



Delegates are requested to bring their laptops to support their preparation and delivery of the end of course presentation of their "Execution Roadmap".

16  
CPD Hours  
Claimable

**March 4 - 5, 2019** | Karachi Marriott Hotel

**March 7 - 8, 2019** | The Faletti's Hotel, Lahore

9 am to 5 pm

# EXECUTING STRATEGY FOR RESULTS

Excellence at Strategy in a Changing World



**Course Director**

**ALAN FELL**

Alan Fell is a highly experienced specialist in corporate performance management having spent more than 23 years in a wide range of performance management disciplines.

He has been a consultant and trainer on the Balanced Scorecard for the last 18 years. Alan is the founder and principal director of *Alan Fell Consultancy Ltd UK* - an independent specialist firm focused on the Balanced Scorecard and Strategy Execution

## Workshop Highlights

**Identify** the current challenges in implementing strategy by learning how to undertake relevant strategic analysis prior to establishing a future business strategy

**Understand** the importance of setting flexible and explicit objectives to provide clear direction for your organisation

**Develop** realistic and competitive strategies that will enable your organisation to achieve its chosen objectives

**Manage** the "softer" issues of communication, buy-in and willingness to change - factors that are crucial to successful strategy execution.

**Attend this comprehensive workshop to understand why culture and strategy should eat breakfast together.**

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## Course Overview: Develop a powerful approach to delivering results

**This programme addresses your most pressing strategic execution challenges. When you leave, you'll have a clear action plan to take back to your organization.**

Every organisation has some sort of plan for the future - the universally acknowledged challenge is to implement that plan. Most organisations fail to do so.

This intensive course addresses the challenges of how to successfully implement a strategic/business plan. There is no "one solution fits all" but this course provides a comprehensive approach to understanding and then successfully implementing the vital requirements of execution and to avoid the common challenges and barriers to success. This course is led by Alan Fell, a UK-based and respected international specialist in the subject, based upon more than 45 years of business experience. The course will include a range of case studies, including some based upon the wide experiences from Alan Fell's long career.

This unique training course considers the key issues that need to be managed to achieve successful strategy execution to be achieved. The course addresses the 3 main themes:

- 1) The capabilities, process, and tools for successful strategy execution
- 2) The supporting strategy execution processes - with special reference to the development and usage of strategic KPIs - what gets measured gets managed
- 3) The surrounding cultural environment and behaviors - with special reference to leadership, communication, change management, and a performance culture.

## Sessions Overview

The course has been designed with following three sessions:

### Day 1 - Morning Session

#### What is the strategy?

- Summary of strategic plan requirements: **you cannot execute a strategy if you don't have a clear/explicit strategy to execute...** Yet for too many organisations have a serious lack of strategic clarity. We consider the key components of a successful strategy management system.

### Day 1 - Afternoon Session

#### Effective monitoring of progress

- What gets measured gets managed... but simply having strategic KPIs and supporting data is NOT enough. The successful monitoring of progress, the need for corrective actions or refreshment of strategy in response to changing conditions will not happen by accident. There needs to be an effective monitoring process/ discipline. The management review process needs to be focused, disciplined and decisive.

### Day 2 - Full Day

#### Culture, Behaviors, Disciplines

- To quote Peter Drucker... "culture eats strategy for breakfast" and a lack of cultural alignment to strategy will prove fatal to good strategy execution. This full-day session examines the key elements of culture/discipline/ behaviour necessary for successful implementation of the organisation's strategic ambitions.

## In this Course, You will:

- 1) **Understand** the key components of a successful strategy management system, and the tools and techniques to support execution
- 2) **Develop** an Execution Roadmap to take back to your organization
- 3) **Learn** about the need for explicit, owned and measurable elements of a strategic plan to facilitate execution - it is difficult to implement an unclear/ambiguous and unmeasured plan
- 4) **Understand** the need to separate strategy management and project management - many organisations get these mixed up and lose focus
- 5) **Develop** a wider understanding of the need for strategic agility in a fast-changing and dynamic business world
- 6) **Address** the sensitive but crucial "cultural barriers" that so often form the principal barriers to success - recall Peter Drucker's pertinent warning that "culture eats strategy for breakfast"

## Who Should Attend

This course is designed for anyone who is responsible for preparing and implementing business plans and proposals. It is ideal for people who have to propose new business ideas to people in their companies - at any level such as planning, finance, accounts, development, operations, business development, strategic planning, business process re-engineering, and strategy.

