



*Derek Hendrikz Presents:*

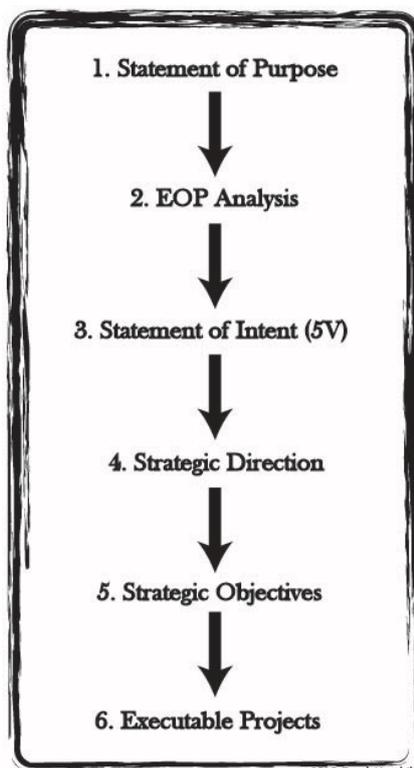
## **Strategy Development Masterclass**

*An advanced workshop in developing organisational strategy from an organatics perspective*

| <b>Date:</b>          | <b>Venue:</b>               | <b>Place:</b>                          |
|-----------------------|-----------------------------|--|
| 24 – 26 February 2020 | <a href="#">Holiday Inn</a> | Rivonia Drive, Sandton<br>South Africa |

### **About the Workshop:**

To succeed, any organisation must thrive in a fast changing and dynamic world. The effect of this is that strategy must be intelligent and dynamic. Also, it might be that much of what you know about strategy is obsolete. Research shows that old ways of creating corporate strategy will not sustain the growth and change that



many organisations need. Organatics gives a scientific way on how to develop

strategy. In so, it teaches how to craft a favourable future for any organisation. Our aim with this training is to give, explain, and show the best international practice in strategy development. It is therefore imperative that any person who works in this field must attend this workshop.

The International Orgtology Institute (IOI) endorses this workshop. Therefore, we base the workshop on the IOI Standards for “Develop a Strategy”. The aim of these standards is to devise a strategy in a systematic and scientific way so that it will enhance the structure, performance, risk, and culture within an organisation. The theories that we teach will give the best global practice on methods of strategy design. Our approach is practical and will help participants to grasp their organisations with a depth that is beyond former knowledge.

At Derek Hendrikz Consulting, we have vast experience in strategy development and implementation. We have completed a myriad of projects

for private and public institutions within 27 countries. It is this experience that makes us a wise choice in teaching how to develop a strategy. In this workshop, learners will learn how to keep their organisations relevant within a dynamic environment.



## Who should attend this training?

- Any person who works in the field of strategy development and implementation.
- Board and EXCO members.
- Senior management.
- Heads of strategy and their personnel.
- Organisational development practitioners and consultants.
- Industrial and process engineers.
- Industrial and organisational psychologists.
- Human resource managers and practitioners.
- Any person interested in strategy development and implementation.

## Programme:

| Time:       | Day 1:<br>Preparing for strategy         | Day 2:<br>Strategic Effectiveness                   | Day 3:<br>Implementation                 |
|-------------|--|---|--|
| 08:30-09:00 | <i>Workshop Registration &amp; Admin</i> |   |  |
| 09:00-10:30 | What is strategy?                        | Make the strategic choice.                          | Putting together the strategic document. |
| 10:30-11:00 | <i>Convenience Break</i>                 |   |  |
| 11:00-12:30 | Organisational definition and identity.  | Define vision and create strategic objectives.      | Measure and monitoring strategy.         |
| 12:30-13:30 | <i>Lunch</i>                             |   |  |
| 13:30-15:00 | Do an EOP Analysis.                      | Manage strategic risk.                              | Leadership in strategy implementation.   |
| 15:00-15:30 | <i>Convenience Break</i>                 |   |  |
| 15:30-17:00 | Assess operational efficiency.           | Do a work-breakdown for the strategic intervention. | Workshop closure and reflection.         |

## Day 1: Preparing for Strategy

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### **What is strategy?**

- The goal and purpose of strategy.
- The impact and velocity of change.
- The relevance of relevance.
- Grasp that leadership without strategy will lead to irrelevance.
- Create and sustain competitive advantage.
- The paradox of strategic thinking.

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### **Organisational definition and identity:**

- Separate purpose from intent.
- Defining purpose (mission).
- Defining intent (vision).
- The purpose and function of organisational values.
- Developing values.
- The structure of a business model.
- How to create a business model.
- Defining a business model for your organisation.

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### **Do an EOP Analysis:**

- Test and assess EOP, which refers to the risk Exposure, Opportunities, and Process.
- Risk as primary driver of strategy.
- Using the EOP analysis to define risk.
- Compare an EOP to the well-known SWOT analysis.
- Link EOP with PESTLE.
- Relate an EOP analysis to the creation of strategic projects.

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### **Assess operational efficiency:**

- Distinct operations from strategy.
- Linking the EOP analysis with operational efficiency.
- How to assess your core business process construct.
- How to assess operational systems.
- Know when to measure “ability” and when to measure “completion”.
- Extract operational targets from the process construct.

