



Lessons Learned: How to Outthink and Outsmart



Advanced Cross-Culture Leadership Program

Joshua Michael



Table of Contents

- Lessons Learned from Day 1
- Overview of Day 2: Forces & Strategy
- Introduction to new key principles and concepts
 - Competitive Forces Model
 - Scope of Learning from the Leaders
 - Outperform across every financial metric
 - Key Findings on Innovation and Transformation
 - Outperformers VS. Underperformers
 - CxO Blind-spot
 - Effective Execution
 - Business Model Domains
 - The Winding Road
 - Oil & Gas Value Chain

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Day 1 Lessons Learned

	Strategy	Leadership	Management	Exercise / Output
LEAD and drive	<ul style="list-style-type: none"> Adaptive Leads 	<ul style="list-style-type: none"> Decision making in strategies 	<ul style="list-style-type: none"> Execution 	<ul style="list-style-type: none"> Execution
	<ul style="list-style-type: none"> ▪ Review of Day 1 			
	<ul style="list-style-type: none"> ➤ What did you learn? 			
Communicate and guide	<ul style="list-style-type: none"> Explore new alternatives Follow 	<ul style="list-style-type: none"> Develop a new cultural 		<ul style="list-style-type: none"> Personal Innovation
	<ul style="list-style-type: none"> ➤ Anything questions and/or anything missing? 			
	<ul style="list-style-type: none"> Develop strategies 		<ul style="list-style-type: none"> Change 	
Organize and control	<ul style="list-style-type: none"> Develop enhanced operations and strategic thinking 	<ul style="list-style-type: none"> Advanced Performance Management (ensure linkage between strategy and operational areas) 	<ul style="list-style-type: none"> High strategy and execution 	<ul style="list-style-type: none"> Develop a personal strategy and execution
	<ul style="list-style-type: none"> Redefining the core organizational aspects 	<ul style="list-style-type: none"> Governance & Monitoring (relate strategy to control mechanisms) 	<ul style="list-style-type: none"> Monitor & Control 	
	<ul style="list-style-type: none"> Develop lower risk strategies 		<ul style="list-style-type: none"> Drive Transformational Change 	
Develop and manage	<ul style="list-style-type: none"> Develop Operational Excellence strategies 	<ul style="list-style-type: none"> Leadership roles in shaping culture 	<ul style="list-style-type: none"> Social Intelligence in Leadership 	<ul style="list-style-type: none"> Personal growth & success
	<ul style="list-style-type: none"> Learn problem solving techniques 	<ul style="list-style-type: none"> Individual Intelligence in Leadership 	<ul style="list-style-type: none"> Create vision in the mind (Develop culture) 	
Tools & Techniques	<ul style="list-style-type: none"> Understand how to develop a Strategy Map 	<ul style="list-style-type: none"> Understand Strategy relationships to Business Model techniques 	<ul style="list-style-type: none"> Understand Operating Model techniques 	
Personal Development	<ul style="list-style-type: none"> Develop a personal leadership plan 	<ul style="list-style-type: none"> Create an individual leadership philosophy 	<ul style="list-style-type: none"> Individual Performance Coaching 	

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Day 2 Lessons to Learn

	Strategy	Leadership	Management	Exercise / Output
LEAD and drive	Understand emerging & disruptive trends	Advanced Decision Making (relate decision making to strategies)	Drive Strategy Execution	Lead strategy execution
	From emerging & disruptive trends to leading strategies	Reset the direction (ensure linkage between strategy and organizational areas)	Drive change	
	Develop Differentiating and competitive strategies	LEAD with renewed vision (relate strategy with vision)		
Communicate and guide	Explore new alternatives (innovation thinking)	Develop a cross cultural communication style (develop culture)		Promote innovation
	Develop Customer centric strategies		Drive Innovation change	
Organize and control	Develop enhanced situational and strategic thinking	Advanced Performance Management (ensure linkage between strategy and organizational areas)	Align strategy and execution	Create alignment (Horizontal and Vertical)
	Redefining the core differentiation aspects	Governance & Monitoring (relate strategies to control mechanisms)	Monitor & Control	
	Develop Lower Risk Strategies		Drive Transformational change	
Develop and manage	Develop Operational Excellence strategies	Leadership role in shaping culture	Social Intelligence in Leadership	Empowerment of leaders
	Learn problem-solving techniques	Emotional Intelligence in Leadership	Create passion in the teams (develop culture)	
Tools & Techniques	Understand how to develop a Strategy Map	Understand Strategy relationship to Business Model techniques	Understand Operating Model Techniques	
Personal Development	Develop a personal leadership plan	Create an individual leadership philosophy	Individual Performance Coaching	

Advanced Cross-Culture Leadership Program (Module 1 @ Chateau Du Grand Perray)

	Sunday	Monday	Tuesday	Wednesday
	Basics	Strategy	Strategy	Leadership
	Breakfast	Breakfast	Breakfast	Breakfast
8:30 AM	>> Introduction - Program Manager Joshua Michael >> Objectives and goals >> Learning Agreement	>> Lessons Learned - Program Manager Joshua Michael >> Techniques & tools that will be used today: Forces Map & Strategy Map	>> Lessons Learned - Program Manager Joshua Michael >> Techniques & tools that will be used today: Strategy Model (relationship to business and operations, Body Language and Communication)	Lessons Learned - Program Manager Joshua Michael >> Techniques & tools on Organizational Alignment, Change Management
10:00 AM	Break	Break	Break	Break
10:15 AM	Facts on Advanced Leadership - Mark von Rosing >> Leadership types and styles >> Leadership Personality Profiling >> Introduction to Peer evaluations >> Describe your Individual Performance Coaching	Advanced Leadership Theory: Strategy, which components does it include and what doesn't it include. Presenter by the international speaker, researcher, publisher and thought leader Professor Simon Polovina (an authority on Business Ontology)	Exercise with Horses (with Maria Hove and international Horse trainer team) >>Authentic leadership is about being empathetic, aligning surroundings and getting your message across non-verbally and using positive reinforcement. >> including: Lessons Learned around: - Competitiveness & strategy - clear communication	Exercise with Horses (with Maria Hove and international Horse trainer team) >> Understanding how to lead, manage through communication and guidance, all exemplified on horses. Horse behavior can directly be translated into the business environment and can really enhance leadership skills.
12:00 AM	Lunch	Lunch	Lunch	Lunch
12:45 PM	Advanced Cross-Culture Leadership concepts. Illustrated through examples of the top 500 organization Saxo Bank. The presenter is the award winning C-level of the year: Michael Munck.	Strategy Design (with Prof. Simon Polovina and Prof. Mark von Rosing): The forces and drivers >> Understand emerging & disruptive trend Group Exercise: specify your specific trends, drivers and forces Individual Exercise: Populate the Force & driver map	Open Discussion (with Maria Hove and Mark von Rosing) on Horse Exercise: Old versus new leadership strategy/style Part 1 of Organizational Alignment. Illustrated through examples of the US Government. The presenter is the award winning speaker and former US Defence Major: Ken Teske.	Communicate and guide (Leadership) - Mark von Rosing >> Emotional intelligence in Leadership >> Clear communication and directions >> Social intelligence in Leadership >> Develop a cross cultural communication style (develop culture) >> Reinforce alignment
2:00 PM	Pray time: 02:03 PM Break	Pray time: 02:03 PM Break	Pray time: 02:03 PM Break	
2:30 PM	Part 2 of Advanced Cross-Culture Leadership concepts. Illustrated through examples of the top 500 organization Saxo Bank. The presenter is the award winning C-level of the year: Michael Munck.	Strategy Design (with Prof. Simon Polovina)- Relationship between forces, drivers and strategy >> Define relevant Strategies to the forces >> Drive Strategy Design >> Evaluate existing strategies and give	Part 2 of Organizational Alignment. Illustrated through examples of the US Government. The presenter is the award winning speaker and former US Defence Major: Ken Teske.	
3:30 PM	Break	Break	Open Discussion (with Prof. Mark von Rosing & Ken Teske) on Organizational Alignment	
4:00 PM	Open discussion and Exercise (with Michael Munck and Prof. Mark von Rosing) on Advanced Cross-Culture Leadership concepts on >> LEAD & Drive: Lead strategy execution >> Organize & Control: Create alignment (H/V) >> Communicate & Guide: Promote innovation >> Develop & Manage: Empowerment of leaders	Strategy Design Exercise (with Prof. Simon Polovina and Prof. Mark von Rosing): >> Relate the forces and drivers to your best suited strategy >> Specify which strategy fits to which area (of your business)	Le Mans team dinner with optional shopping	
5:30 PM	Evening Activities: Grilling	Evening Activities: Strategy Game (with Marianne Fonseca)		
6:00 PM	Pray time: 18:11 PM	Pray time: 18:12 PM	Pray time: 18:12 PM	
	Experiential Learning 70%	Mentoring & Coaching 20%	Training 10%	

Table of Contents

- Lessons Learned from Day 1
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 - Study: Learning from the Leaders
 - Lessons Learned: CxO's have a Blind-spot
- Techniques
- Tools

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Where do we take our principles from (Learning from the Leaders)

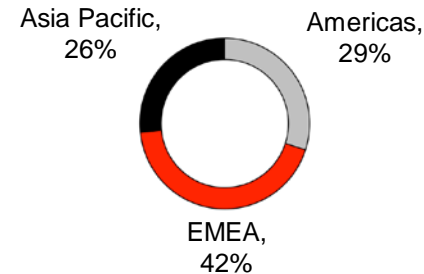
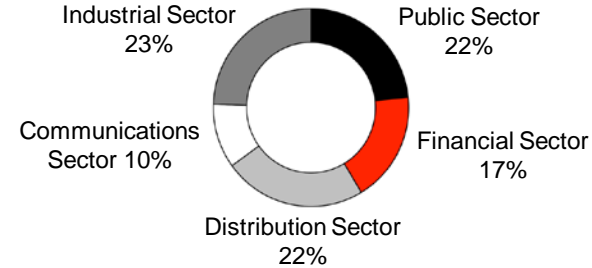
Global University Alliance study 2014-2016

