Balanced Scorecard Forum Saudi Arabia

LEADERS

3 – 7 December 2011 • Radisson Blu Hotel, Riyadh, KSA

Driving Performance Excellence For Aspirational Growth

Dr Kaplan and Dr Norton – LIVE and IN PERSON with BOTH of the Iconic Inventors of the Balanced Scorecard

NEW for 2011 and ONLY at the Balanced Scorecard Forum Saudi Arabia

- Two day Masterclass featuring **Dr Robert Kaplan AND Dr David Norton**
- **Latest developments** in leadership, strategy execution and risk management best practice from the iconic inventors of the Balanced Scorecard
- Real life Balanced Scorecard **case studies** from **KSA, GCC and beyond**
- Two hours of **open Q&A sessions** direct with Dr Kaplan and Dr Norton
- **Expert panel discussion** featuring strategy and performance practitioners sharing their crucial learnings and experience
- **"How to"** successfully develop a **performance culture** and build employee **buy-in**
- Award winning international Balanced Scorecard speakers from **Thailand**, **Bahrain** and the **UAE**
- **"How to"** link individual **incentives** to the Balanced Scorecard and manage **strategy in a changing environment -** all from the Kingdom's own strategy execution experts!
- Your choice of essential **expert-led interactive workshops** including **"Solve The Challenges Of The Learning And Growth Perspective"**
- Exclusive **Arabic language workshop** – "Successful Strategy Planning And Practical Execution"
- Packed two day agenda of unmissable **public and private sector** case studies
- Plus **C-Level Executive Lunch** on Sunday (Public sector) and Monday (Private sector) - separately bookable

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Welcome to the Balanced Scorecard Forum Saudi Arabia 2011

Dear Executive,

For its third year in the Kingdom of Saudi Arabia, the **Balanced Scorecard Forum Saudi Arabia 2011** is the *biggest ever* featuring an entire week of guru master classes, cutting edge support, updates, new strategies, hands-on workshops, interaction and peer networking to ensure your contribution to the growth and success of your business pays off.

Informed by extensive research with more than 100 senior managers and strategy and performance practitioners across the Kingdom, this year's programme goes way past the basics to address the real drivers of why organisations - both public and private - succeed or fail in executing their strategy.

Key topics include:
- The important role of the CEO
- Maintaining a clear strategic direction in a dynamic business environment
- Creating a true performance culture
- Linking employee rewards to the Balanced Scorecard
- Solving the challenges of the Learning and Growth perspective
- Integrating Balanced Scorecard with Total Quality Management and other common management approaches
- *And much more…*

I look forward to seeing you in Saudi Arabia this December.

Kind regards,
Vanessa Heywood
Conference Director – Balanced Scorecard Forum Saudi Arabia 2011

Key "Measures" for the Balanced Scorecard Forum Saudi Arabia 2011

2 World renowned Balanced Scorecard **gurus**!

16 Balanced Scorecard case studies delivered by **CEOs** and **Strategy Practitioners**

56% Of Case Studies from KSA!

