

Strategic Leadership



The program to make large mature organisations focussed, fast and flexible

And get every person focussed on what's important.

Features

- Left and right brain thinking
- Pre-workshop readings save precious time
- Fit to external & environmental trends
- Wide vision, narrow focus
- Being strongest at the decisive point
- Fit, trade-offs and differentiation, longer term, difficult to change decisions
- Clear client value proposition
- Alignment of delivery, culture and brand
- Three strategies on one page.
- Three days not 3 months.

Left & right brain thinking

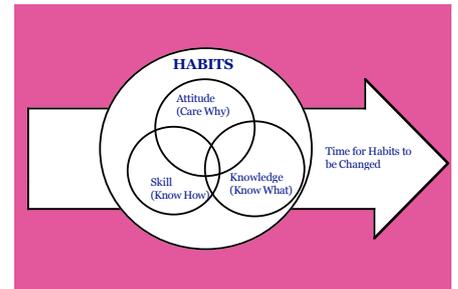
Most strategy processes are highly analytical, dry and frankly boring. This is fun. Strategy is not just an intellectual process, it is also emotional and even spiritual.

Start with the vision

Instead of starting with the present and analysing your way towards the vision, we start with the vision. It needs to be worth getting out of bed for. The big issue is getting people to see what could be. Once people have seen the vision, getting there is the easy part.

Appreciative Inquiry

It starts with the positive and builds on this, and ends up in a far stronger place.



3 strategies on 1 page

If you have thought strategically you should be able to write it on one page and there should be no more than 3 strategies.

Linked to Business Plan and Job Descriptions

Strategy is not complete until it is linked to every lower level Business Unit Plan and every Job Description. The aim is to get everyone focused on what's important.





Strategic Off-sites That Work

The top team's strategic off-site differs from all other meetings in its potential impact on the company. That's why it should be designed and managed differently. It is not just another meeting. It's special, or at least it should be.

The program uses little known secrets so large organisations can create fundamentally better Strategic Plans.

Why they are important

Strategic off-sites deal with information and issues that are often ambiguous or speculative, that makes many executives uncomfortable. They cost a heap. Just do the sums including flights, hotels, opportunity costs, and so on.



Two models of Strategy

There are two models of strategy:

LINEAR

Left Brain Thinking

Starts With the Present

Sequence =

where are we?
where do we want to go?
how can we get there?

Driven by analysts

Ideas must be imported

Extensive analysis determines strategies

NON LINEAR

Right Brain Thinking

Starts With the Vision

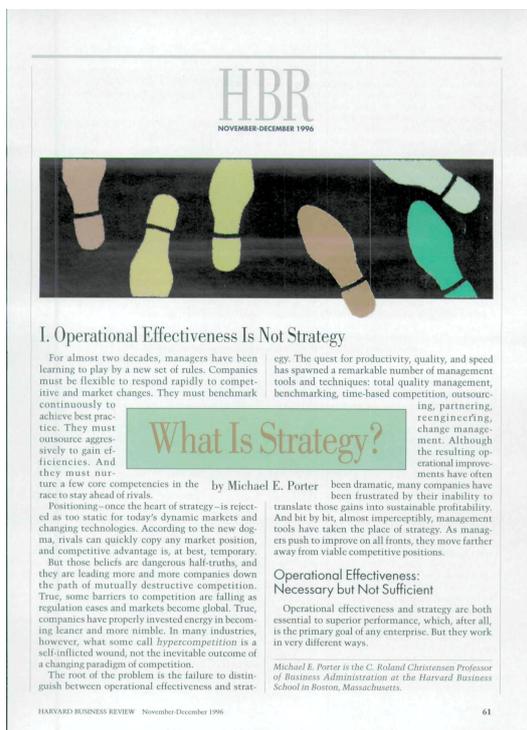
Sequence =

where do we want to go?
where are we?
how can we get there?

Driven by Line

Ideas exist within firm

Extensive analysis to test strategies



What is strategy?

Why this is important

There is so much nonsense written about strategy and so many definitions we often provide this classic HBR Article by Michael Porter so everyone understands the basics.

Content includes

- Operational effectiveness is not strategy
- We need to establish a difference we can preserve
- Strategy rests on unique activities
- Sustainable strategic positions require trade-offs

Major Environmental Trends to consider in Strategic Thinking



It's better to be at the front of the wave of change than pushing against it.

Bruce Holland

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Major External Trends

As the world champion ice hockey player said: The secret of ice hockey is not to skate to where the puck is, but where the puck will be. It's the same in business.

Content includes

Change in the economics of information

A new world view based on systems, chaos and complexity

Option and information overload

Network structures and Wikinomics

The rise of invisibles and intangibles

Speed is becoming more important

The wish to connect

The most important things don't change.