Focus on company and public sector leaders

- 1765 CEO's, 906 CFO's and 2936 business and public sector leaders representing 63 countries across 17 industries
- Leaders from the private (78%) and public (22%) sectors
- 20% of the CXOs are from countries with emerging economies, 80% from established economies
- 33% Asia, 36% EMEA and 31% Americas
- Organization size
 - Companies of +\$500 M (established economies) and \$250M (emerging economies) in annual revenue
 - Public sector organizations with + 1,000 employees

Quantitative and qualitative analysis

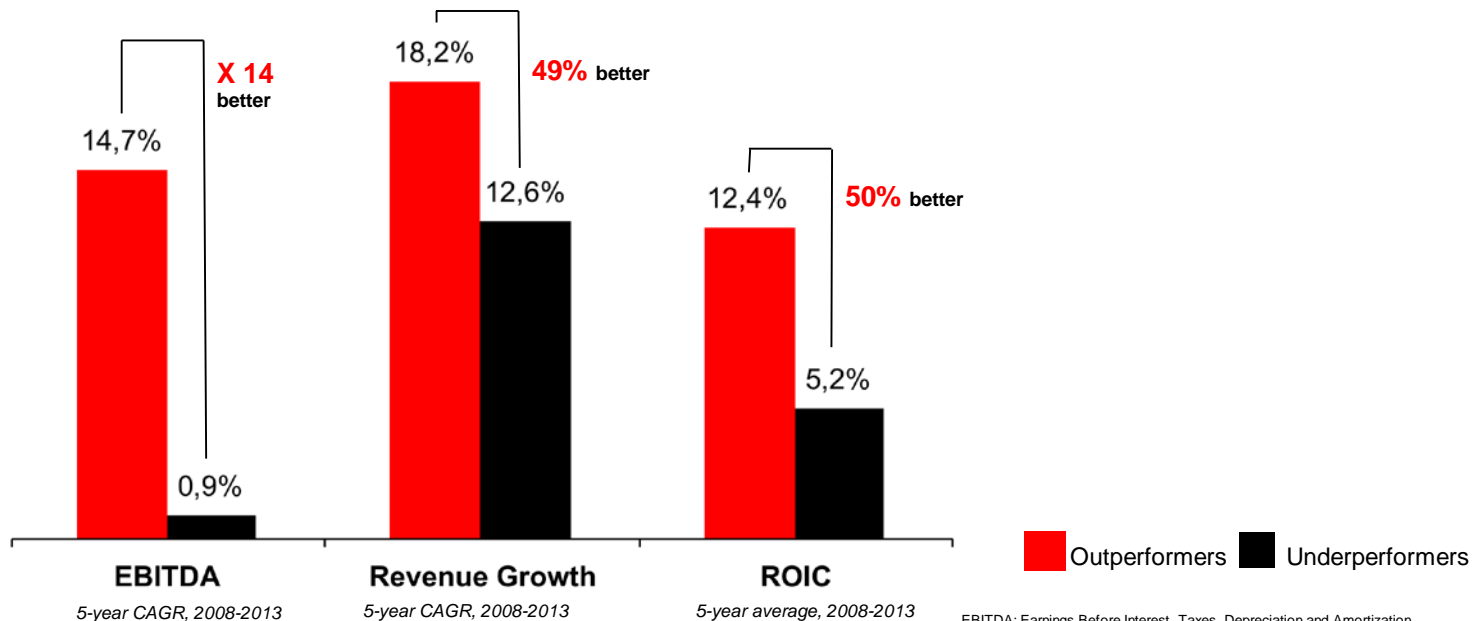
- Analysis of respondents' current behaviour, investment performance, patterns and future intent
- Analysis of choices being made by financial outperformers



Learning from the Leaders: Consistently outperform across every financial metric

Global University Alliance study 2014-2016

- ▶ Consistently outperforming across every financial metric, top and bottom line, balance sheet and operational efficiency measures.
- ▶ Efficiency and Effective business insight contributes to Outperformance.

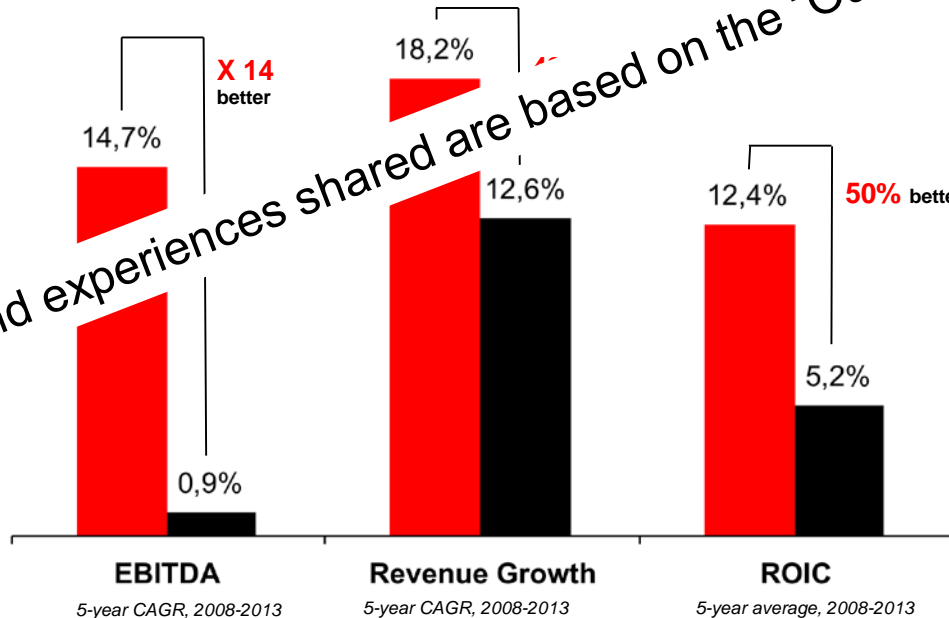


Learning from the Leaders: Consistently outperform across every financial metric

Global University Alliance study 2014-2016

- ▶ Consistently outperforming across every financial metric, top and bottom line, balance sheet and operational efficiency measures.
- ▶ Efficiency and Effective business insight contributes to Outperform

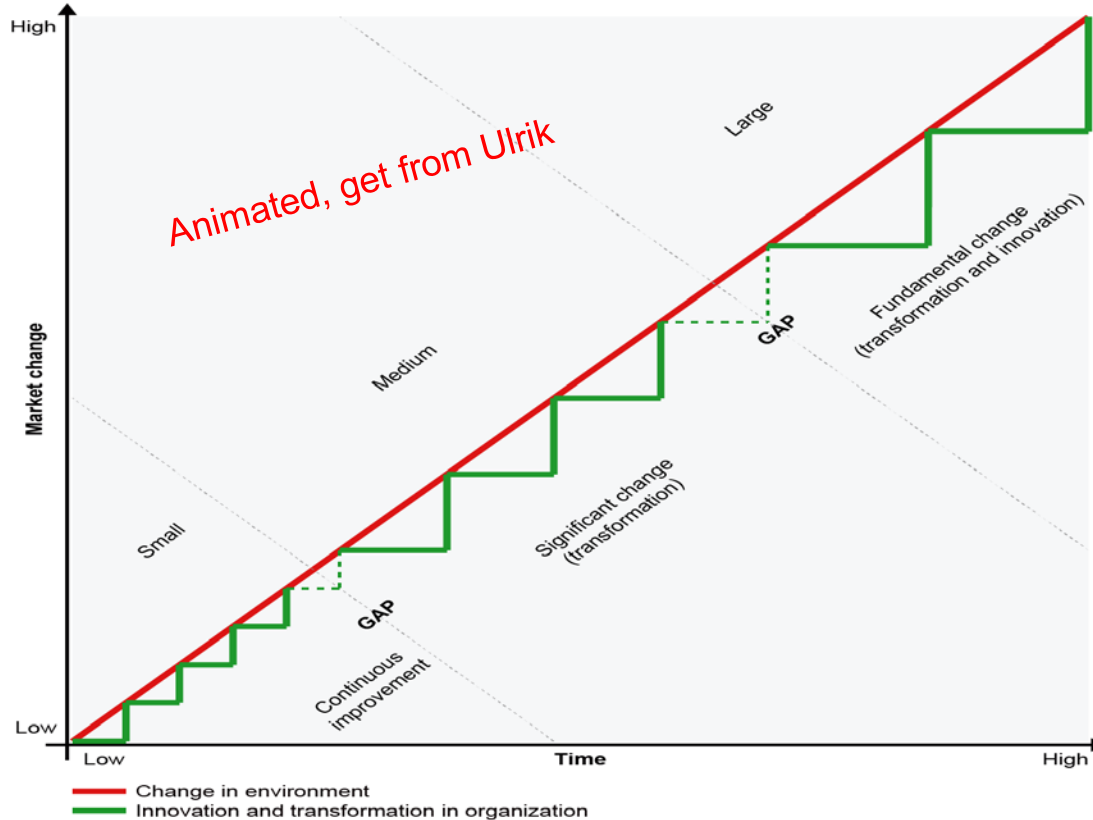
All lessons and experiences shared are based on the “Outperforms” lessons learned