4 Hall of Fame **award winning** case studies!

3 Interactive essential strategy execution **workshops**

38 Hours of intensive strategy execution **learning** and sharing

2 Full days of the famous **Kaplan-Norton Masterclass!**

3rd Year of the Balanced Scorecard Forum in the Kingdom of Saudi Arabia

Your Expert Speaker Faculty For 2011

- **Dr Robert Kaplan**, Harvard Business Professor, Harvard Business School and Co-Founder of **The Balanced Scorecard**, USA
- **Dr David Norton**, Director, Palladium Group, and Co-Founder of **The Balanced Scorecard**, USA
- **Saeed Al Kaabi,** Director of Strategic Planning and Performance Management, **Abu Dhabi Food Control Authority,** UAE *(Hall of Fame Award Winner 2011)*
- **Misfer Al Maymouni**, Head of Performance Development, **Al Safi Dairy**, KSA
- **Major Dr Abdulrahman Al Muaini**, Manager of Customer Service Department - Total Quality Department, **Dubai Police**, UAE *(Hall of Fame Award Winner 2011)*
- **Colonel Fahad Al Mutawa**, Deputy General Manager – Total Quality Department, **Dubai Police**, UAE *(Hall of Fame Award Winner 2011)*
- **Yousef Al Sharif**, Manager Strategy and Service Planning Department, **Saudi International Petrochemical Company**, KSA
- **Mohammed Al Yousif**, Director of Strategy, **Zamil Industrial**, KSA
- **Dinos Constantinides**, General Manager – Strategy, **Al Rajhi Bank**, KSA
- **Alan Fell,** Managing Director, **Alan Fell Consultancy,** UK
- **Amr El Gammal**, Corporate Sourcing/Strategy Manager, **Saudi Goody Products Marketing Company**, KSA
- **Ahmed Samir Elazab**, Organisational Performance Development Expert, **Securities and Commodities Authority**, UAE *(Winner of the Emirates Award For Government Excellence In Performance Management, Sheikh Khalifa Government Excellence Programme (UAE) 2010)*
- **Kieran Forde,** Manager Office of Strategy Management, **Tabuk Agricultural Development Company (TADCO)**, KSA
- **Alan Guest**, CEO, **YK Almoayyed & Sons**, Bahrain *(Hall of Fame Award Winner 2011)*
- **David Jalili,** Managing Partner, **Ibtikar Management Services,** UAE
- **K. Joachim Janka**, President, **Liebherr Mining Equipment Company**, USA
- **Dirk Kalff**, Head Strategic Performance Management, Corporate Strategy and Development, **Al Faisaliah Group**, KSA
- **Paul Kenny**, CEO, **Minor Food Group**, Thailand *(Hall of Fame Award Winner 2010)*
- **Dr. Omponye Coach Kereteletswe**, Coordinator of Public Service Reforms, **Office of the President**, Botswana
- **Dr Mohamed Moustafa Mahmoud**, SVP, Organisational Development, **Savola Group** and Executive Director, **Madinah Institute For Leadership And Entrepreneurship (MILE)**, KSA
- **Mathias Mangels**, Partner, **Symnetics And Tantum Group – Europe**, Germany
- **Furqan Nasri**, Head of Strategic Programmes, **Siemens**, KSA
- **Adnan Qureshi**, Operations Director, **Saudi Goody Products Marketing Company**, KSA
- **Omar Shroof**, Managing Director, **Tantum Group Middle East**, UAE
- **Wael Zein**, Managing Partner, **ADDIMA Consulting,** KSA, UK and Lebanon

Executive Lunch Sunday, 4 December 2011 and Monday, 5 December 2011

Dr Kaplan and Dr Norton will be hosting two exclusive lunches for a select group of the Kingdom's senior executives. Open only to CEOs and senior leadership representatives of corporates or public sector organisations, this is a **unique opportunity** to discuss strategy and performance challenges and perspectives freely with Dr Kaplan and Dr Norton as well as your peers in a relaxed and private environment.
- Sunday, 4 December 2011 – Public Sector
- Monday, 5 December 2011 – Private Sector

Separately bookable – see registration page for terms and conditions.

It's All About The Team

There's no denying that a successful Balanced Scorecard implementation is a team effort. Developing a sense of team spirit and openness in your organisation is a critical success factor for effective strategy execution.

The Balanced Scorecard Forum Saudi Arabia 2011 is a unique opportunity to get your team out of the office for a week of essential bonding, learning and networking. By making sure **your team has a common understanding of what it takes to execute strategy successfully**, you are paving the way for your very own performance breakthrough!

Significant discounts are available for group bookings. Contact Charlie Bark-Jones at +971 (0)4 407 2608 or by email on charlie.barkjones@iirme.com

Balanced Scorecard Forum Saudi Arabia 2011 – Agenda at a Glance	
Saturday, 3 December 2011	**Pre-Forum Workshops**
Sunday, 4 December 2011	**Masterclass With Dr Robert Kaplan And Dr David Norton** Including CEO Lunch (separately bookable)
Monday, 5 December 2011	
Tuesday, 6 December 2011	**Balanced Scorecard Forum**
Wednesday, 7 December 2011	

Kaplan - Norton Masterclass

Day One

Sunday, 4 December 2011

07.00 Registration And Morning Coffee

08.00 Opening Remarks From The Chairman
Alan Fell, Managing Director, **Alan Fell Consultancy**, UK

08.15 **Strategy Execution System: From A To Z**
Managing strategy execution should be a permanent part of an executive's job. This requires a management system. Most organisations have pieces of this system, such as budgeting and goal-setting, but the pieces are isolated and incompatible. Further, most organisations do not have a formal process to translate the strategy, test it, and align the organisation. Dr Norton will provide a CEO's guide: What to expect when adopting the six stage Balanced Scorecard strategy execution system – real world insights into the challenges, timeframes, investment and skills involved in a successful sustainable implementation.
Dr David Norton

09.45 **Strategy Maps, Strategic Themes And The Balanced Scorecard**
In this session, Dr Kaplan will describe the latest innovations in strategy mapping. Discover how to choose the right strategic objectives and construct a Strategy Map around four to six themes that link human capital and process objectives to customer and shareholder objectives. While Strategy Maps provide an overall view of an organisation's strategy, strategic themes segment the strategy into general categories, allowing organisations to focus actions and provide a structure for accountability. Dr Kaplan will also describe how to organise your initial project to develop the first strategy map and scorecard.
Dr Robert Kaplan

