



Centro de Administración Tecnológica e Innovación



Advanced Master Class in Strategic Planning

Achieving Renewal in a Turbulent World: Thinking more systematically about the future and planning to deal with possible changes.

This goes beyond traditional strategic planning; what we envision is the desire - and the will - to create an environment which encourages and enables a whole organisation to take charge of its destiny.

When & where?

Mexico City, NIKKO Hotel, April 20

Queretaro, Club de Industriales, April 22
(Simultaneous translation available in Qro)

ABOUT THE TRAINING:

- > This one day event is intended for experienced senior managers. It is an opportunity to integrate their understand of strategic planning into a single flow, drawing on a well-defined set of tools.
- > The master class is under the guidance of Oliver Sparrow
- > This will be a hands-on program, with many opportunities to put ideas into practice, and also to network with your peers from across Mexico.
- > Attendees are likely to be individuals with a decade or more of management experience.
- > This work shop draws heavily on the on the new book *Beyond Crisis: Achieving Renewal in a Turbulent World*. (John Wiley 2010)

YOUR TRAINER:

Dr. Oliver Sparrow

Author, Director Challenge Network
Ex. Shell International Chief Strategist

WHO WILL BENEFIT:

Every executive using strategy for competitive advantage, including CEO's, Presidents, Directors, Senior Vice Presidents, Government Leaders, Policy Experts, Consultants and Managers in charge of:

- > Corporate Strategy & Development
- > Sales and Marketing
- > Business Development
- > Knowledge Management
- > Information Technology
- > Innovation
- > Finance
- > Economic & Policy Development
- > Competitive Intelligence

Discounts available (early payment and group discounts)

AGENDA:

> What does it mean for an organisation to be "strategic"?

Introduction
Discussion: what does "strategic" mean to you?
The nature of renewal: on leading teams of experts towards clarity
The purposeful, self-renewing organisation

> The five essential components of renewal:

Insight: Understanding the operating environment
Generating insight: scenarios and other tools
People: Hedgehogs and Foxes

Break

Values: The underlying pattern of discretionary choices
Analysis of values:
Superficial and actual values; ethics and "bad behaviour"
Linkage to competitor dynamics, organisational options
The strength of values, their clarity and uniformity installing or clarifying values

Narrative: Intuitive, universal sense of direction and limits
Assessing the narrative, its uniformity and quality
Uniform ideas, different styles of communication
Testing that people have heard, will react, feel empowered
Options: issues of well-defined potential for the organisation
Assessment of constraints; realistic view on scope
Assessment of the past
Defining the criteria for future success

Machinery: procedures to tie together analysis and conversations
(Developed in detail after lunch)

> Discussion and questions

Lunch

> The hidden machinery of a self-renewing organisation

On renewal and commoditisation: the dual cone
Preferred options: generic directions that attract ideas

> The three ring circus: integrated strategic management

The inner ring:
The affect of business unit manager motivation
Classifying the industry and setting "right" targets
On soliciting, welcoming, capturing ideas

The middle ring:
Assessing the portfolio: aspiration and performance
Common problems around asset allocation
Required rates of return and other criteria
Handling innovation

Break

The outer ring:
Understanding the operating environment
Systems and scenario planning: understanding and anticipating
Competitive position analysis: the dimensions of competition
Managing convergence: brand, consumers, technology, law

> Managing for renewal

Where do new ideas come from?
Why innovation is problematic?
The many hurdles that a new idea faces
Why a purposeful, self-renewing organisation easily innovates?
Discussion: factors that stimulate innovation.

Close.



Cost:

Normal: \$13,000.00
Mexican Pesos

Early payment: (registration and payment before March 26th) \$11,000.00 Mexican Pesos

Group Discount: Pay 3 and the fourth enters for free.

Prices do not include VAT

YOUR TRAINER:

Dr. Oliver Sparrow

Author, Director Challenge Network
Ex. Shell International Chief Strategist

This day gives you the opportunity to work with the internationally known Dr. Oliver Sparrow. His career has included twenty years in the corporate planning department of Shell and five years with the international think tank, Chatman House. He is a consultant with an international portfolio of clients ranging from governments to major international companies, non governmental organisations and even political parties.

Oliver Sparrow was brought up in many countries. He trained as a scientist at Oxford before moving into the British Foreign Service.

He is author of many publications including five books. He is known for his groundbreaking presentations, which are given to audiences totaling well over ten thousand people in the course of a year. He has substantial broadcast experience.

Oliver spent the bulk of his career in Shell, chiefly in strategic planning, corporate renewal, public affairs and venture capital. After Shell, he spent five years as a Director at the Royal Institute for International Affairs, also known as Chatham House. Country assessments - their stability, their weaknesses and potential, negotiation around conflict - were and remain a central skill.

Oliver is a director, board advisor or non-executive director of a number of companies. He is also director of a charity called the Leadership Capacity Trust. He serves as a member of number of UK government projects. He was a commissioner on the World Commission on Globalization. He is fellow of SAMI Consulting, formerly the St Andrews Management Institute.

Then you will see renewal: establishing clarity, hunting out useful ideas and capabilities, creating options for the future and exploiting new abilities for the present.