## Day 2: Strategic Effectiveness

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### ***Make the strategic choice:***

- What is a Relevant and Performing Organisation (RPO)? Grasping the difference between performance and relevance.
- Understanding the specifics of an RPO.
- What is a strategic appetite? Analyse the need to compete – linking risk with strategy.
- The three types of strategy: process efficiency; competitive; and disruptive. Is the cake yours, must you share it, or must you bake a new cake?
- How to determine strategic appetite. Develop a process / project ratio.
- How to base strategic position on EOP, sponsorship, and the competitive environment.
- Know how to make a strategic choice.

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### ***Define vision and create strategic objectives:***

- Translating desire to vision. Use the 5V model to create vision.
- Using vision as the primary driver of strategy.
- Separate ultimate intent from project intent and current intent.
- Know how to create a healthy strategic tension between current and desired realities.
- Developing strategic objectives.
- Turn strategic objectives into 5V Targets (strategic targets).
- The rules of strategic quantification.
- Quantify your 5V targets.

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### ***Manage strategic risk:***

- Assessing the strategic risk appetite.
- Know how to use critical success factors to grasp risk.
- Working with impact and probability.
- Working with mitigation and contingency.
- Defining the top ten strategic risks.
- Linking EOP to risk assessment.

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### ***Do a work-breakdown for the strategic intervention:***

- Turn strategic objectives into strategy programmes and projects.
- Know how to develop strategic programme and project briefs.

This is a practical session where we work with a case study on how to develop strategic programmes and projects. During this session, each team will receive feedback from their fellow learners. The outcome of this practical exercise is that participants will be able to practically apply this learning within their work environments. In so, they will get direct return on investment from this training.

## Day 3: Implementation

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### **Putting together the strategic document:**

- How to develop a strategic narrative for those that will read your document.
- The aim of a strategy, and why we must separate strategic initiative from operational targets.
- How to create a statement of organisational identity and definition.
- How to create a statement of operational efficiency.
- How to create a statement of strategic effectiveness.
- The annexures to a strategy document.
- How to present your strategy to the Board of Directors.

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### **Measure and monitoring strategy:**

- How to use TCP (time, cost, and priority) efficiency to assess strategy.
- How to create a scorecard that will aid the evaluation and monitoring of strategy.
- The difference in assessing strategy and operations.
- Separation of powers when one evaluates strategy.
- Guidelines on how often to assess strategy.
- How to monitor and evaluate strategic targets.

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### **Leadership in strategy implementation:**

- Leading the strategy development and implementation process.
- The role of a board of directors.
- The role of an executive team.
- The role of senior managers.
- Know where to find the problem.
- Methods of testing strategic success.

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### **After this training, participants will be able to...**

*We base our workshop outcomes on the quality standards as issued by the International Orgtology Institute (IOI).*

1. Define the purpose of an organisation (IOI Standard 1).
2. Develop a business model for an organisation (IOI Standard 2).
3. Understand the EOP of an organisation (IOI Standard 4).
4. Extract operational systems, core targets, and top ten risks from a process construct (IOI Standard 5).
5. Assess the strategic position of an organisation (IOI Standard 6).
6. Develop strategic intent through the 5V Model (IOI Standard 8).
7. Define strategic objectives (IOI Standard 9).

8. Create 5V targets (IOI Standard 10).
9. Do a work breakdown for the programmes and projects that will achieve 5V targets (IOI Standard 11).
10. Develop a strategy document (IOI Standard 12).
11. Monitor the execution of strategy (IOI Standard 13).

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### **Training Method:**

At Derek Hendrikz Consulting, we strive to be beyond comparison. We pride ourselves with highly satisfied customers worldwide. Our method is based on interactive learning, i.e. learners will learn by doing. We encourage learners to use workplace examples so that we can merge our presentations with practical and experiential sessions. In this, we ensure that we anchor learning within the workplace. Through our training programmes we strive to effect actual change back at the workplace. We aim to do so through effective and practical outcomes-based training.

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### **Accreditation:**

The International Orgtology Institute accredits this strategy development workshop with certification number OCN 2. You can verify our accreditation at the IOI website [www.orgtology.org](http://www.orgtology.org) - click on the “Services” tab under the “Commercial” menu.

Through this accreditation the IOI certifies that Derek Hendrikz Consulting has aligned their workshop to the IOI Standards for “Develop a Strategy”. You can view these standards on the orgtology website.

The IOI allotted 15 credits for this training. Learners can use these credits for accreditation with the IOI.



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## About Your Presenter...

[Derek Hendrikz](#) is a Practicing Orgtologist. As trainer; speaker; and consultant he has international experience in the field of orgamatics. During the past twenty years, more than 70 000 participants have attended his workshops and seminars. He has also worked with more than 200 organisations, in 27 countries. In the field of strategy development, organisational design, and process engineering he has successfully completed more than 50 international projects. Derek specialises in the training of executive teams, and mostly trains Board Members and EXCO teams in a variety of orgtology applications.



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## Cost:

The total workshop cost is **R9 000 (ZAR)** (Excluding VAT for South African Customers) per person – equivalent to \$620 (USD). The cost includes the following...

- The training and all training materials;
- The training venue; and
- Lunch with morning and afternoon refreshments

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## The Venue...

- We are running the workshop at the Holiday Inn, Rivonia Drive, Sandton, South Africa.
- Please note that accommodation is not included, this must be arranged and paid separately by the attending participant.

## Enquiries & Bookings

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| <ul style="list-style-type: none"> <li>• R9 000 (ZAR) Excluding VAT for SA-based companies.</li> <li>• We will issue an invoice on receipt of this booking form.</li> <li>• We need full payment, or a legitimate order form prior to commencement of the workshop to secure your booking.</li> </ul> |  |
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| Special Notes of Requests   |  |
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