10.45 Networking And Refreshment Break

11:15 **Strategy Execution: Best Practice Case - VW Do Brazil Featuring Interactive Case Discussion**
Volkswagen do Brasil (VWB) is the second largest Volkswagen operation in the world, with four plants, 22,000 employees, and revenues of more than US$9B, enjoying one of the highest profitability rates in the VW group. It wasn't always this way. In 2006, following years of currency devaluation, a sluggish economy, new sources of competition, and market share loss, VWB undertook a major restructuring and adopted the BSC to mobilise the company. In this interactive session, Dr Kaplan will demonstrate how VWB grew revenue from US$6.7B to US$9B, doubled employee engagement, and improved internal processes through the use of the Kaplan-Norton strategy management system.
Dr Robert Kaplan

12.45 Networking Lunch And Prayer Break
Including Executive Lunch – Public Sector
(separately bookable, email charlie.barkjones@iirme.com to enquire)

14.00 **Selecting Meaningful KPIs, Setting Stretch Targets, And Selecting And Funding Strategic Initiatives**
The discussion of the system continues by showing how to set targets for strategic themes and objectives, the process to select portfolios of strategic initiatives, and the new funding mechanism of strategic expenditures (StratEx). The role of theme owners and theme teams for managing the execution of cross-functional and cross-business strategic themes will be introduced.
Dr David Norton

14.45 **Aligning The Organisation To The Strategy**
Most enterprises consist of multiple business and functional units. For the full execution premium to be earned, the enterprise must achieve both vertical and horizontal alignment in each unit's strategic objectives. This session will review how to achieve organisational synergies through cascaded and linked strategy maps.
Dr Robert Kaplan

15.30 Refreshments And Prayer Break

16.00 **Linking Strategy To Operations**
High level strategic objectives must be driven down into operational processes. Dr Norton will illustrate how to link operational process improvements to strategic objectives, including the role for performance improvement programmes (TQM, Six Sigma, Lean); and how to design operational dashboards of KPIs that drive continuous improvement.
Dr David Norton

16.45 **Kaplan–Norton Clinic**
Open Forum for Q&A
Dr Robert Kaplan/Dr David Norton

17.45 Close Of Masterclass Day One

07.30 Morning Coffee

08.00 Opening Remarks From The Chairman
Mathias Mangels, Partner, **Symnetics And Tantum Group – Europe**, Germany

08.15 **Risk Management**
Using a real-life case study example from Canadian utility, Hydro One, Dr. Kaplan will lead an interactive session on establishing and running a comprehensive enterprise risk management system. The session will emphasise the mechanisms for identifying and quantifying the principal risks faced by an organisation, moving risk information from the front lines to the boardroom, and allocating resources to mitigate the most likely and consequential risks.
Dr Robert Kaplan

09.15 **Integrating Risk Management With The Strategy Execution System**
Risk management has become essential for successful and sustainable strategy execution. Many organisations, however, despite having a designated risk management officer and even a risk management department, have suffered massive losses from their failure to understand and manage the risks inherent in their strategies. Dr Kaplan will share insights on how organisations can work from the strategy map to identify the key risks in their strategy. From these, the company can develop a Key Risk Indicator scorecard to give advance warning of imminent risk events and also develop a portfolio of risk mitigation initiatives that reduce the likelihood and consequences from risk events.
Dr Robert Kaplan

10.30 Networking And Refreshment Break

11.00 **Aligning Employees To The Strategy**
Ultimately, strategy must be executed by employees, not the senior leadership team. But employees cannot help implement a strategy that they are unaware of, do not understand, or have little motivation to execute. This session covers the important processes needed to communicate strategy, motivate employees, and align the development of employees' capabilities and competencies to strategic objectives.
Dr David Norton

11.45 **Monitoring, Testing And Adapting The Strategy**
Today, strategies are implemented in dynamic and challenging environments. The strategy execution system must continually monitor the external and internal environments so that managers can guide and adapt the strategy to changing conditions. The BSC management system achieves this objective by conducting regular operational and strategy review meetings as well as an annual meeting that provides opportunities for challenges to the assumptions underlying their strategy based on employee inputs and changes in the external and competitive environment.
Dr Robert Kaplan

12.45 Networking Lunch And Prayer Break
Including Executive Lunch – Private Sector
(separately bookable, email charlie.barkjones@iirme.com to enquire)

14.00 **BSC Implementation: Leada**
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07.30 Registration And Morning Coffee