This workshop is mainly for:

- Senior executives, including CEOs and board members
- Executive team members who manage a department (FD, CFO, VP, HR Director).
- Executives responsible for strategy execution
- Managers
- Business Unit Heads
- Managing projects that cut across different business units

## Benefits for Your Organization

The programme enhances your organisation's ability to react effectively to a changing environment, increases competitive advantage through efficient organisational response and improves the culture for strategic implementation.

## Benefits for You

As you will be taught by leading strategy expert, you will be given access to the latest thought leadership improves your ability to lead strategy implementation, so you take away a clear vision of how to achieve your strategy execution goals.

## 2-Day Course Outline

### Day 1 - Morning Session WHAT IS THE STRATEGY?

In this session we consider all the main components of a good strategic plan. Key steps that will be covered include:

- Terminology / jargon: what does "strategy" mean and what are the elements of strategy management, including a brief overview of strategy tools including the Balanced Scorecard.
- Strategic analysis - SWOT and related techniques
- Vision, Mission and Values - much more than ambiguous slogans
- Overall corporate Goals - the measurable destination
- Customer value proposition and the strategy canvas
- Selecting the chosen strategies - strategy is making choices
- Translating strategy (words) into KPIs - what gets measured gets managed
- Setting strategic targets for each strategic KPI, and aligning these to the overall Goals
- Aligning budgets and projects to strategy
- Cascading throughout the organisation: Making strategy everyone's job.

Delegates will document the key elements of their organisation's strategy (templates will be provided) within the time constraints of this session.

### DAY 1 - Afternoon Session EFFECTIVE MONITORING OF PROGRESS

- Who should see what - and what should they do with it..?  
- In an era of Big Data, there is a massive amount of information available - but what should management focus upon to help them to implement their chosen strategy?
- The role of the "Strategy Office" with special focus on the strategy monitoring process
- The importance of explicit ownership of strategic targets and supporting projects / initiatives
- The tools and processes of monitoring  
- Using the Balanced Scorecard  
- Alternate monitoring tools
- The dynamics of the regular management review process: frequently a weak-link in successful strategy execution  
- Setting and implementing the Rules of Engagement  
- Developing and implementing the regular review process and each level within the organisation

### DAY 2 - Full Day CULTURE, BEHAVIOUR, DISCIPLINES

Delegates will be expected to contribute to discussions. There will be team exercises during the day to help delegates translate concept into workable practices.

#### Leadership

- What is leadership and who should be involved in strategic leadership
- Case study examples - good and not-so-good...
- Leadership versus Management - we need both

#### Change Management

- How to focus management on the challenges and practical solutions
- What are the key elements of managing change
- Using the Kotter 8-step model to assess Change Management and to focus improvement actions.
- Other models of change management, apart from Kotter

#### Communication

- Why is communication so important?
- What should be communicated - and to whom: how do we achieve a balance between informing senior managers and junior staff.
- Making communication a regular process - not a one-off wonder
- Case studies of very different approaches to achieving successful and sustained strategy communication
- Who is responsible for strategy communication - it will not happen by accident

#### Team Culture

- Successful businesses run as teams and avoid the "silo mentality" - how do they do this: to include case study examples
- A review of the Beyond Budgeting management model - "achieving team-based competitive success"
- Practical steps to creating a team culture

#### Performance Culture

- Results - not excuses ....
- Is a performance culture desirable: we explore the pros and cons of the "carrot and stick" style of management
- How strong should be the performance culture - "results at all costs" can lead to serious problems
- Case study examples from different cultures and situations

#### Incentivising Strategy Execution

*(linked closely to Performance Culture)*

- The key success factors of any incentive scheme - and the common failure-points to avoid
- Why do so many so-called incentive schemes fail to incentivise the behaviours that management seeks
- Introducing an incentive system - all at once, or phased



### About Course Director

## ALAN FELL

Director

Alan Fell Consultancy Ltd, UK

Alan is a UK-based specialist in Strategy Management and the Balanced Scorecard - with more than 23 years hands-on experience in "scorecarding".