Competitive Advantage



To stand out you must be different and stand for something important to your customers.

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Competitive Advantage

To stand out in today's crowded market you must be different and stand for something that is important to your customers.

Why this is important

Often it is the tiniest difference that matters.

It's like a horse race. There may only be a nose in it but the winner gets nearly all the prize.

Strategic Purpose & Vision



" Throughout history the truly great societies and organisations have had firmly held visions of themselves which were largely responsible for their success. "

Bruce Holland

Page 1

Strategic Purpose and Vision

" Throughout history the truly great societies and organisations have had firmly held visions of themselves which were largely responsible for their success. "

It needs to be big and exciting enough to get people out of bed in the mornings.

Why this is important

If you're confused on the inside, you'll be confused on the outside. Customers will see you as wishy-washy .

The Power of the Customer Value Proposition



Pre-reading for Workshop

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The Power of the Customer Value Proposition

There are only three Value Propositions, to be successful you need to choose one, and only one, then align everything in the organisation to it.

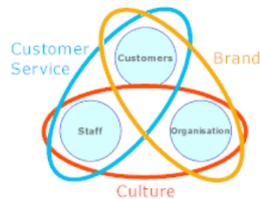
Content includes

Not choosing results in a hybrid model that:

- * Ends up in a muddle.
- * Confusion, tension, loss of energy
- No clear way to resolve conflicts or set priorities.

Thus, choosing a discipline is the choice of winners.

Alignment of Culture, Service & Brand to the Value Proposition



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Alignment of Culture, Service and Brand to the Value Proposition

Why this is important

There is strategic strength in an organisation that is focused on its Value Proposition and is totally aligned to that Value Proposition.

This is a strength that gives lasting competitive advantage in the market because it is almost impossible to imitate.

Strategy Execution Process



“ No strategy process is successful until the strategies have been successfully executed. And this is where 76% fail. ”

Bruce Holland

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Strategic Execution

Why this is important

Formulating strategy is difficult, executing it throughout the organisation is harder and sustaining the change is where the real skill comes in. Without effective execution, no business strategy can succeed. Unfortunately, most managers know far more about formulating strategy than executing it, and how to overcome the difficult political and organisational obstacles that stand in their way.

Public Sector Client Comments

Strategic Development Program

To keep 80 people motivated and task oriented, and to achieve as much as we did was an experience I was glad to be involved in ... **Session was amazing**. Bruce was an inspiration.... Dynamic positive person with great people skills. Trev Mason, Hui. Early Childhood Development Unit.

A big thank you for your **wisdom, effort, enthusiasm** and patience in my cause. I have enjoyed our programme to date and look forward to continuing next year. Brent Anderson, Corporate Services Manager, Department of Prime Minister and Cabinet.

Well prepared, organised and conducted ... Would highly recommend. One of the best workshops. **Ken Douglas**, Councillor Porirua City Council.

One of the best strategy workshops I've been involved in (with a very different group of participants). **Recommended**. Blair Mc Rae, CE, Positively Wellington Business.

Brilliant prework because it really got me thinking in a bigger, strategic way before we got into the detail. No hesitation in recommending Bruce. Emily Loughnan, Positively Wellington Business (CEO Click Suite, The Active Media Company).

Good techniques for bringing out big picture. **Use them!** Celia Wade-Brown, Councillor, Wellington City Council.

Interesting prework. Excellent knowledge of facilitation techniques and great implementation. I leave with a sense of achievement and good understanding of the ground we have covered and where we need to go in the future. One of the **best** sessions I've been to.! Graeme Goulden QA Manager TAB.

Very useful. Exceeded my expectations. Bruce facilitated well, he let the group maximise their contribution. A very effective approach, one of the best I've been to. Warwick Wright, General Manager TAB.

Enjoyed the workshop. Liked the flow. Involved **real thinking and feeling**. One of the best I've been to. Annette Raper, Manager Strategy and Relationships, Positively Wellington Business.

Excellent prework material. Very good facilitation. Comfortable but challenging process which delivered solid outcomes. Pat Waite, Chief Executive, Public Trustee.

Good preparation material, well linked into workshop. **Good facilitation** with diverse group. Kim Wicksteed, Positively Wellington Business (CEO Saatchi & Saatchi).

I would certainly **recommend** using Bruce. I thought your style was relaxed, non intrusive, constructive. It was non threatening and everyone had their say. Gary Lewis Assistant Government Auditor general NZ.

The humour amongst the serious business. An **excellent outcome** in the most positive and fun environment. Bryan Jackson, Chairman Hutt Valley Health.