08.15 Opening Remarks From The Chairman

08.30 **Creating A Strategy Map And Setting Relevant, Focused Objectives For Your Business – Mapping Your Way To Exceptional Performance**

CASE STUDY

- Successfully operationalising the strategy to pave the way for a superior success story
- Outlining the relationships between business owners, customers, business processes and competencies
- Laying a solid foundation for the creation of the Balanced Scorecard
- Ensuring the strategy map drives an appropriate selection of relevant objectives
- Safety in numbers: moving away from a sole focus on the financials

Paul Kenny, CEO, **Minor Food Group,** Thailand

Hall of Fame Award Winner 2010

09.15 **Cascading The Strategy Map And Balanced Scorecard To Business Units - Achieving Full Alignment And Maximum Synergy**

CASE STUDY

- Identifying and integrating the right strategy execution framework for a government organisation and creating the required alignment with the overall performance management system
- The importance of understanding the organisation: Developing appropriate and relevant measures/ initiatives for each department
- Making metrics matter: Driving employee engagement at the department level and embedding the cascaded process for sustainability

Saeed Al Kaabi, Director of Strategic Planning and Performance Management, **Abu Dhabi Food Control Authority,** UAE

Hall of Fame Award Winner 2011

10.00 Networking And Refreshment Break

10.30 **Balanced Scorecard - The Heart Of The Strategy Office**

CASE STUDY

- Strategic vs. operational Key Performance Indicators: The "right" breadth and depth
- Quantitative vs. qualitative Key Performance Indicators
- The cascade challenge
- Automation and integration with performance management

Dinos Constantinides, General Manager – Strategy, **Al Rajhi Bank,** KSA

11.15 **Working Well Together - Team Work As A Vital Process For A Successful Balanced Scorecard Journey**

CASE STUDY

- Building trust, accountability and a shared sense of purpose for the Balanced Scorecard initiative
- Creating an open management culture that inspires two way trust between employees and the leadership
- Generating a win-win mentality amongst team members working in matrixed environments
- Strategy execution through people: Aligning the team behind key corporate goals

Furqan Nasri, Head of Strategic Programmes, **Siemens**, KSA

12.00 **The Office Of Strategy Management (OSM) As A Driver Of Sustainable Business Success**

CASE STUDY

- Defining the scope and responsibilities for the OSM to ensure real alignment of management processes to the strategy
- Populating the OSM with capable managers who will make things happen
- In it for the long haul: moving past the initial project to embed a sustainable organisational framework to support the new performance management system

Alan Guest, CEO, **YK Almoayyed & Sons,** Bahrain

Hall of Fame Award Winner 2011

12.45 Networking Lunch And Prayer Break

13.45 **A Journey of Strategic Turn Around – Implementing The Kaplan/Norton Strategy Management Process**

- Modelling the Goody strategy into Balanced Scorecard strategy maps
- Achieving lead team buy-in through models and examples
- Helping the Functions create strategy maps, project lists and Balanced Scorecards through coaching and support
- Leading the end to end project of strategy creation and implementation
- Instituting the quarterly/yearly review process

Adnan Qureshi, Operations Director,
Saudi Goody Products Marketing Company, KSA
Amr El Gammal, Corporate Sourcing/Strategy Manager,
Saudi Goody Products Marketing Company, KSA

14.30 **Integrating The Balanced Scorecard With Total Quality Management For Improved Internal Processes**

CASE STUDY

- Integrating Dubai Government Excellence Programme quality standards into the statistical system at Dubai Police
- Implementing main Key Performance Indicators within Balanced Scorecard
- The impact of Balanced Scorecard on internal processes and customer satisfaction at Dubai Police

Major Dr Abdulrahman Al Muaini, Manager of Customer Service Department - Total Quality Department, **Dubai Police,** UAE
Colonel Fahad Al Mutawa, Deputy General Manager - Total Quality Department, **Dubai Police**, UAE

Hall of Fame Award Winner 2011

15.15 Refreshments And Prayer Break

15.45 **The Corporate Scorecard And Performance Based Employee Appraisal System**

CASE STUDY

- How the corporate scorecard boosted communication between line managers
- The right ingredients:
  - Involvement of line managers while developing the departmental scorecard
  - Revisiting job profiles
  - Linking rewards and financial benefits to performance
- Lessons learned

Misfer Al Maymouni, Head of Performance Development, **Al Safi Dairy**, KSA
Dirk Kalff, Head Strategic Performance Management, Corporate Strategy and Development, **Al Faisaliah Group,** KSA

