

Strategy Execution Conference

Featuring
Strategy
Framework

3rd to 6th November 2014

Intercontinental Hotel
Muscat, Sultanate of Oman



Under the Patronage of our Guest of Honor

His Excellency Talal bin Suleiman Al Rahbi

The Deputy General Secretary of the Supreme Council for Planning

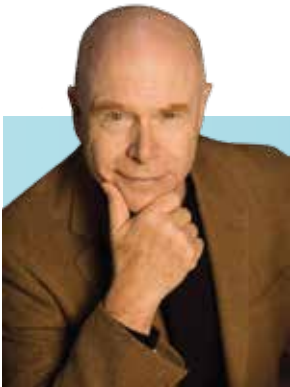
Building Leaders Capabilities

A unique event focusing on how to design, develop
and most importantly how to execute strategy.

One of the world's most influential thinkers on strategy execution and
a highly regarded keynote speaker.

3rd November 2014

Master Class with
Jeroen De Flander



The "Strategy's Strategist," according to McKinsey Quarterly.
Gained a worldwide reputation with his book, "Good Strategy/Bad Strategy".

Master Class with
Richard Rumelt

4th November 2014

local and regional renowned speakers



Rani Salman



Ghada Abdelhalim



Saif Al Nabhani



Jude Pereira



Ayman Meneassy



Ken Delve

Strategy Execution Conference

3 rd Nov 2014	4 th Nov 2014	5 th Nov 2014	6 th Nov 2014
Jeroen De Flander	Richard Rumelt Rani Salman Ghada Abdelhalim Saif Al Nabhani Jude Chagas Pereira Ayman Meneassy Ken Delve	Workshop 1 Strategy Mapping Workshop 2 Competency Development Framework	Workshop 1 Strategy Mapping Workshop 2 Competency Development Framework



Jeroen De Flander

3rd November 2014

Jeroen De Flander is one of the world's most influential thinkers on strategy execution and a highly regarded keynote speaker. He has shared the stage with prominent thinkers like Michael Porter, Costas Markides, Roger Martin, Robert Kaplan & David Norton and helped more than 23,500 managers in +35 countries master the necessary execution skills. His first book *Strategy Execution Heroes* reached the Amazon bestseller list in 5 countries and was nominated for Management Book of the Year 2012 in the Netherlands. His second book, *The Execution Shortcut*, reached the 3rd spot in its category on Amazon.

Jeroen is co-founder of the performance factory – a leading research, training, & advisory firm focused solely on helping individuals & organizations increase performance through best-in-class strategy execution.

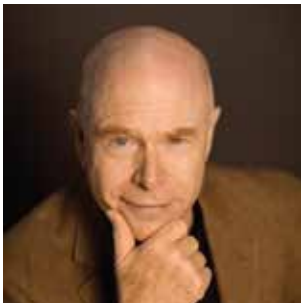
He has worked with several business schools including London Business School, IMD, Vlerick, Solvay, and TiasNimbas. For several years, he was the responsible manager worldwide of the Balanced Scorecard product line for Arthur D. Little, a leading strategy consulting firm.

He has advised +50 companies including Atos Worldline, AXA, Bridgestone, Brussels Airport, CEMEX, Credit Suisse, GDFSUEZ, Honda, ING, Johnson & Johnson, Komatsu, Nike and Sony on various strategy and strategy execution topics.