Outperformers Underperformers

Lessons Learned: CxO's have a Blind-spot

Global University Alliance study 2014-2016

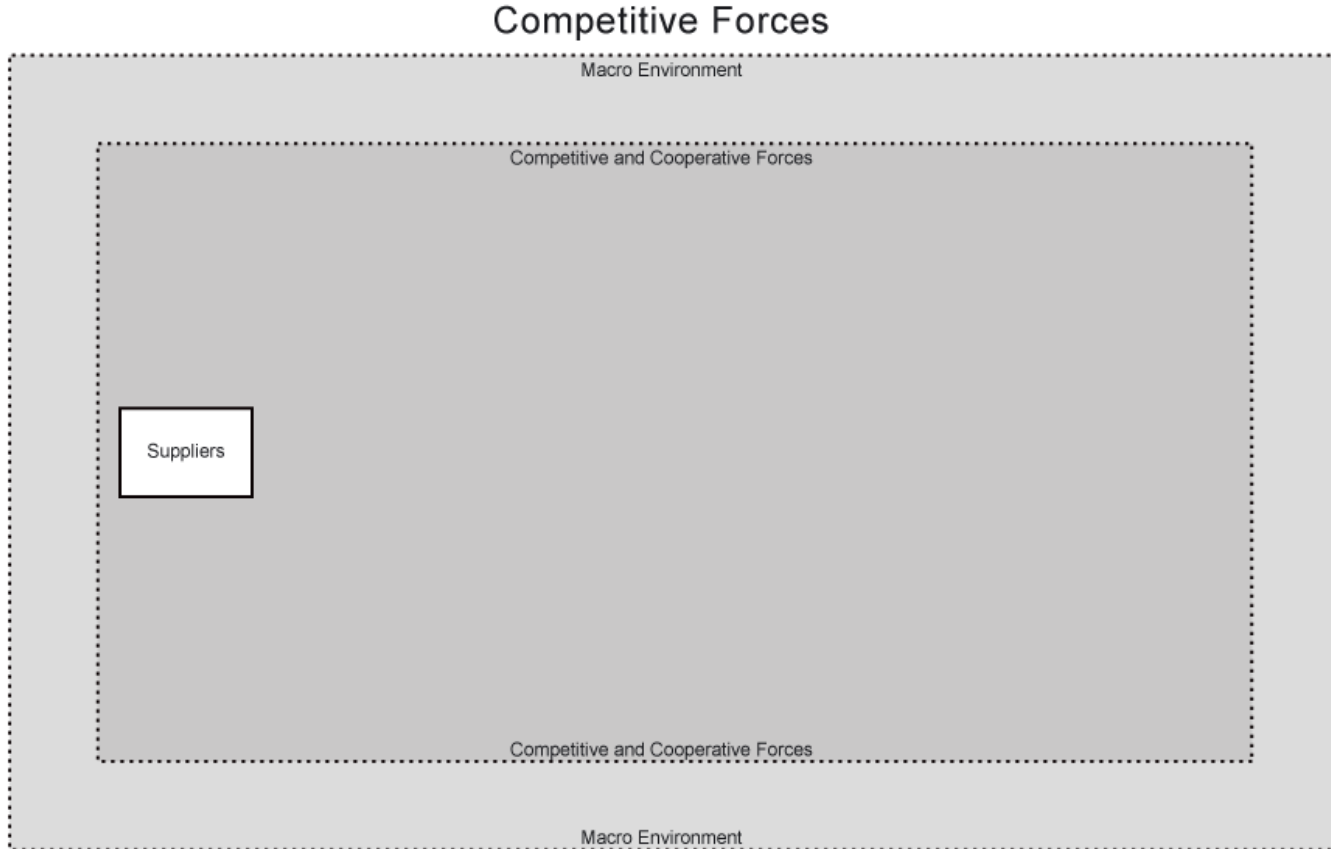


Inspired by:

- 1) The danish physicist Niels Bohr and the changes that come when we meet a paradox.
- 2) "Exploring Corporate Strategy" by Gerry Johnson, Kevan Scholes and Dr. Richard Whittington.

Competitive Forces Model – Suppliers

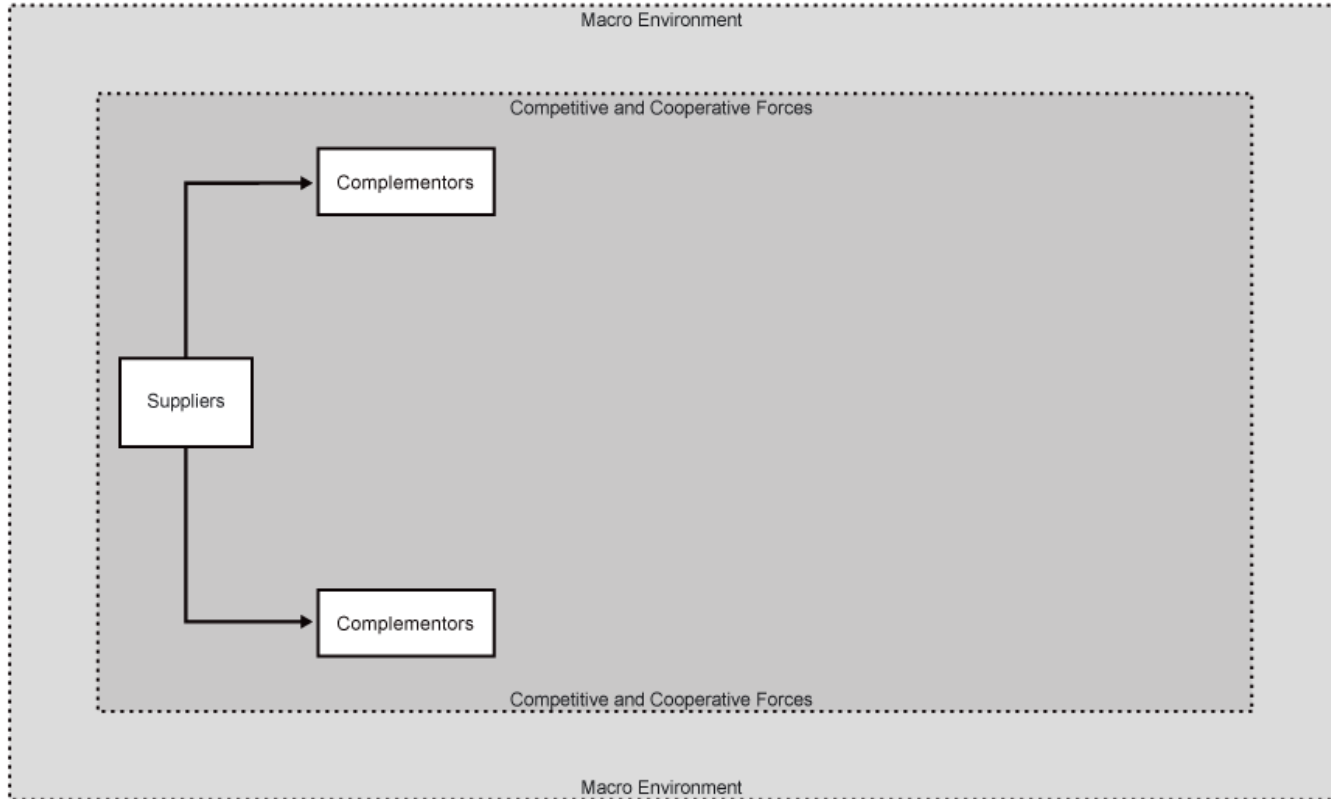
Introduction to new key principles & concepts



Competitive Forces Model – Complementors

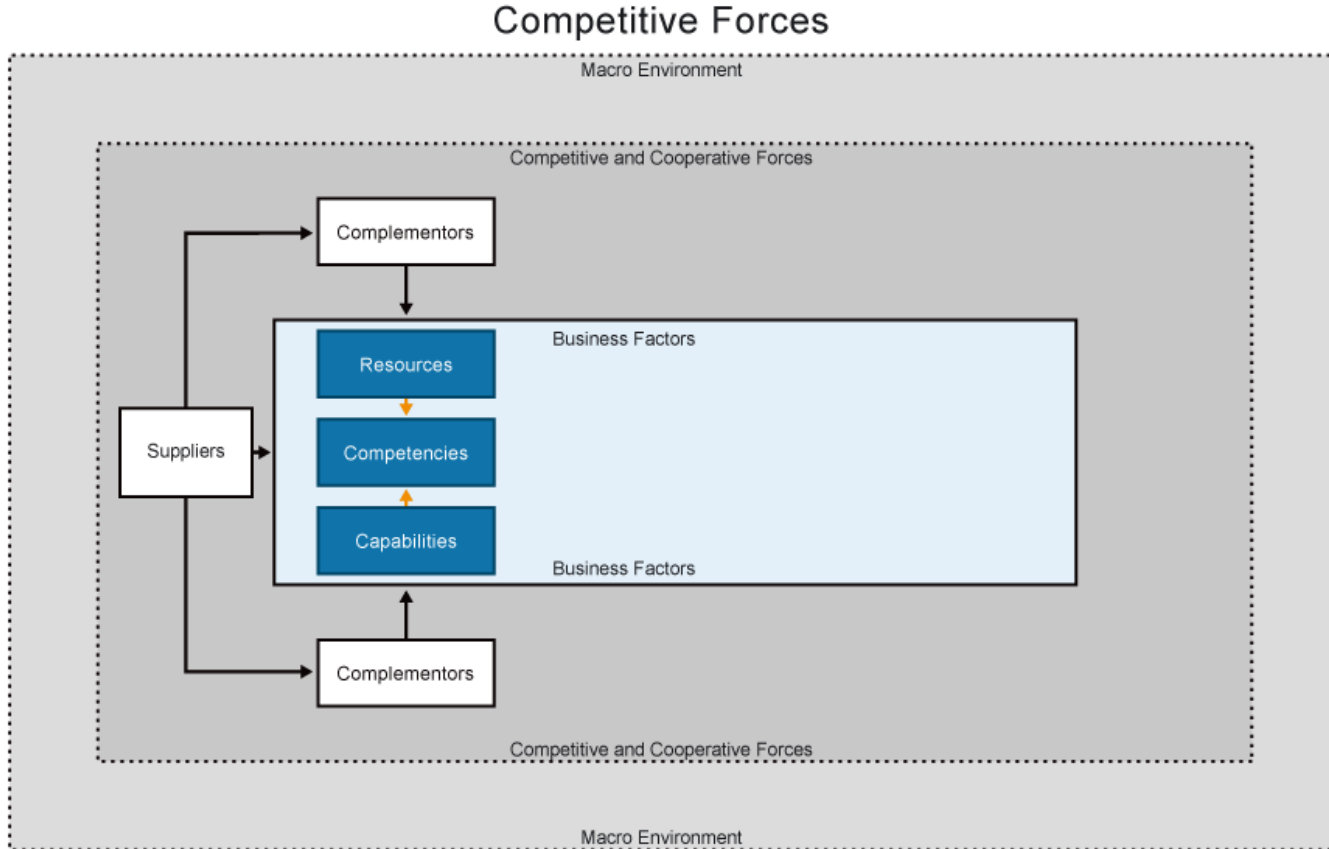
Introduction to new key principles & concepts