16.30 **Balanced Scorecard Practitioner – Expert Panel**

A great opportunity to ask those questions you really want to ask expert practitioners who have lived the Balanced Scorecard experience before you!
Dirk Kalff, Head Strategic Performance Management, Corporate Strategy and Development, **Al Faisaliah Group,** KSA
Furqan Nasri, Head of Strategic Programmes, **Siemens**, KSA
Mathias Mangels, Partner, **Symnetics And Tantum Group – Europe**, Germany

17.15 Close Of Forum Day One

08.00 Morning Coffee

08.15 Opening Remarks From The Chairman
Alan Fell, Managing Director, **Alan Fell Consultancy**, UK

08.30 **Jeddah Municipality: Securing Real Buy-In And Commitment For Your Balanced Scorecard Implementation Programme At All Levels Of Your Organisation**

CASE STUDY

- Achieving active and communicated C-level engagement in the Balanced Scorecard process for the long term
- Introducing the Balanced Scorecard concept to your organisation for maximum employee engagement
- Identifying and involving key stakeholders in the Balanced Scorecard initiative from day one
- Driving real business unit ownership and accountability of the strategy execution process
- Engendering a performance culture as an essential enabler of strategy execution
- Linking rewards to KPI performance to ensure alignment

Dr Mohamed Moustafa Mahmoud, SVP, Organisational Development, **Savola Group** and Executive Director, **Madinah Institute For Leadership And Entrepreneurship (MILE)**, KSA

09.15 **The Government Of Botswana's Balanced Scorecard Experience: 2005 – 2011**

CASE STUDY

- The journey of public sector reforms in Botswana
- Botswana's Balanced Scorecard experience
- Balanced Scorecard beyond 2011: Enriching our experiences
- E-Government and Balanced Scorecard automation

Dr Omponye Coach Kereteletswe, Coordinator for Public Service Reforms, **Office of the President,** Botswana

10.00 Networking And Refreshment Break

10.30 **Zamil Steel: Embedding The Balanced Scorecard By Engendering A True Performance Culture**

- Applying discipline and structure to drive accountability for key strategic deliverables
- Activating management teams to build trust and a shared sense of purpose
- The "accountability review report": a practical approach to evaluating total business performance
- Achieving large scale total business alignment

Mohammed Al Yousif, Director of Strategy, **Zamil Industrial**, KSA

11.15 **The Balanced Scorecard As A Transformation Tool**
Wael Zein, Managing Partner, **ADDIMA Consulting,** KSA, UK and Lebanon

12.00 Networking Lunch And Prayer Break

13.00 **Why Liebherr Mining Equipment Company Decided To Use A Balanced Scorecard And What Are The Positive Aspects Of It?**

CASE STUDY

- Strategic direction
- Where is the company heading to?
- Cross-functional collaboration
- Removing roadblocks
- Accountability
- Performance improvement
- Motivation of personnel

K. Joachim Janka, President, **Liebherr Mining Equipment Company,** USA

13.45 **A Two Dimensional Look At Strategy Development And Execution In An Unpredictable, Dynamic Industry And How Balanced Scorecard Helps**

CASE STUDY

Part 1: Strategic Level

- Applying the "Strategic Change Agenda" to guide strategy development and refreshment in the face of fundamental change in the Kingdom's agricultural industry
- Remodelling a business when forced to refocus its customer base and product mix

Part 2: Operational Level

- How Balanced Scorecard KPIs helped to:
  - Identify key emerging opportunities, as well as risks in "moving too fast" in remodeling the business
  - Ascertain fitness of strategic initiatives and operational plans for achieving corporate objectives
  - Refocus the importance of HR in providing the required competencies for achieving the strategy
- Evaluating and reassessing the relevance of KPIs in the finance and customer perspectives

Kieran Forde, Manager - Office of Strategy Management, **Tabuk Agricultural Development Company (TADCO),** KSA

14.30 Refreshments And Prayer Break

15.00 **Holistic Performance Management Philosophy - A Success Proven Approach In Developing And Implementing Strategy In Government Organisations (The Challenges And The Excellence Drivers)**

CASE STUDY

- Bridging the gap between strategy execution and performance excellence
- Developing the right set of qualitative measures and non financial Key Performance Indicators for non-profit driven organisations
- Leading vs lagging Key Performance Indicators

Eng. Ahmed Samir Elazab, Organisational Performance Development Expert, **Securities and Commodities Authority,** UAE

Winner of the Emirates Award for Government Excellence in Performance Management, Sheikh Khalifa Government Excellence Programme (UAE) 2010

15.45 **Collecting, Aggregating, Recording And Automating Relevant Useful Data For The Balanced Scorecard Process**

CASE STUDY

- Useful data: Defining what data needs to be collected for each Key Performance Indicator and where it will come from
- Monitoring and ensuring the accuracy and reliability of data
- Leveraging existing Enterprise Resource Planning (ERP) and financial reporting systems for performance measurement against the scorecard
- Evaluating when, if and how to move from an MS Excel based reporting system to an automated solution
- BSC automation project life cycle and implementation stages

Yousef Al Sharif, Manager Strategy and Service Planning Department, **Saudi International Petrochemical Company**, KSA

16.30 Closing Remarks From The Chairman

16.45 Close Of Forum

Choose from a selection of **THREE essential Balanced Scorecard and Strategy Execution pre-forum workshops**. Registration will be at 08.00.
The workshops will run simultaneously from 08.30-14.30 after which time lunch will be served. Refreshments and prayer breaks will be at appropriate intervals.

