



SHAPING THE FUTURE

BOARD MEMBERS' ROLE IN STRATEGIC PLANNING

A PRESENTATION AT THE ICPAK ANNUAL GOVERNANCE & ETHICS CONFERENCE

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Life Long Thinking



Course Outline

- Introduction- Deep Reflection
- The Strategy Cycle
- What Boards Haven't Done in Strategy Development
- Organization of the Future
- Aggressing Corporate Decay
- Anticipating The future
- Discussion

Destiny

- Destiny is when you find something you were never looking for then you realize you don't need anything else.



Introduction– Deep Reflection

- Why Do some organizations thrive while other nose dive?
- What is strategy?
- Do You have a competitive advantage at a point OR
- An Evolutionary advantage over time?



The Strategy Cycle

- Setting/Development
- Alignment
- Execution
- Monitoring/Feedback/learning



Hot Buttons

People	Quality of Internal Service/Culture/Succession Planning/Governance/Leadership/Infrastructure
Processes	Customer Driven/Efficiency/Timeliness/Error Free/New Break Through/Innovation/Regulations
Customer	Price; Brand; Service; Availability
Financial Growth	Revenue; Cost; Profit

What Boards Should Observe in Strategy Development

- Ratchet of Control Virus
- Turnarounds bug
- Seeking the future
- Management innovation



Strategic Success

- Abandon Things that no-longer work
- Don't procrastinate- Strategy decay is a cancer- and gets worse with time
- Be wary of success- What was once the "best way" soon becomes the only way (Creedal Belief)
- Success turns luck into genius
- Outthink more than you outspend!

Addressing Corporate Decay

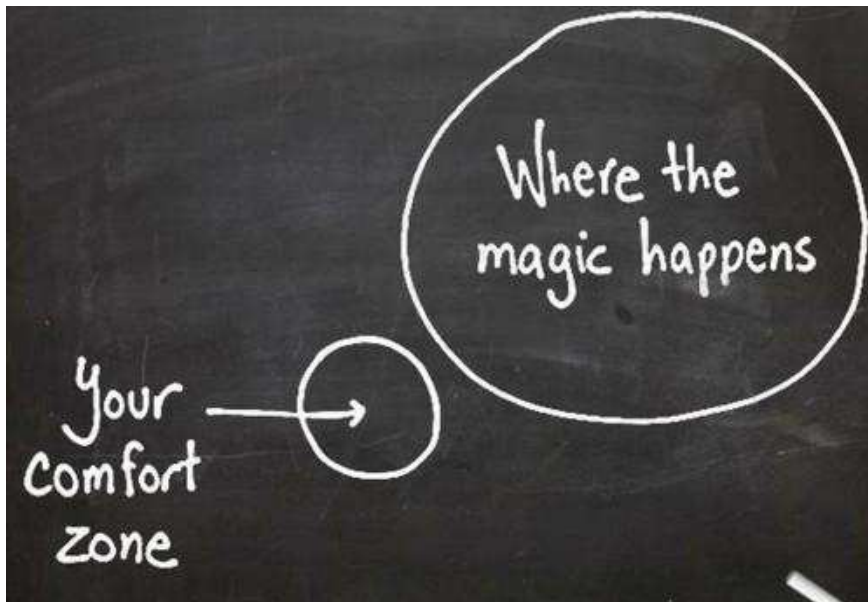
- Focus on a superior strategy
- Affluence dulls innovation- Necessity is the mother.....!
- Ideas are born in the space between aspirations and resources
- Intra-preneurship: Some managers view success as a default outcome- It's much harder to build something than to run something!
- Contentment & entitlement are enemies of future success

Anticipating The future

- Underwrite your future success
- Competition protects customers and shareholders from bouts of strategic myopia
- Boards shouldn't fiddle while the business burns
- Adapt your organization in ways that make it evergreen
- Strategy should help organizations outlast you

Further Reflection

Great things never came from comfort zones



Discussion