Competitive Forces



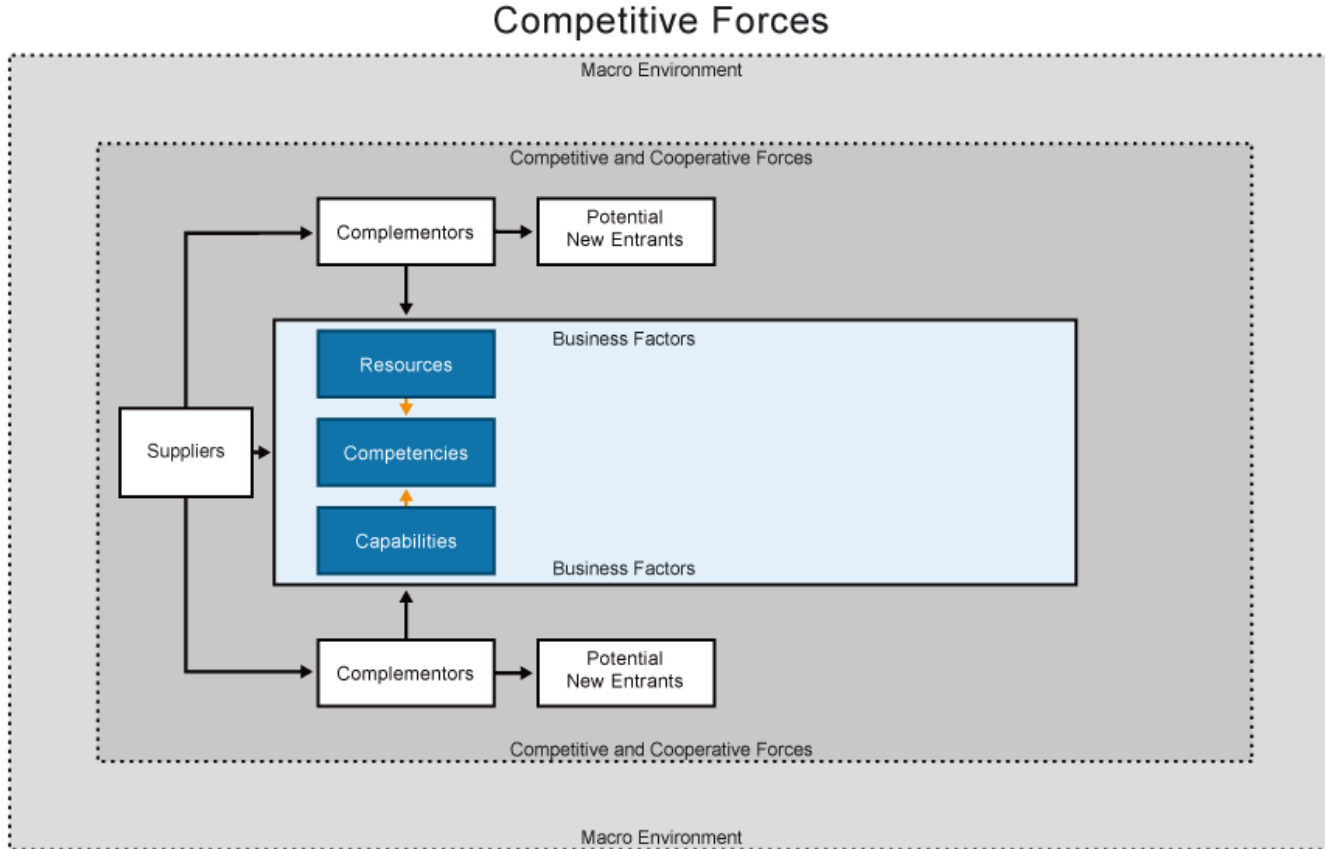
Competitive Forces Model – Resources, Competencies, Capabilities

Introduction to new key principles & concepts



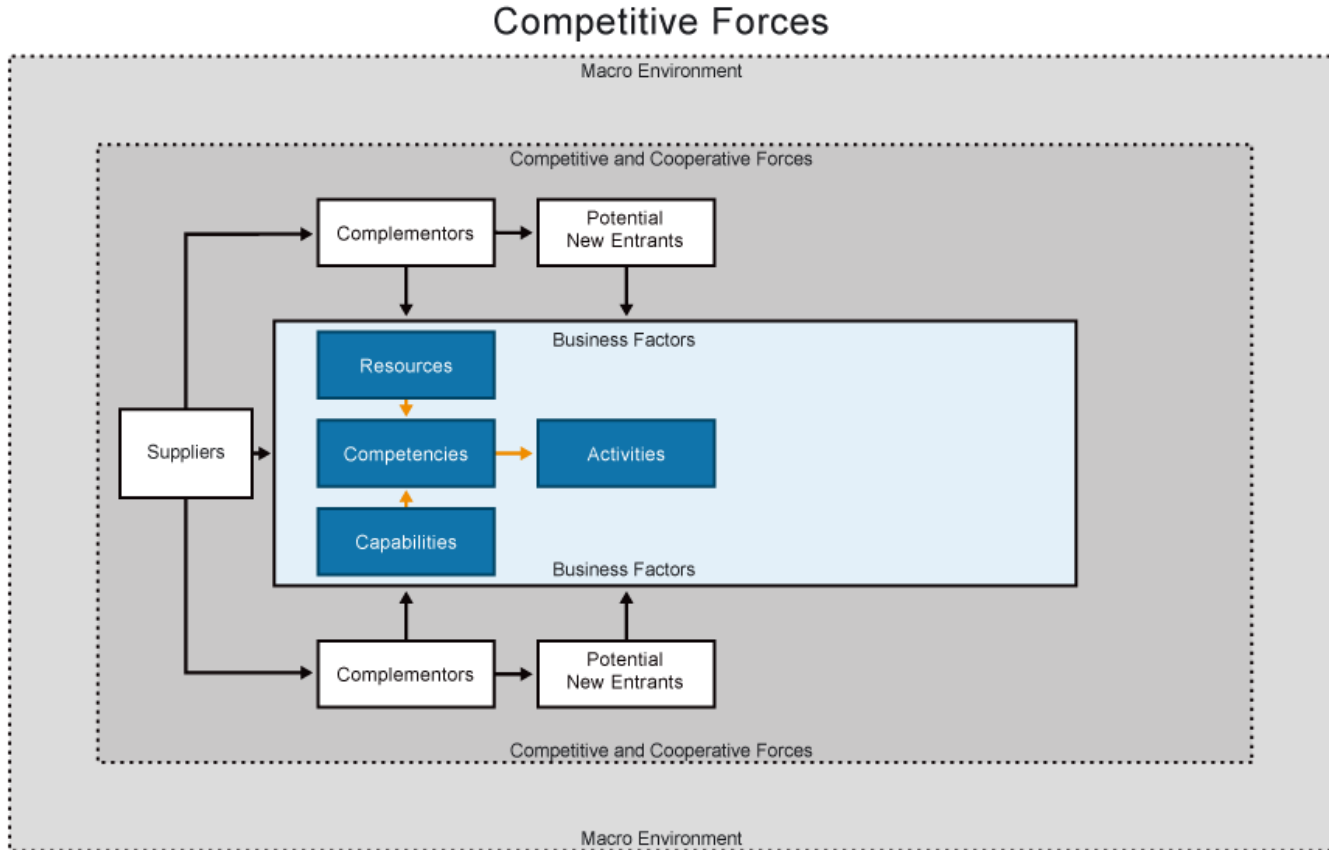
Competitive Forces Model – Potential New Entrants