Workshop A:

Successful Strategy Planning And Practical Execution

Bringing Your Strategic Vision To Life For Sustainable Performance Excellence

Workshop Mission

The one-day workshop provides the concepts and tools for development of successful strategies and business plans that include goals, objectives and measures that are cascaded down to all parts of the organisation with clear targeted outcomes. Importantly it is to develop the road map that links strategy to business and operations to individual performance.

Benefits Of Attending

This workshop intends to raise your knowledge in:

- Strategy formulation and business planning
- Organisation performance management systems
- The Balanced Scorecard
- Setting objective with measures and targets
- Setting individual objectives and linking to the business

Key Topics

- Provide you with an understanding of the important elements of strategy planning and %

ورشة عمل أ :

التخطيط الاستراتيجي الناجح والتطبيق العملي

تفعيل الخطة الإستراتيجية وتمكين استدامة الأداء المتميز

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ض‌لمؤسسي وض تميز في ض‌لمؤسسا وض‌لموض‌رد ض‌لبشرية, وقد قام بضلعمل
نطاق وض‌سع في هذا ض‌لمجال على مدى ١٢ نين, قام نفيذ مشضريع متعددة في
ض‌لا تـ ض‌تيجي وإدض‌رط ض‌لأدض‌ء وبطاقا ض‌لأدض‌ء ض‌لمتوازن تميز ض‌لمؤسسي.

Workshop B:

Solving The Challenges Of The Learning And Growth Perspective

Mobilise Your People To Meet Your Strategic Goals Sooner!

Workshop Overview

This workshop addresses two major and related topics:

- Successfully developing and using the Learning and Growth (people) perspective of an organisation or business unit Balanced Scorecard. It is widely recognised as being the most difficult perspective of the standard Kaplan and Norton model – many organisations struggle to implement this dimension of their business Scorecard.
- Successfully developing a Scorecard for the HR function. HR is a business – it has its own people, processes and customers to manage – which runs within strict financial resource limitations.

Benefits Of Attending

- Learn how to pragmatically address the number one challenge for most Scorecard developments.
- What are the practical bases for measuring the common Learning and Growth strategies? This is more than just "how to measure skills". We will explore a range of issues including leadership and change management.
- The HR Function is a support business unit: Understand how to create a full scorecard for this unit, aligned with the Learning and Growth strategy of the organisation as a whole. HR is sometimes regarded as a weak link in the organisation. Learn how the application of the scorecard to HR can help transform the focus and value-add of the HR function.

Agenda

Session One

- Workshop introduction and overview of the Balanced Scorecard ("BSC") concept
- Does it work? The benefits of strengthening strategic management through a disciplined use of the BSC concept
- The Learning and Growth perspective: Understanding the causal relationship between people, processes, customers and finance
- The impact on the HR function from a typical business level BSC development - a catalyst to drive for improvements in HR systems, policies and processes
- Not just people: The wider Learning and Growth perspective – innovation, change and behavioural issues
- Aligning HR strategies to overall business strategies – using the strategy map
- Case study examples – the Learning and Growth perspective within business scorecards

Session Two

- The Learning and Growth strategy map component for your organisation
- Translating the strategy into measures
- How can we measure? Addressing one of the most challenging and practical aspects of BSC development, we will explore many of the more commonly used Learning and Growth measures, for example:
  - Staff skills
  - Engagement
  - Training effectiveness
  - Attrition and retention
  - Star performers / future leaders
  - Innovation
  - Leadership
  - Change management
- Setting targets: How can we align the performance targets for Learning and Growth with measures from the process, customer and finance perspectives?
- Initiatives – how to align "strategic initiatives" with the chosen measures and targets

Session Three

- Administrative or strategic? We explore the importance of HR having strategic as well as administrative capabilities. What is a "strategic HR function"?
- Developing and articulating the strategy of your HR function through the creation of a strategy map: How to ensure alignment with corporate and business unit strategies
- What is the role of the HR function in leading change and innovation, and ensuring that the key governance and behaviour attributes are pro-actively managed across the organisation
- Creating measures for the HR function scorecard – moving from strategy to KPIs. How exactly do you define your measures so that data can be formulated and collected?