Monday, November 3rd 2014

Jeroen De Flander

- 7:30 ● Registration
- 8:30 ● Chairman's opening remarks
Rani Salman - [Tanfidh Training & Consulting](#)
- 8:35 ● **The End Of Strategy Tourism: A 2020 Perspective On Strategy And Strategy Execution**
In two morning sessions, Jeroen takes you on a journey. He shows the future of strategy and strategy execution, how your company could benefit from these insights and what you need to do today to beat your competitors.
- Five things every leader should know about strategy
- A 2020 outlook: a peek into the future of strategy and strategy execution
- 10:00 ● Tea / Coffee break
- 10:30 ● Find out just how the world's top companies are faring in executing their strategy with reference to the world's leading strategy execution benchmarking data covering over 20,000 managers, +1400 companies, 36 countries and 29 industry sectors.
- 12:00 ● Lunch and Prayer Break
- 13:30 ● **When strategy meets change management: 4 Hidden Paths To Strategy Execution Success**
In two afternoon sessions, leaders learn strategy execution secrets from the best-in-class. You will discover new insights and receive practical tips to boost strategy execution in your own company.
- Realize your strategy potential: how to change things when change is hard. Learn to navigate the human complexities on the execution road.
- Remove strategy graffiti: learn to communicate your strategy into the head, heart and hands of your people without losing the core message.
- 15:00 ● Tea / Coffee break
- 15:30 ● Re-measure: the value of KPIs is overrated - learn a different approach to measuring success
- Raise micro-commitment: learn about the small execution battles and how to win them. Develop the right performance and accountability culture to get things done.
- 17:00 ● Closing remarks by the Chairman.



Prof. Richard Rumelt

4th November 2014

Professor Richard Rumelt gained a worldwide reputation with his book, "Good Strategy/Bad Strategy," and has been called "Strategy's Strategist," by the McKinsey Quarterly. He has been elected to Thinkers 50, a group of the 50 most influential business thinkers in the world.

Richard Rumelt teaches that a good strategy is a mixture of policy & action designed to surmount a high-stakes challenge. It stands in stark contrast to bad strategy. When you learn to spot it, you will see bad strategy flourishing at all levels, from a local urgent care center to the White House. The hallmarks of bad strategy are a failure to define the challenge, mistaking visions and financial goals for strategies, using fluffy concepts and language to disguise the lack of actionable ideas, and generating long lists of so-called "priorities" rather than having a coherent way of exploiting a point of leverage.

A good strategy has a simple logical structure I call the Kernel. These three elements are (1) a clear-eyed diagnosis of the challenge being faced, (2) an overall guiding policy explaining how the challenge will be met, and (3) a set of coherent actions designed to focus energy and resources.

This way of thinking about strategy applies to organizations of all types: corporations, governments and government agencies, and non-profits. With respect to corporations, these ideas can help a company move away from seeing strategy as an extension of financial planning to a more powerful and realistic approach – strategy as problem solving. With respect to government & non-profit organizations, the ideas of focus and coherence can yield dramatic improvements in effectiveness.

In this Master Class, Professor Rumelt explains the concepts of good and bad strategy with numerous vivid examples. He then works on developing diagnostic skills by providing participants with a number of strategic situations and engaging the group in a discussion their diagnoses of the key challenge in each. Finally, he works on "Breaking the Bad Strategy Habit," using examples of strategy-making in a number of organizations to trigger group discussion of the weaknesses of these processes and the ways in which they could be improved.

Tuesday, November 4th 2014

Prof. Richard Rumelt

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|-------|---|
| 7:30 | ● Registration |
| 8:30 | ● Chairman's opening remarks
Rani Salman |
| 8:35 | ● Understanding Good and Bad Strategy
a good strategy is a mixture of policy and action designed to surmount a high-stakes challenge. It stands in stark contrast to bad strategy. When you learn to spot it, you will see bad strategy flourishing at all levels, from a local urgent care center to the White House |
| 9:30 | ● Doing Strategy Well / Making Strategy happen
A good strategy has a simple logical structure I call the Kernel. These three elements are (1) a clear-eyed diagnosis of the challenge being faced, (2) an overall guiding policy explaining how the challenge will be met, and (3) a set of coherent actions designed to focus energy and resources. |
| 10:30 | ● Tea/Coffee break |
| 11:00 | ● Deepening Your Skills: Diagnosis & Coherent Action
Focusing on the concepts of good and bad strategy with numerous vivid examples. He then works on developing diagnostic skills by providing participants with a number of strategic situations and engaging the group in a discussion their diagnoses of the key challenge in each. Finally, he works on "Breaking the Bad Strategy Habit," using examples of strategy-making in a number of organizations to trigger group discussion of the weaknesses of these processes and the ways in which they could be improved. |
| 12:30 | ● Lunch and Prayer Break
<i>Afternoon sessions with local and regional renowned speakers</i> |
| 13:30 | ● Leadership commitment and support for strategy execution
Rani Salman
<i>Principal: Tanfidh Training & Consulting</i> |
| 14:00 | ● Linking strategy to operations
Ghada Abdelhalim
<i>Associate: Tanfidh Training & Consulting</i> |
| 14:30 | ● Strategy in public sector
Saif Mohd Al Nabhani
<i>Director: Ministry of Health – Sultanate of Oman</i> |
| 15:00 | ● Tea / Coffee break |
| 15:30 | ● Performance Management Technology aligned with Balanced Scorecard systems
Jude Chagas Pereira
<i>Chief Executive Officer: lycon / QPR</i> |
| 16:00 | ● Competency Development Framework
Ayman Meneassy
<i>Vice President: United Eastern Group – Abu Dhabi – United Arab Emirates</i> |
| 16:30 | ● Mentoring and coaching for improved performance
Ken Delve
<i>Director: United Eastern Group – Kuwait</i> |
| 17:00 | ● Closing remarks by the Chairman. |