Introduction to new key principles & concepts



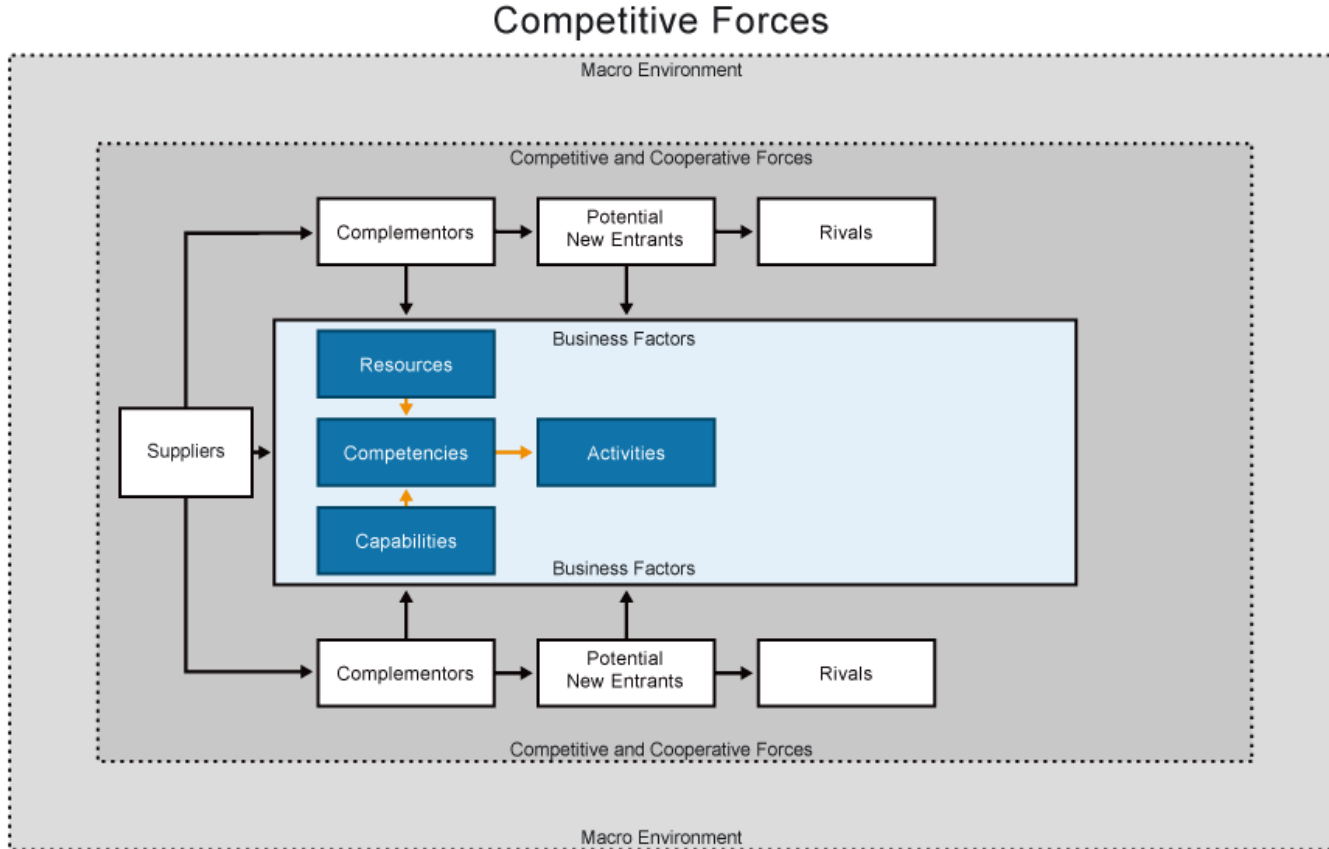
Competitive Forces Model – Activities

Introduction to new key principles & concepts



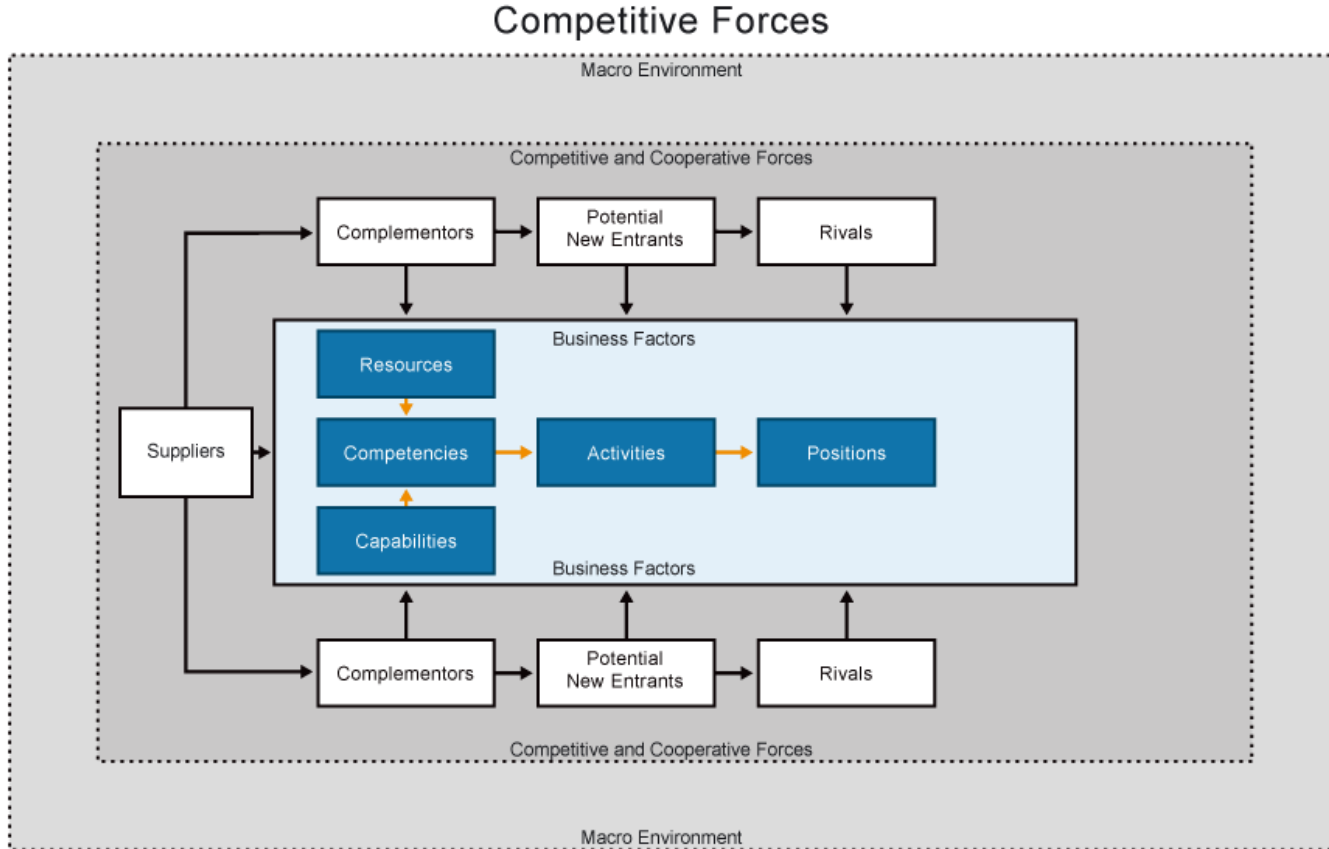
Competitive Forces Model – Rivals

Introduction to new key principles & concepts



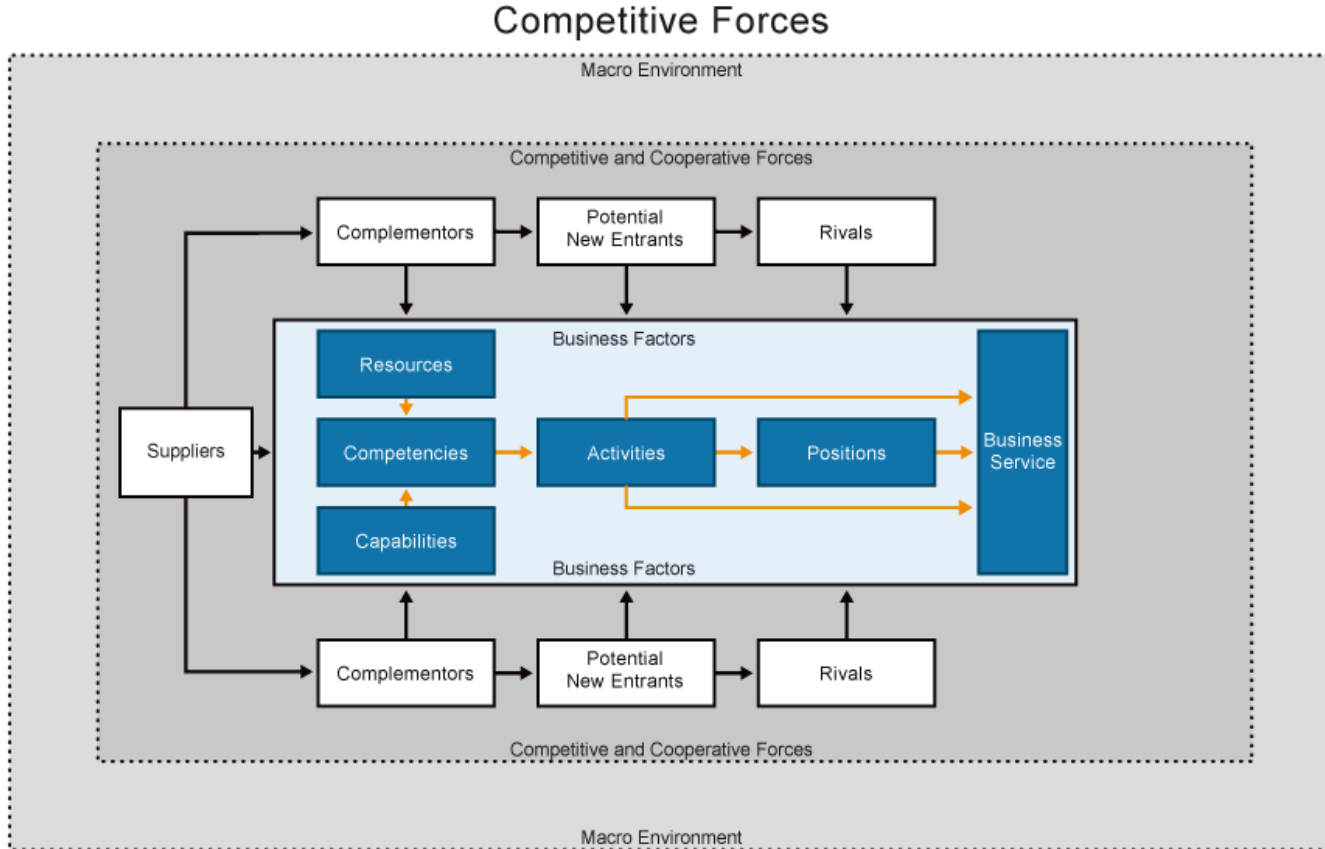
Competitive Forces Model – Positions

Introduction to new key principles & concepts



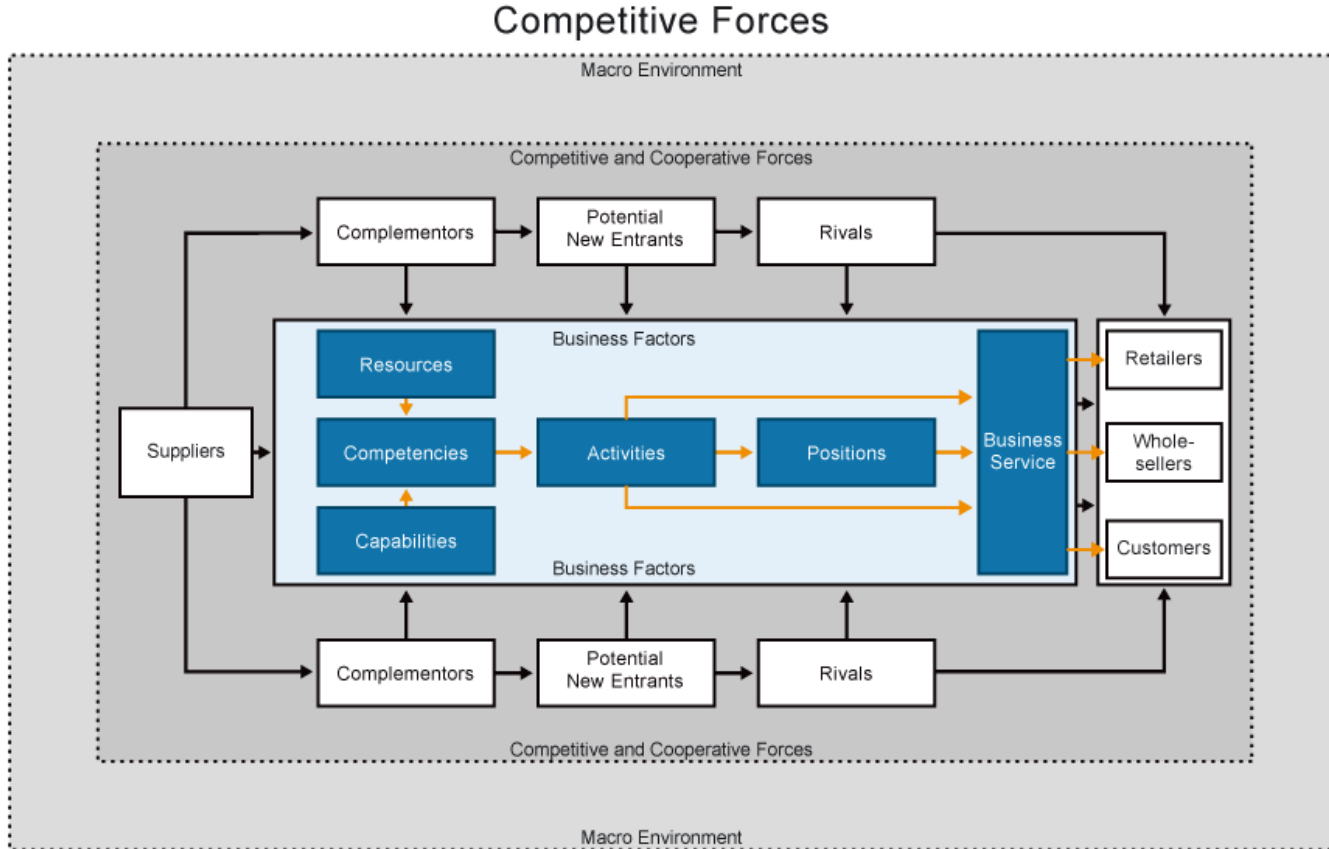
Competitive Forces Model – Business Service

Introduction to new key principles & concepts



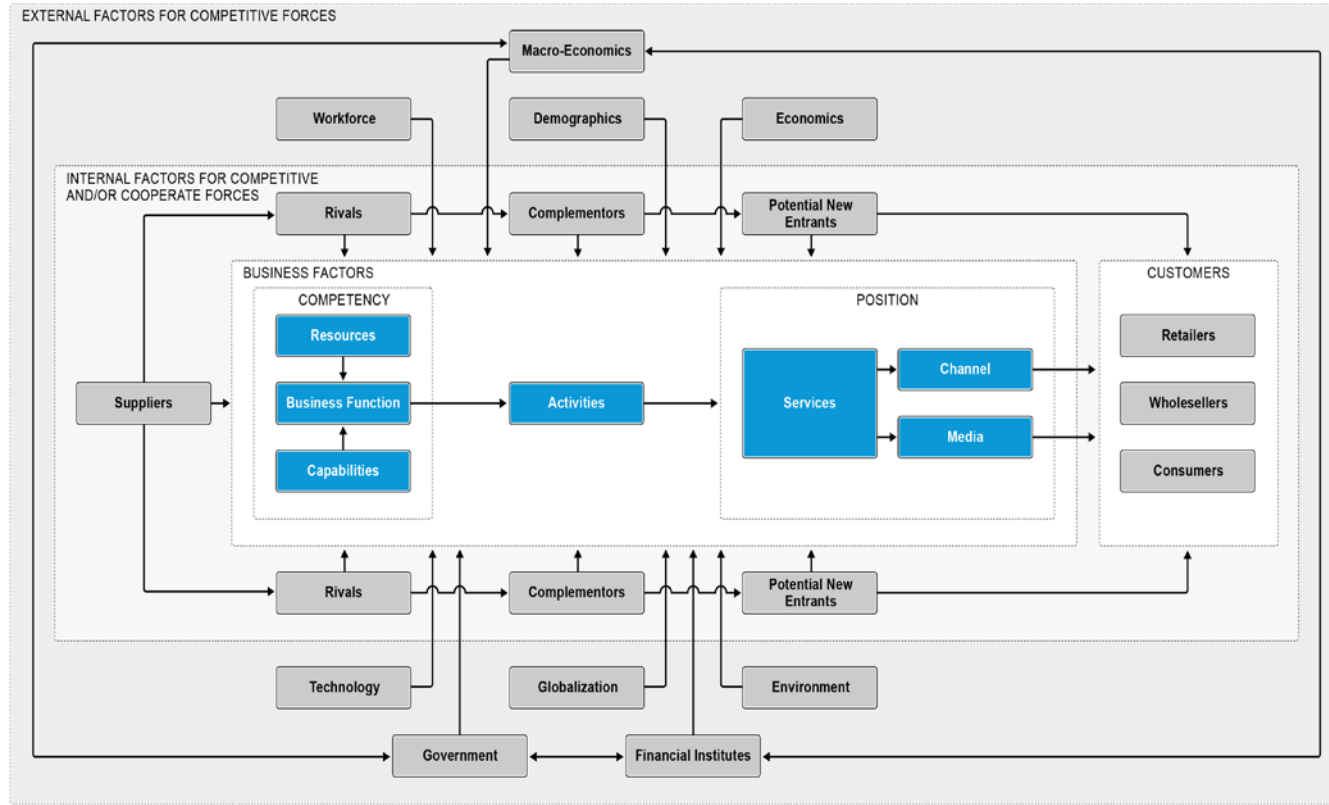
Competitive Forces Model – Retailers, Whole-sellers, Customers

Introduction to new key principles & concepts



General Model (concept): Competitive Forces Model