Who Should Attend

- All those involved in the development of the Balanced Scorecard within the organisation, at both corporate and unit levels
- HR function management and supervisors who want to transform their unit

About Your Expert Workshop Leader

Alan Fell, Managing Director, **Alan Fell Consultancy,** UK

Alan Fell is a leading internationally recognised and respected specialist in the Balanced Scorecard and the wider discipline of strategy execution. After a successful career with a major UK commercial bank, at which he led one of the very early BSC applications in 1993 - 96, Alan has been a consultant and trainer on the BSC and related disciplines for the last 15 years. His work spans a wide variety of business sectors and covers public training seminars, customised in-house training and management consulting in the BSC and strategy execution. During these 16 years he has run well over 250 workshops across the UK, Europe, South Africa, Middle East and South East Asia. Alan has been a very frequent visitor to the GCC for many years and some 75% of his work is now undertaken across the GCC. During this long experience he has also been Chairman of many events with Drs Kaplan and Norton. Alan brings a highly pragmatic, no-nonsense and robustly disciplined approach to the subject and a passionate belief that – provided it is designed and used properly – a BSC can indeed transform the performance of an organisation.

Very valuable event for executives

Rida Kaj, Sunbulah Group, KSA

Project Management For Successful Strategy Execution

How To Manage And Govern Projects To Maximise Your Strategic Value Creation

Workshop Overview

Despite projects and initiatives being the main drivers of organisations' and corporates' development and transformation, many of these projects (statistics suggest up to 50%) fail to achieve their targeted goals. This workshop addresses two major and related topics.

- Building a strategic governing system based on Balanced Scorecard teachings is a project that needs to be managed properly with the proper involvement of a range of stakeholders: Who, what, and how to manage the project of establishing a Balanced Scorecard system in your organisation
- A major reason for the limited effectiveness of projects, despite efficient implementation, is the lack of strategic prioritisation and engagement. This workshop will discuss how to select the most strategically important projects, ensure effective deployment and harvest the targeted impact.

Benefits Of Attending

- Understand how to develop the strategy management system with the proper involvement of stakeholders
- Be able to adopt a participatory approach that enhances the buy-in of the top management and the commitment of the whole staff
- Understand how to put organisational initiatives and project management in a strategic context
- Know who to involve in portfolios and programmes, how to manage deployment as well as how to assess and ensure the impact of initiatives

Agenda

Session 1

- Why does establishing a strategy management system fail? How can project management methods and practices help?
- Who should be involved in the project of establishing a strategy management system?
- What are the working teams and authorities in the project?
- What are the main project activities and milestones?
- A discussion of each activity in the process (what are the inputs, outputs and actions in-between?)
- Case study examples – do it yourself

Session 2

- Project management hard facts: Why do some projects succeed and some fail?
- Projects as the driving force for strategic results. What is the correlation between projects and strategy? How does each of those affect the other?
- A methodical approach to managing strategic initiatives in a strategic context:
  - How to generate strategy initiatives and projects
  - How to prioritise them
  - How to select and specify the most important initiatives
  - How to group and build strategic portfolios and programmes
  - How to implement and manage projects in the context of the strategy governing system
  - How to assess and evaluate the impact of the project and ensure effectiveness
  - How to decide on the next steps
- A look at the reporting cycle and how to integrate initiatives and project reporting with the strategy and KPI reporting

Session 3

- Simulation game of a top management team selecting the initiatives and noting the impact of their selection

Who Should Attend

- Top management who are involved in the transformation of their organisation
- Strategy managers who want to address the fragmentation between strategy and projects
- Change leaders and middle managers who want to improve the competitiveness of their company

About Your Expert Workshop Leaders

Mathias Mangels, Partner, **Symnetics And Tantum Group – Europe**, Germany

Mathias is a founding partner of Tantum Group and has been working for over 20 years as a managing partner within this organisation. He has been focusing on strategy finding and execution as his major topic of research and practical experience. Organisations coached by him have been awarded Hall of Fame status. The main focus of his consulting work includes innovative strategy development, strategy management for results, strategy transformation and implementation, strategy analytics and process and initiative management. He has experience in the following sectors: public sector and government, energy, oil, gas, petrochemicals and manufacturing. He has over 22 years of consulting experience and six years experience as Managing Director of a German multinational. He has published articles with VDI, HBR, Campus and others.

