

# STRATEGY MANAGEMENT IN UNCERTAIN TIMES



LIVE VIRTUAL  
TRAINING



مؤسسة الكويت للتقدم العلمي  
Kuwait Foundation for the Advancement of Sciences

RADIATING KNOWLEDGE

Organized by:



[leoron.com](http://leoron.com)

# Nigel PENNY



His early career included spells in line management roles with major UK and US multinationals in the oil and brewing industries.

Between 1996 and 2002, he worked closely with David Norton and Robert Kaplan, the co-founders of the Balanced Scorecard approach, and was Director of the London practice of Renaissance Solutions and Vice President of the Asia practice of Balanced Scorecard Collaborative.

Nigel was previously partner in charge of KPMG's performance management practice in Australia, and a member of their global team developing Balanced Scorecard methodologies.

Nigel has developed strategy and performance measurement approaches in food, manufacturing, financial services, utilities and retail industries amongst others. He has also worked extensively on public sector strategy issues and was one of a small advisory panel on organisational performance to the Permanent Secretary of the Ministry of Defence in Singapore.

Nigel has a degree in mechanical engineering from Imperial College, London. He is a frequent conference speaker, as well as a consultant.

**N**igel has over thirty years international experience in Europe, USA, Middle East and Asia implementing strategy and performance management solutions.

## LEORON'S CLIENTS



## ABOUT LEORON

Built upon the strong experience in the manufacturing sector, which the founders developed in Sweden during the 90's global expansion, LEORON evolved into a comprehensive training institute, offering training and development solutions in all strategic corporate functions, including corporate finance, HR, SCM, operations, and engineering. With strategic distribution of our offices in leading locations, such as Dubai, Riyadh, Jonkoping, Skopje, Accra, and Almaty, our team of experts delivers approximately 500 courses annually, and roughly 10000 professionals are equipped with appropriate education and the latest insights in a wide assortment of industries across the EMEA region. LEORON's mission is to help our worldwide clients boost their competitiveness by improving the competency levels of their employees, through top quality training and development solutions delivered by unrivaled global experts and facilitated by the best training managers in the industry. Whether our clients are facing difficulties re-organizing their brand, equipping their workforce with an extra set of skills or aiming to assess competencies within an existing structure, our development planning is a great solution.

Yours truly,  
Arben Jusufi, General Manager  
LEORON Professional Development Institute

## BENEFITS OF LIVE VIRTUAL TRAINING



**SIMPLE SET-UP** – easy registration through email



**INTERACTIVE** - Live video interaction among participants and instructors. In-built chat to exchange messages individually or with the group.



**ENGAGING** - Knowledge retention with in-session Activities



**LIVE BROADCASTING** - Students see PowerPoint slides in a split-screen to follow along with the instructor.



**COURSE CONTENT SHARING** - Learning materials and additional reading resources, case studies and exercises available for all participants as PDF.



**CONVENIENCE** - Attendees can join training sessions from their mobile or desktop device.



**TECH SUPPORT** – dedicated host to ensure that everything runs smoothly

## VENUE/DETAILS:

### Kuwait City



**LIVE VIRTUAL TRAINING**



**Email:** [training@kfas.org.kw](mailto:training@kfas.org.kw)

**Phone:** +965 99852169

**Venue:** Kuwait

**Program Dates:** June 07-08, 2020

**Timings:** 4hrs each day



## COURSE OVERVIEW


Strategy management is a critical process in all organizations. From establishing clarity on organizational purpose through to making informed choices on strategic options, through to aligning and managing strategy implementation, organizations are faced with a series of challenges that need effective decision making and process implementation.

In 'normal' times, effective strategy management is a challenge for many organizations as it involves managing many external uncontrollable. In our current environment of Covid 19, this issue only served to illustrate how fragile many are many business models.

This programme helps organizations look at their end to end process of strategy and create a strategy management framework for uncertain times. Starting with some strategy basics, the programme goes on to explore how organizations can develop strategy that is resilient to external shocks and can be adaptive both to threats and opportunities that will arise.

The course is delivered remotely as a series of modules. The course is best run as a 2-day programme. Each day will include approximately 5 hours of blended lecture material and delegate interactions.

## COURSE DETAILS

	Delivery type	Group live
	Prerequisites	None
	Level	Intermediate to Advanced



## WHO SHOULD ATTEND

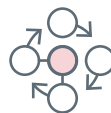
This course is designed for business managers who are involved in planning and decision making.