Introduction: key concepts



General concepts around Forces/Trends

MEGA-TRENDS:

Long-lasting, global phenomena that influence all areas of daily life, across politics, culture, economy.

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General concepts around Forces/Trends

MEGA-TRENDS:

Long-lasting, global phenomena that influence all areas of daily life, across politics, culture, economy.

MACRO-TRENDS:

Specific major patterns or trend developments born of and contributing to a mega-trend.

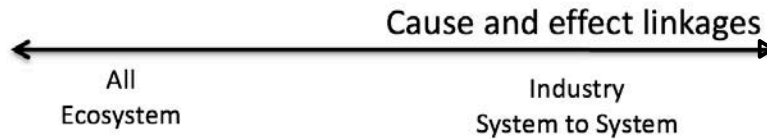
General concepts around Forces/Trends

MEGA-TRENDS:

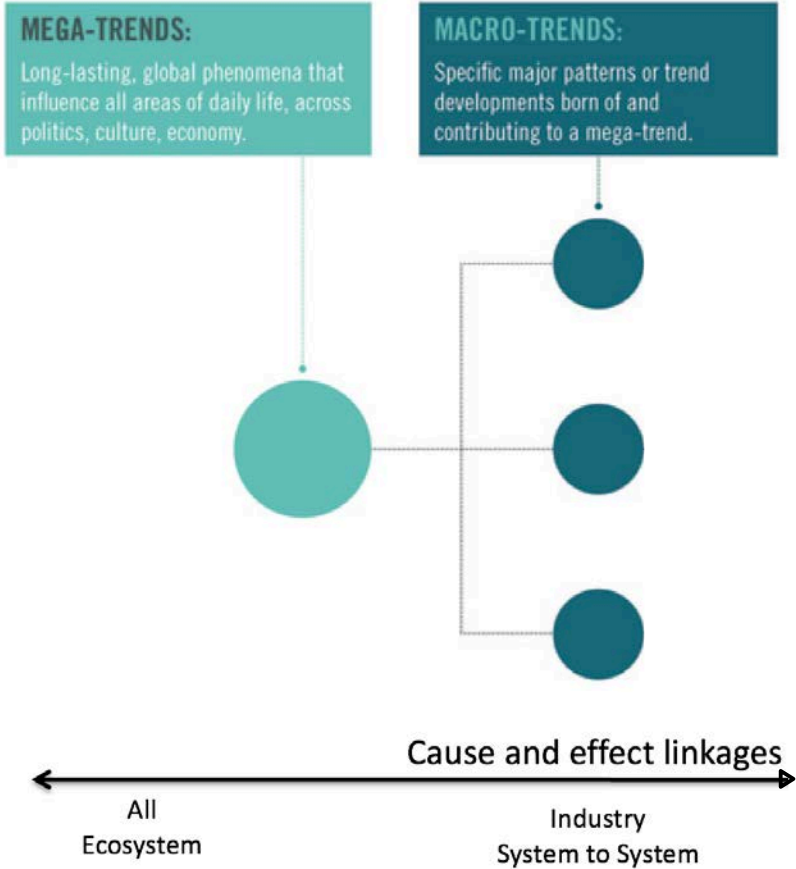
Long-lasting, global phenomena that influence all areas of daily life, across politics, culture, economy.