Strategy Execution Workshops

<p>5th Nov 2014</p> <p>Workshop 1</p> <p>Strategy Mapping</p>	<ul style="list-style-type: none"> 8:00 ● Introduction 8:30 ● Step 1 of the Execution Process – Strategy Translation 10:00 ● Refreshment Break 10:15 ● Defining Strategic Perspectives 11:00 ● Developing Strategic Themes 12:30 ● Lunch Break 13:30 ● Case Exercise – Developing Strategic Themes 14:45 ● Refreshment Break 15:00 ● Recap and Wrap Up of Course 16:00 ● Optional Networking Session
<p>5th Nov 2014</p> <p>Workshop 2</p> <p>Competency Development Framework</p>	<ul style="list-style-type: none"> 8:00 ● Introduction 8:30 ● Discuss competency theory and principles 10:00 ● Refreshment Break 10:15 ● Discuss and Define Competency – Performance relationship 11:00 ● State the roles and value of competency 12:30 ● Lunch Break 13:30 ● Define competencies – types, action verbs, levels, competency framework structures. 14:45 ● Refreshment Break 15:00 ● Roles and responsibilities in the development, implementation and sustainability phases. 16:00 ● Create a competency framework
<p>6th Nov 2014</p> <p>Workshop 1</p> <p>Strategy Mapping</p>	<ul style="list-style-type: none"> 8:00 ● Introduction 8:30 ● Defining Strategic Objectives 10:00 ● Refreshment Break 10:15 ● Creating Cause and Effect Linkages 11:00 ● Developing the Strategy Map 12:30 ● Lunch Break 13:30 ● Case Exercise – Strategy Map Development 14:45 ● Refreshment Break 15:00 ● Linkage to Balanced Scorecard/ Recap and Wrap Up of Course 16:00 ● Optional Networking Session
<p>6th Nov 2014</p> <p>Workshop 2</p> <p>Competency Development Framework</p>	<ul style="list-style-type: none"> 8:00 ● Introduction 8:30 ● Define the requirements for a competency management system 10:00 ● Refreshment Break 10:15 ● Determine the implementation strategy for a competency management system 11:00 ● Evaluate the strengths and weaknesses of competency management 12:30 ● Lunch Break 13:30 ● Identify change management issues and their likely impact 14:45 ● Refreshment Break 15:00 ● The role of communications and ‘quick wins’ 16:00 ● Benchmarking, standardization, accreditation – issues, options and solutions

Conference & Workshops Fees

Event Title	Super Early Bird Before 10th Oct	Early Bird Before 25th Oct	Normal After 25th Oct
2 Days Conference - 3rd & 4th November 2014	OMR 750	OMR 850	OMR 950
Workshop 1 - 5th & 6th November 2014	OMR 500	OMR 575	OMR 650
Workshop 2 - 5th & 6th November 2014	OMR 500	OMR 575	OMR 650
2 Days Conference with 1 Workshop	OMR 1125	OMR 1290	OMR 1440

To book for the Conference and/or the Workshos Contact us by:

saidalharthy@tanfidh.com - asilakhamayasi@tanfidh.com - sankari@tanfidh.com - Tel.: 24499049, 24619185