THIS EVENT

In our fast changing global business environment characterized by volatility, uncertainty, complexity and ambiguity, the management discipline of strategy execution has become an imperative. In fact in 2014, Strategy Execution remains the top challenge for many CEOs globally. So the question becomes, does your organization have a clear, disciplined process for the execution of strategy? Several studies confirm that poor execution is the number-one reason businesses fail in today's marketplace, and much has been written describing the causes of this failure.

In this workshop, we will focus on the 'process of execution' - what makes good execution happen and how a strategic plan must be designed to be easier to execute. Our expert facilitator, William Malek, will guide us through a real world case study in which participants will not only learn the components of a comprehensive approach to strategy execution, but how to apply these components into a strategy execution process that fits your company's current reality and culture.

Once a strategy is designed, it must have the right people, doing the right work, at the right time and this requires re-allocating resources to the top priorities driving the strategy. We will explore the resource planning process required to define the total strategic portfolio into discrete programs and projects that will facilitate a better conversation with operational staff about what the strategy "is" and how value will be created by their work. This is perhaps the hardest thing for executives and managers to do while they continue to manage the ongoing dynamic daily business.

We will apply leading business practices to create a shared understanding of how to design a strategy that is executed by aligning goals and strategic metrics/KPIs based on your core value creating capabilities, aligning culture and structure to your primary business model, and aligning the right strategic portfolio with your current operational demands. We will also discuss key roles for the Strategy Execution Office including how to assess the execution risks of your current management systems and build an ongoing strategic management process to continuously improve your capability to adapt your strategy to get the right work done with the right outcomes.

In-House Training

Cost effective In-house courses, tailored specifically to your organisation's needs, can be arranged at your preferred location and time. If you would like to discuss further, please contact our In-house division at iht@unistrategic.com.

PRE-COURSE QUESTIONNAIRE

To ensure that you gain maximum value from this course, a detailed questionnaire will be forwarded to you upon registration to establish your exact training needs and issues of concern. Your completed questionnaire will be analysed by the course trainer prior to the event and addressed during the event. You will receive a comprehensive set of course documentation to enable you to digest the subject matter in your own time.

Program Schedule

(Day 1 - Day 2)

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|---------------|---------------------------------|
| 08:30 | Registration |
| 09:00 | Morning Session Begins |
| 10:40 - 11:00 | Refreshments & Networking Break |
| 12:45 | Luncheon |
| 14:00 | Afternoon Session begins |
| 15:30 - 15:50 | Refreshments & Networking Break |
| 17:00 | Course Ends |

About Your Course Facilitator

William Malek is the former program director for the Stanford Advanced Project Management program at Stanford University. William's passion in life has been the study of strategic planning and execution which he has practiced over three decades.

His mastery of effective strategic planning techniques, organizational development and strategic leadership required to accelerate enterprise performance along with his dynamic presence as a trainer and project facilitator have earned him an international reputation as a keynote speaker, workshop leader, strategic consultant and author.

As one of the top-ranked instructors, he has taught the award-winning Stanford University courses that he helped refine and develop including "Converting Strategy into Action," "Designing Organizations for Execution," "Mastering the Project Portfolio," and "Leadership for Strategic Execution." William has the ability to adapt to the cultural diversity required in today's global market as evidenced by his successful deliveries and speaking engagements in India, South Korea, Thailand, Australia, South America, China and Europe.

William has held executive positions, including CEO of IPS Learning, as well as facilitated Fortune 500 senior management teams in companies such as IBM, Qualcomm, Cisco, and McKesson. Some of his organizational learning and innovative thinking around the Strategic Execution Framework is discussed in the book he co-authored called *Executing Your Strategy: How to Break it Down & Get it Done* published by the Harvard Business School Press both in English and Thai.

He holds an MBA from Capella University and a BS in engineering from the University of California-Santa Barbara. A few of his certifications include Stanford Certified Project Manager (SCPM), Project Management Professional (PMP®) and New Product Development Professional (NPDP).

Clients of the William Malek include:

- | | |
|---------------------|------------------------------------|
| ✓ IBM | ✓ Barrick Gold |
| ✓ Dell | ✓ Georgia Power |
| ✓ Cisco | ✓ Kaiser Permanente |
| ✓ Qualcomm | ✓ Prudential |
| ✓ Wirpo | ✓ PacifiCorp |
| ✓ Hatch Engineering | ✓ Consolidated Natural Gas Company |

Testimonials from William's Client:

"William's input has been a significant factor in enabling us to go from a small but successful family business to one that now has the potential of being a large successful professional business. Such is the esteem that we have recently 'gifted' him a parcel of shares in the Company.

~ Chairman and Founder, www.Xtend-Life.com

"Without question William is one of the most effective facilitators of the strategic planning process that I have seen. He successfully led nearly 40 senior leaders through strategy design for one of our most complex, cross-functional initiatives to date. William knows strategic planning extremely well, is capable of leading diverse groups through the process, and has the talent of making it all fun."

~ Senior Manager, Cisco Systems

"Certain changes happen very slowly unless you introduce a catalyst to accelerate the reaction. William is a human catalyst who can effectively immerse himself in a challenging transformational project and provide an enormous amount of focus, structure, and insight into ensuring that objectives are met. His energy, enthusiasm and insights as a facilitator are infectious and result in a high level of team commitment and focus."

~ Chief Information Security Officer, Kaiser Permanente

"William Malek helped us develop a team-based production process that is aligned and linked with the PrintingForLess strategy and long-term goals. Without the process engineering and redesign that William facilitated for us, we would probably have stumbled, failed and gone out of business by now. Instead, we now have more customers than any commercial printer in the United States and we are well positioned to grow to 10 or even 100 times our current size. William has made an enormous difference."

~ CEO, PrintingForLess.com

"Of particular interest, not only did the work product meet an exceptional standard, but the role played by William in the process of developing the plan was also exceptional. William quickly gained the respect and enthusiastic support of key players both inside the Company as well as outside the Company. He did this by exhibiting good listening skills, high technical standards, exemplary work habits and ethics and exceptional organizational skills. The end product not only benefits those involved in the plan but reflects well on those who worked with him. As I identify additional project needs in the Company, I have every intention of considering him as a candidate to provide assistance to the project teams."

~ Manager, Power Marketing, Georgia Power

INDEMNITY: Should for any reason outside the control of UNI, the venue or speakers change, or the event be cancelled due to an act of terrorism, extreme weather conditions or industrial action, UNI shall endeavour to reschedule but the client hereby indemnifies and holds UNI harmless from and against any and all costs, damages and expenses, including attorney fees, which are incurred by the client. The construction, validity and performance of this Agreement shall be governed in all respects by the laws of Singapore to the exclusive jurisdiction of whose Courts the Parties hereby agree to submit.