MACRO-TRENDS:

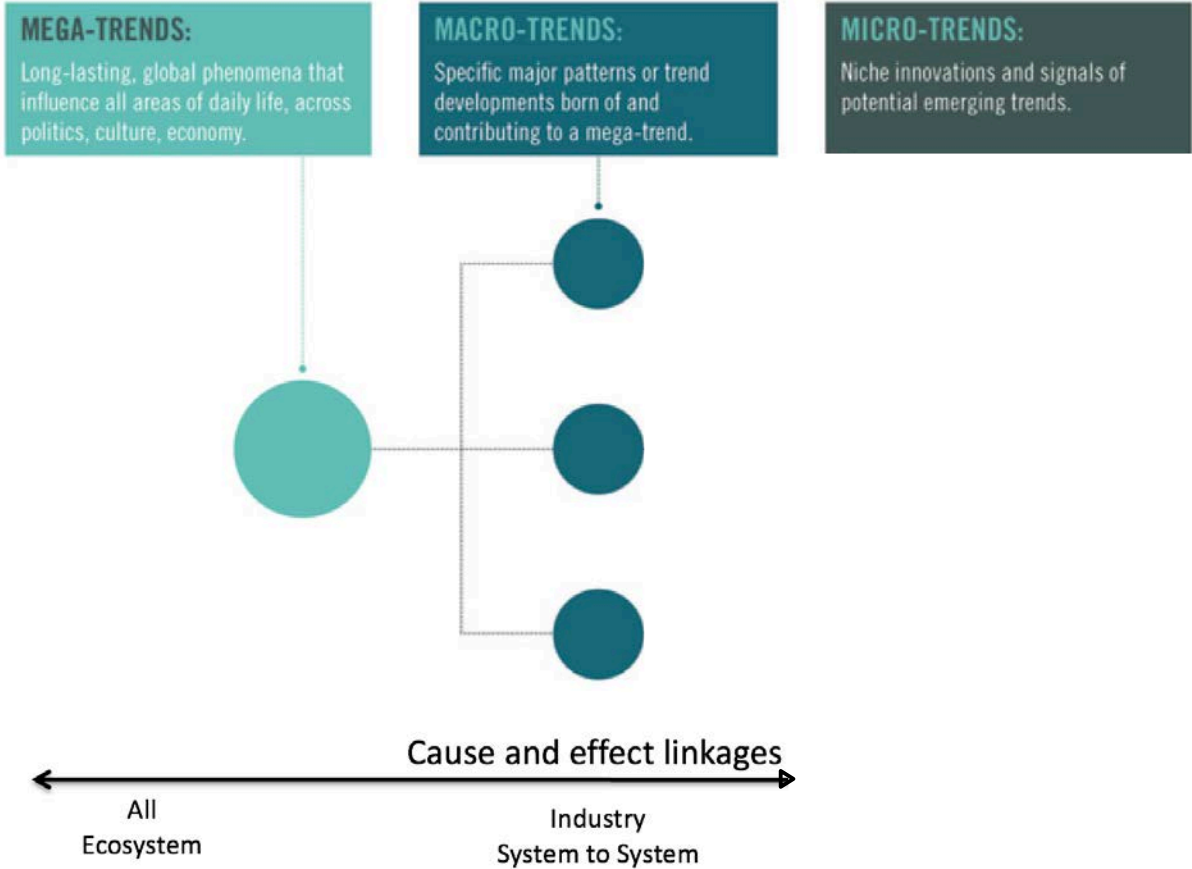
Specific major patterns or trend developments born of and contributing to a mega-trend.