## LEARNING OUTCOMES

Upon successful completion of this program, attendees will have:

- Better understanding of the tools and processes involved In managing strategy
- Understanding of options for enhancing organizational value and competitive advantage through better strategy development
- A clear understanding of the critical steps in strategy planning and strategy implementation
- A model for strategy implementation including alignment of strategy with budgeting and human resource requirements
- An understanding of the role of risk management assessment in strategy
- A selection of tools to reduce and share strategic risk to cope with unforeseen external occurrences



## TRAINING METHODOLOGY

Instructor led online lectures, real life exercises, case study reviews, and remote interactions using an integrated learning approach.

## DAY 1

### Building Your Strategy Management Foundations

#### SESSION 1 – Strategy Fundamentals

In this session, delegates will understand exactly what strategy is. They will understand the differences between strategy planning and strategy implementation activities. They will learn the key principles of the balanced scorecard and its role in the wider execution of strategy.

- What is strategy?
- The 3 elements of planning; the 2 elements of implementation
- Vision mission and purpose
- Strategic uncertainty and the use of scenarios
- Why strategies fail?

#### SESSION 2 – Developing Your Strategy

In this session, delegates will understand the principles of strategy planning leading to the development of a strategy plan. They will understand how to identify pathways to organizational growth and will be introduced to the different approaches to growth

- Developing your BHAG
- The role of market analysis
- Techniques to understand market attractiveness
- Conducting an effective TWOS
- Evaluating between strategic scenarios
- Different pathways to business growth

#### SESSION 3 – Moving to Strategy Implementation

In this session, delegates will understand how to prepare the strategy implementation framework.

- Developing a robust business model
- Strategic themes
- Strategy mapping and communication
- The need for effective performance measurement
- Establishing effective performance reporting
- Double loop learning and the need for rapid response

#### SESSION 4 – Preparing Your Organization – Building a Strategy Focused Organization

In this session, delegates will understand the principles of the strategy focused organization and will learn what is necessary to build an organization that puts strategic achievement at the heart of its management systems. This involves integrating currently disjointed business processes to build strategy understanding and prepare for managing uncertainty

- The 5 principles of a strategy focused organization
- The need to executive change leadership
- Aligning the organization
- Making strategy everybody's jobs
- Recalibrating your strategy

## DAY 2

### Managing Through Uncertainty

#### SESSION 5 – Making Your Organization More Resilient

In this session, delegates will learn actions that can be taken to protect against external shocks such as Covid 19. They will understand how choices in growth pathways can impact organizational resilience by sharing risk. They will also examine approaches to identifying core and non-core processes and using this analysis to move to asset and people lite models

- Reducing risk through sharing risk
- Understanding your value chain
- Where do you deliver unique value?
- Identifying asset and people lite business model options

#### SESSION 6 – Leveraging New Market Pathways

- In this session, delegates will understand the potential of Blue Ocean thinking to uncover different market models that will further increase organizational resilience. They will explore how a planned approach to digital strategies can eliminate risk of physical market disruption

- What is Blue Ocean thinking
- Applying 6 pathways and ERRC to change your business model
- The implication of digital strategy
- Best practices of 'digital' companies
- How adversity can make your organization stronger

### SESSION 7 – Challenging Existing Internal Business Processes

- In this session, delegates will understand how current business processes in budgeting, HR planning and risk management may be inhibiting organization's responsiveness to deal with uncertainty. This session proposes alternate approaches to several of these processes to enhance flexibility
- Organizational constraints and rigidity
- Tackling the budget dilemma
- Beyond budgeting approaches

- Just in time workforce planning and the selective use of outsourcing
- Introducing effective risk management processes

### SESSION 8 – Managing Change and Uncertainty

In this session, delegates will learn that strategy is change. Market uncertainty just serves to enhance the change that may be required. Delegates will understand the natural stages of change and how to apply leading change management approaches to overcome uncertainty and organizational paralysis

- Kotter's change principles
- The stages of change
- Techniques to overcome resistance
- Managing strategic initiatives
- Developing a flexible workforce

## LIKE A COURSE WE OFFER?

### For Your Company: Why Choose our **LIVE VIRTUAL TRAINING** option as **IN-HOUSE**?

We have implemented our live distance learning to stretch your learning experience past the boundaries of time and location - **the presentation is interactive**, and the training goes in **"real time"** | Courses are **conducted live at a scheduled time throughout a week**, mimicking our public courses in content and quality | By logging to a virtual classroom, students participate in an interactive course, using our audio-visual e-learning platform. **Physical attendance is not required**; thus all study materials, exams, and technical support are available online | Our blended learning approach **combines virtual classroom methods with online activities** to form an integrated instructional approach.



OFF-THE-SHELF



CUSTOMIZED



BESPOKE

SEE WHY TEAMS OF ALL SIZES ENJOY OUR TRAINING SOLUTIONS.

The Next One Can Be Yours.



LOWER INVESTMENT



TIME-EFFECTIVE



FLEXIBILITY



ADAPTABLE

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