Formerly a Senior Executive with a major UK commercial bank, Alan is now a recognised subject matter expert in the Balanced Scorecard and the wider management challenges of Strategy Execution. He conducts training events across the world and is a repeat visitor to Pakistan.

Since 2010 Alan has been a Senior Associate of the Balanced Scorecard Institute - BSI ([www.balancedscorecard.org](http://www.balancedscorecard.org)) and leads many of their training and consulting programmes with a special focus on the Middle East. This programme is not a formal BSI event but benefits from Alan's overall 45+ years' experience in business management.

The majority of his work is now undertaken internationally, especially in the Middle East/Gulf region, but also in the Far East, South Africa, Europe as well as the UK. Alan is an expert trainer and course leader. Over the last five years he has led more than 100 conferences, seminars and workshops concentrating on performance management disciplines in a wide range of international locations.

Our special programme combines Alan's wide practical knowledge of the "BSC" with his banking background and its strong focus on Risk Management. In total, Alan has conducted well over 300 training programmes across the world. We are delighted to have Alan return to TerraBiz for this unique programme.

Alan's workshops in Pakistan have been attended by participants from Engro Polymer & Chemicals Ltd, Fatima Fertilizer (Fatima Group), Gul Ahmed Textile Mills, JS Private Equity, Ufone, Novatex Limited, Gatron Industries Ltd., Presson Descon Intl. Ltd. Gul Ahmed Textile Mills, 1 Link, Silk Bank, Engro Polymer & Chemicals Ltd., HBL, et al.

## Course Format

This course will be held in a highly interactive workshop format with case studies and real-world examples. Limited class size is strictly enforced to enhance individual learning experience and interaction with trainer and other participants.

## Pre-course Questionnaire

Alan Fell would like to customize the training based on your specific needs. A Pre-Course Questionnaire will be sent to you prior to the workshop to complete and for the trainer to analyse in advance and address during the course.

### Hear What Delegates Have Said About This Course In The Past

**A very informed trainer. Made my concept clear. Thanking him a lot.**

*Tamim Shabbir, FCA - CFO, Al Baraka Bank*

**A very experienced & Thorough gentleman.**

*M. Hammad Anwer - Head of HR, Pak Kuwait Investment Company*

**"Alan Fell is an amazing talent who has an ability to trigger the constructive thought process during the training. This unique method was quiet helpful in learning"**

*M. Wasif - Senior Manager, Gul Ahmed Textile Mills*

**"Lot of knowledge on the subject. Alan showed us different ways of looking at strategy. Very clear and concise."**

*Sarah Ashar Hussain - Officer, Engro Polymer & Chemicals Ltd.*

**Alan Fell is a great trainer who presented this subject in a very simple and easy to understand manner. Value addition from this course is immerse.**

*Salman Qutb - Group Head - HR/ Admin, MCB Islamic Bank*

## Registration Details

**Regular Tuition Fee: Rs. 95,000 per participant**

Includes courseware, certificate, lunch, refreshments and business networking.

**\*Group Discount: 10% Discount**

on 3 or more nominations from the same organization  
(For larger groups, please send us a note at [info@terraBizgroup.com](mailto:info@terraBizgroup.com))

**\*15% Discount** for members of  
ICAP, ICMAP, IIA and CFA Society of Pakistan

For registration(s), send us your  
**Name, Designation, Organization, Mobile, E-Mail and Postal Address**  
to [register@terraBizgroup.com](mailto:register@terraBizgroup.com)

For further information please contact **Marya Saeed**  
**Mobile: 0330 318 4168 / 0300 213 3849**  
**Phone: (021) 3483 3775**

**TerraBiz Cancellation Policy:** For cancellations made in the 7 working days to the workshop, no refunds will be given. Cancellations must be confirmed by email. Substitutions may be made at any time.

\*Discounts are mutually exclusive