Omar Shroof, Managing Director, **Tantum Group Middle East**, UAE

Omar is a partner of Tantum Group Middle East and has been working for more than 15 years as a management consultant. Omar has focused his experience on strategy finding and execution. He has supported several organisations in developing their strategy and strategy management system to achieve breakthrough results and, in some cases, receive Hall of Fame status. The main focus of his consulting work includes strategy governing and execution, organisational learning, strategy management and organisation excellence frameworks, performance reporting and decision making. He has experience in the following sectors: public sector and government, utilities, pharmaceuticals, telecommunications, education and manufacturing.

An excellent programme, the understanding of which will give any organisation a competitive edge.

Dahiru Muhammad Ardo, Central Bank of Nigeria

Sponsorship Opportunities

Sponsoring or exhibiting at the Balanced Scorecard Forum Saudi Arabia 2011 is a unique opportunity to align your brand with Dr Kaplan and Dr Norton and position your company as a leader in the implementation of Balanced Scorecard programmes in the Kingdom. Reaffirm your position with existing clients and develop new sales leads with private sector companies and government departments and agencies by networking with a wide range of organisations at various stages of implementing the Balanced Scorecard.

Many of our delegates are on the verge of adopting the Balanced Scorecard and are looking for advice and guidance on how to do it well – they are looking for experienced management consultants and Balanced Scorecard experts to help them do this.

Many have implemented the Balanced Scorecard by starting small with Excel based measurement and reporting systems – they are now looking to take the next step and automate – they need to find out more about the best software options in the market for their unique requirements.

As a management consultant with experience in implementing the Balanced Scorecard or a software vendor with performance management and business intelligence solutions, you are perfectly placed to serve our large delegate base.

Contact Charlie Bark-Jones for details on tailored sponsorship packages to meet your needs on +971 (0) 4 407 2608 or sponsorship@iirme.com

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Launch New Products or Services – Draw attention to your products and brand by using the Balanced Scorecard Forum Saudi Arabia 2011 as a launch pad for new developments, products or services. With delegates and the media in attendance, your new service or product is guaranteed to create a buzz and generate leads.

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ADDIMA Consulting is a specialised consulting firm based in London with solid presence in the Middle East through its offices in Riyadh, Dubai and Beirut. ADDIMA is well positioned to provide a proven turnkey Balanced Scorecard (BSC) development and implementation because of:

- Our experienced and certified BSC practitioners and strategy experts
- Our solid expertise in various industries in the Middle East, our deep understanding of the local culture, and the command of the Arabic business language in addition to the English and French
- Our exclusive partnership in the Middle East with Paul Niven, a noted speaker and writer on the subject of the Balanced Scorecard, and hands-on practitioner

Tantum Group is a global management consulting company focused on performance and value management supported by an excellence in strategy design and implementation. Tantum Group research and consulting team has its major competencies organised by industry supported by best practices on strategy execution. Tantum Group has a long lasting collaboration with international research centres and thought leaders in the areas of focus. Examples are the collaboration with Prof Kaplan and David Norton on Strategy Management best practices that drive results or Prof Venkat Ramaswamy and Francis Gouillart on customer or citizen Value Co Creation to drive differentiation. Industry specialisation areas are Oil and Gas, Telecommunications, Financial Services, Digital Media, Public Services and Government, Life Sciences and Health Care, Utilities, etc. Tantum Group has headquarters in Germany and is present in over 13 countries with over 200 consultants globally.

3 – 7 December 2011 Radisson Blu Hotel, Riyadh, KSA

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Please ☑ and indicate the sessions you wish to attend.

❑ 4 – 5 December 2011
Masterclass with Dr Kaplan and Dr Norton

❑ 6 – 7 December 2011
Balanced Scorecard Forum

Workshops 3 December 2011

❑ Workshop A (Arabic)
Successful Strategy Planning And Practical Execution

❑ Workshop B
Solving The Challenges Of The Learning And Growth Perspective

❑ Workshop C
Project Management For Successful Strategy Execution

Executive Lunch*

❑ 4 December 2011
Public Sector - Executive Lunch with Dr Kaplan and Dr Norton

❑ 5 December 2011
Private Sector - Executive Lunch with Dr Kaplan and Dr Norton

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Postcode: ..... Country: .....

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No. of employees on your site:
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Nature of your company's business: .....

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Cancellation

If you are unable to attend, a substitute delegate will be welcome in your place. Registrations cancelled more than 7 days before the Event are subject to a $200 administration charge. Registration fees for registrations cancelled 7 days or less before the Event must be paid in full. Substitutions are welcome at any time.

Due to unforeseen circumstances, the programme may change and IIR reserves the right to alter the venue and/or speakers or topics.

Event Venue:

Radisson Blu Hotels & Resorts, Riyadh, KSA
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Accommodation Details
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