You are an **excellent facilitator** and organiser, who's been able to present, and quickly guide us through current thinking on strategic planning and management, so that as a group we have been able to focus and agree on the future strategic direction of our programme. Derek Belton, Manager, ESR.

Be prepared to get involved in mind/body stretching activity...Real **mind blowing** thoughts have helped to jolt people out of their ruts... re-programming the brains will benefit...excellent standard of humour...Bruce is very effective in this role. Ross Jamieson, MAF.

Great **growth exercise** ...Go!! Thanks Bruce. Kim Kelly, Hutt Valley Health.

Of the best decision making / team building courses attended I am **most impressed** with this facilitator. Bill Wheeler, MAF.

An interesting, **provocative** approach to building both individuals and teams. A challenging and learning process as an individual learning about my team and how I could fit in. We should be a more effective and more productive team and many ways of increasing effectiveness were discussed...The best facilitation is one that is hardly noticed and Bruce did well to keep us on track. A good pace and mentally challenging. Warwick Bignell, Department of Labour.

Private Sector Client Comments

Strategic Development Program

The prework notes were **fantastic**. I was really inspired by the story on the Tipping Point. I would recommend using Virtual Group because of the independent view and constructive approach to facilitating workshops and **creating positive outcomes**. Mele Collins, Manager ANZ National Bank

Great presentations, well managed and good deliverables. **Enjoyed every minute. Highly recommended**. You clearly delivered on what you set out to do - loved it all! Luke Maxwell, Manager Transaction Services, ANZ National Bank.

Really relaxed and non threatening but **very valuable in terms of results**. I would recommend it to anyone. Dave Penrose, Manager ANZ National Bank.

The workshop was **excellent**. It brought out a high level of commitment from the team to the goals. This is what I was seeking. Bruce is an excellent facilitator - **one of the best** I have been involved with over many years. David Ley, Huhtamaki Flexible Packaging, Chief Executive Oceania.

Very good. Getting people out of their shells- to communicate. Very good discussions, especially at end - to conclude. **Highly recommended. Inspiring** (which was surprising). Miles Jeffrey, Snr Engineer, EXICOM.

Very good overall and since you managed **to get emotions out** of this lot you have done well. Bruce was very relaxed and fair. Paul Larkin, Snr Technician, EXICOM.

Very **insightful**. Has **broadened my thinking** about how I may make a difference. A good investment and well presented. Do all the pre - course work. Wayne Visser, Component Engineer, EXICOM

Very **good participation and outcome**, against a very tight deadline. A very open and useful planning process for anyone to undertake. Kyran Newell, CEO, SMC Building Society.

Very interesting. Everyone participated which was due to the facilitators input. Would **recommend**. Bryan Moar, Director, SMC Building Society.

Hard work. **Great facilitation**. Generated enthusiasm. **Very worthwhile** - happy to recommend. Richard Calvert - Chairman, SMC Building Society.

Has given me **great inspiration**. Don't just think about it. Make time - it is well worth it! Marilyn, Loans Officer, SMC Building Society.

It was a great **learning curve**. I will make sure it helps me in business and setting guidelines for Committee Meetings in the future. **Do it**, be open minded and enjoy it. One of the best training Courses I've been to! Excellent. Barry Clarke, MTA.

Very useful. Exceeded my expectations. Bruce facilitated well, he let the group maximise their contribution. A **very effective approach**, one of the best I've been to. Warwick Wright, General Manager TAB.

One of the **highlights of the last year** has been the Strategic Planning session you ran for the Northern Region. It was a **memorable learning session** for me and I felt compelled to write and say 'thank you'. I am **richer for the experience!**..... Thanks Bruce for your **wisdom**, your guidance and above all the challenge to think hard about the future. Mike Spraggon Regional Sales Manager BNZ.

Good preparation material, well linked into workshop .Good facilitation with diverse group. Kim Wicksteed, CEO Saatchi & Saatchi.

This will **truly inspire employees to feel pride** and to feel really valued with a great 'Team' spirit nationally. I love the concept and look forward to its coming into fruition. Shirley Goff, Norwich Life.

The level of **lateral thinking and honesty**. Richard Harvey, CEO Norwich Union Holdings.

Very well run and explained. Broken up with a bit of **humour** but retained focus and direction. A **fantastic way of bringing a group of people together** to form a team. Jono Bushell. Manager, Comm Arts.

Just a note to say how much I enjoyed the last two days. I have been to several planning "re-treats" over the years and I thought you outshone most in getting the participation of the whole group. **You earned your money** alright. Tom Young, General Manager- Energy, Electra Energy.

Bruce this type of session was a first for me so I found the experience **exhilarating**! Val Findlay , Blueprint Consultant BNZ.