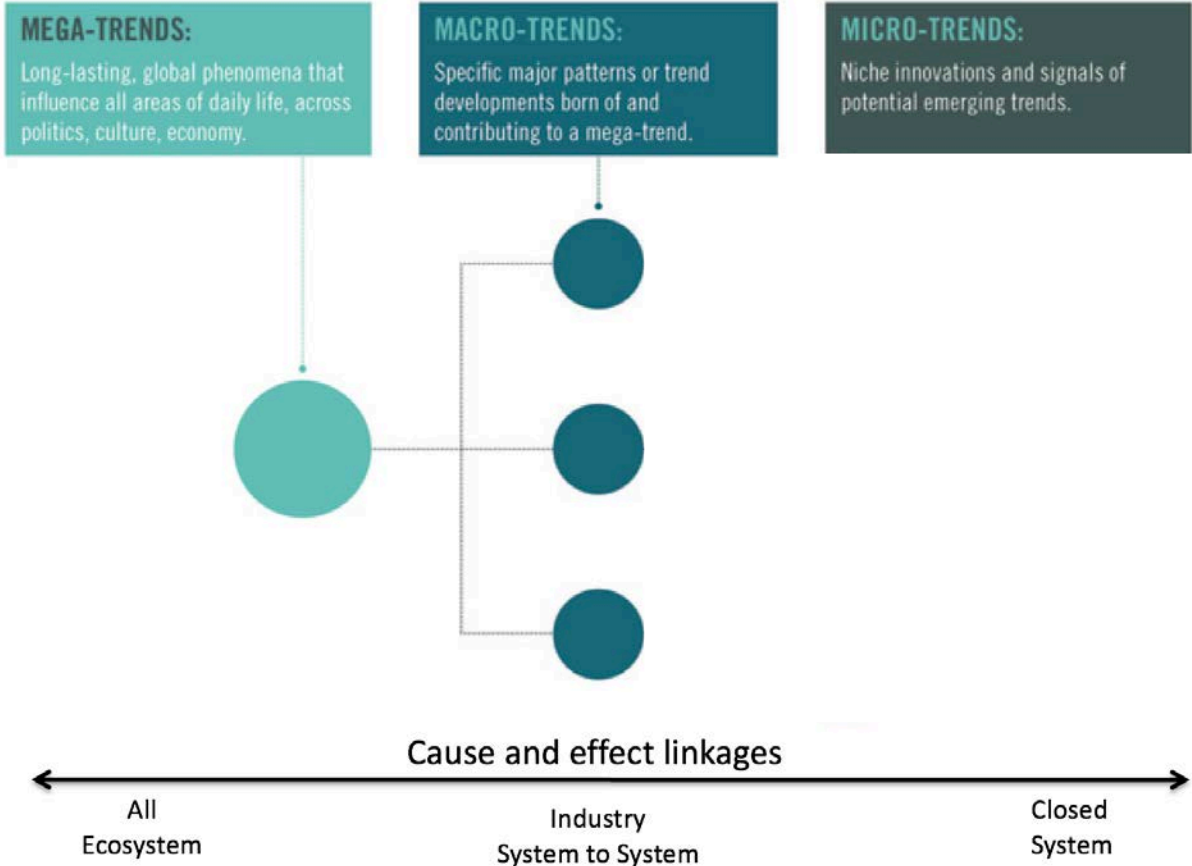
General concepts around Forces/Trends



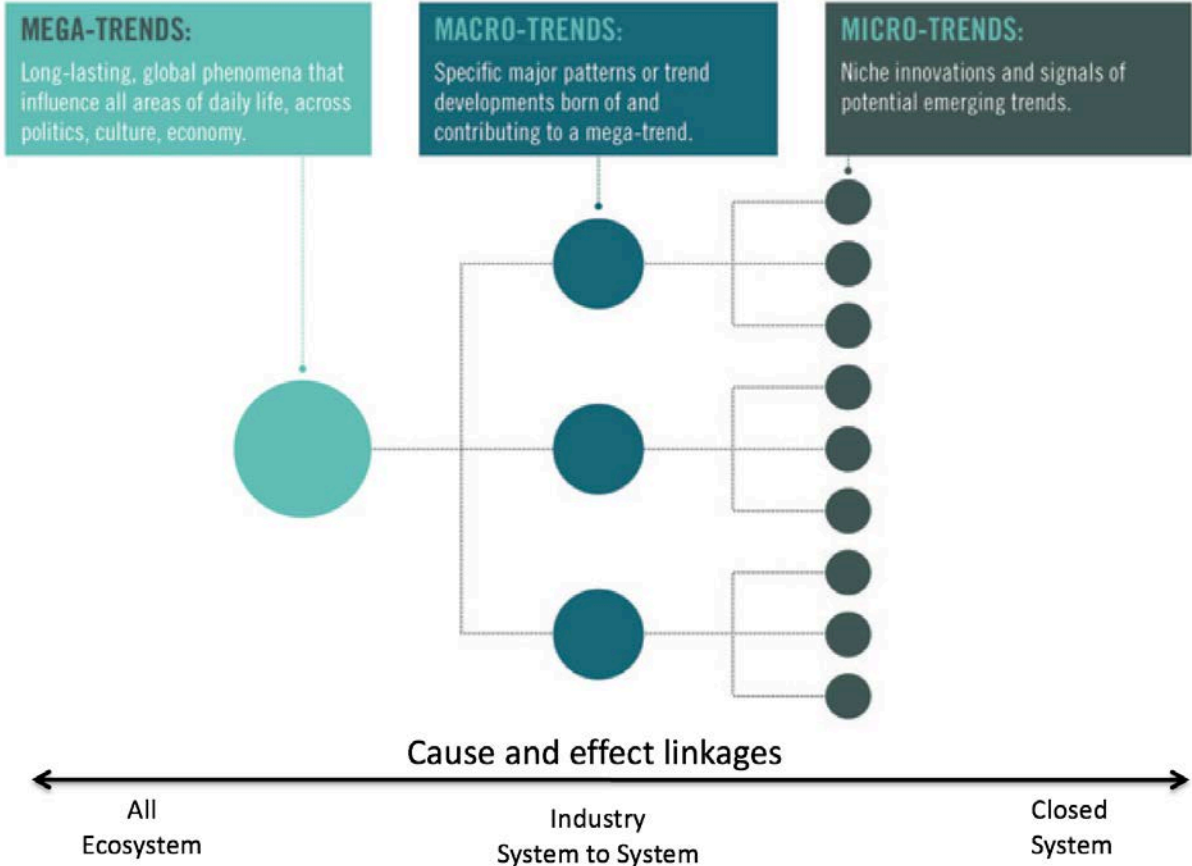
General concepts around Forces/Trends



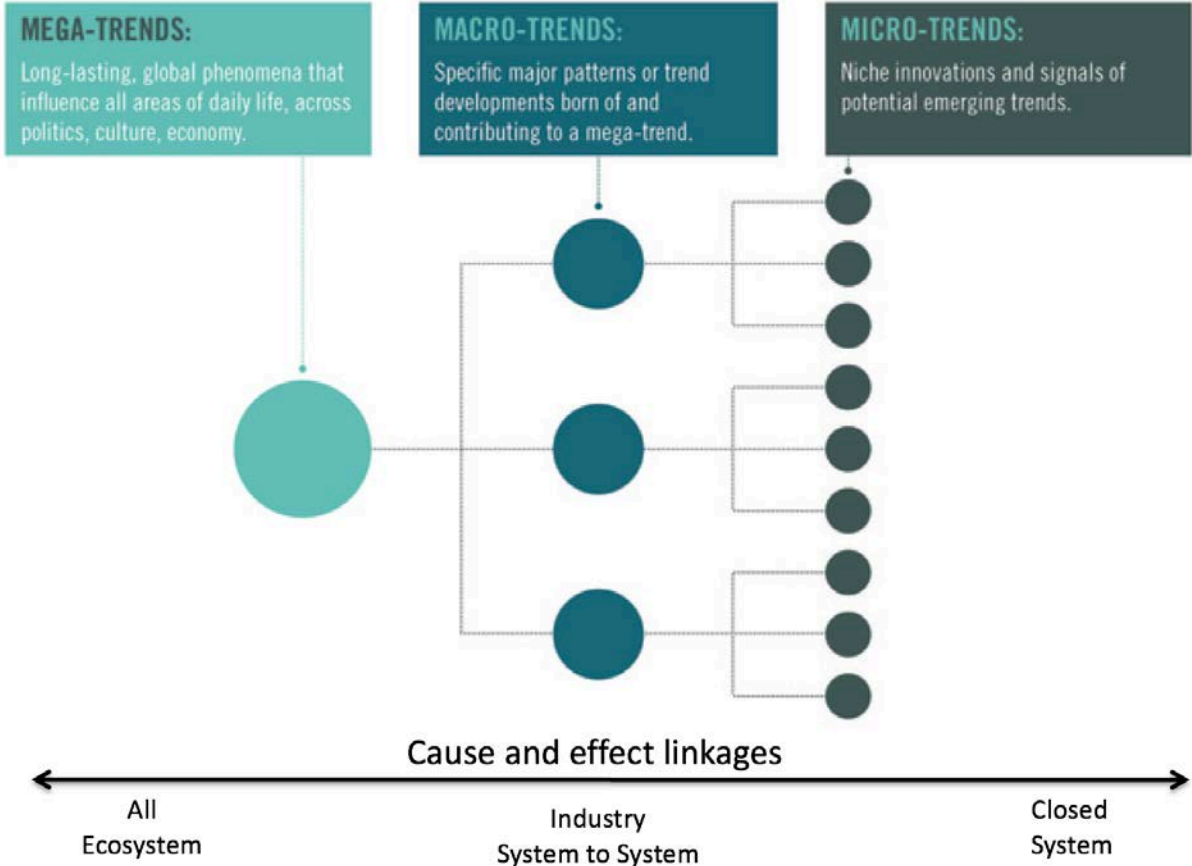
General concepts around Forces/Trends



General concepts around Forces/Trends

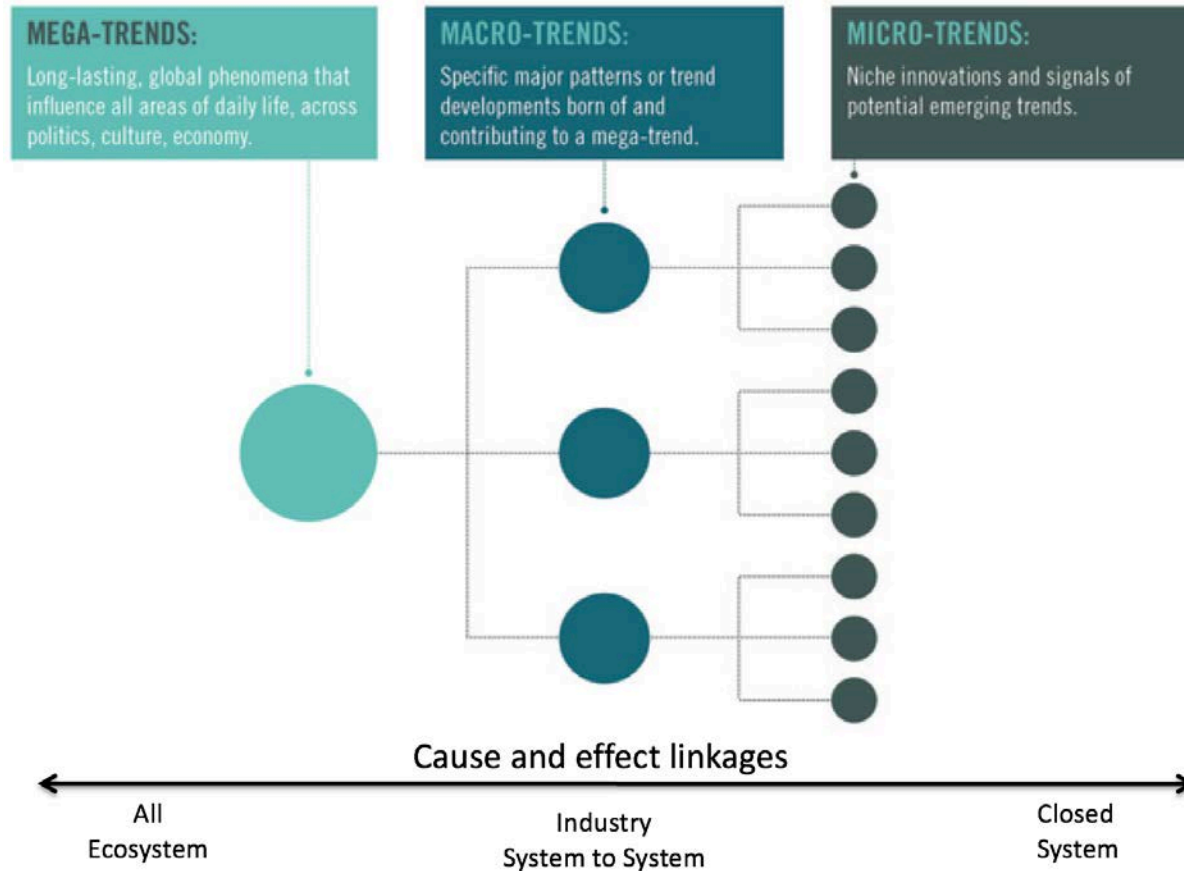


General concepts around Forces/Trends



Example: Forces/Trends

Discussion: use the Model to specify relevant Forces & Trends for you



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QUESTIONS?

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Competitive market forces

Degree of preference \ Number of providers	1	2	One big and some small	Few big	Many	Commodity
Homogenous market (no preference)	Monopoly	Duopoly	Partial monopoly	Oligopoly	Competition	Full competition
Heterogenous market (some preference)		Differentiated duopoly	Differentiated, partial monopoly	Competition, but with differentiated oligopoly	Monopolistic competition	Head-2-head rivalry

Organization's market position e.g. rivals, complementors, etc.

Degree of preference \ Number of providers	1	2	One big and some small	Few big	Many	Commodity
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Heterogenous market (some preference)		Differentiated duopoly	Differentiated, partial monopoly	Competition, but with differentiated oligopoly	Monopolistic competition	Head-2-head rivalry
Organization's market position e.g. rivals, complementors	Unique	Strong	Robust	Secure	Fragile	Weakest
		Strongest	Most robust	Most secure	Delicate	Vulnerable

Industry exposure to external force, e.g. macro-economics, etc.

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		Strongest	Most robust	Most secure	Delicate	Vulnerable
Industry exposure to external forces e.g. macro-economics	Low				High	

Organization's geographic exposure to recession/crisis e.g. demographics, environment, etc.

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Industry exposure to external forces e.g. macro-economics	Low				High	
Organization's geographic exposure to recession/crisis e.g. demographics, environment	Low		High		Low	High

Strategic situation

Degree of preference \ Number of providers	1	2	One big and some small	Few big	Many	Commodity
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Organization's geographic exposure to recession/crisis e.g. demographics, environment	Low		High		Low	High
Strategic situation:	← Differentiation			Competitiveness →		

Chosen strategy

Degree of preference \ Number of providers	1	2	One big and some small	Few big	Many	Commodity
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Industry exposure to external forces e.g. macro-economics	Low				High	
Organization's geographic exposure to recession/crisis e.g. demographics, environment	Low		High		Low	High
Strategic situation:	← Differentiation			Competitiveness →		
Chosen strategy	Increase the revenue model by creating uncontested market space		Compete in existing market space, but stand out via services and performance		Compete in same market space	
	With value make the competition irrelevant		Differentiate yourself from the competition		Beat the competition	
	Create and capture new demand		Exploit current customer base to reduce attrition, drive loyalty and promote word of mouth		Exploit existing demand	
	Break the value-cost trade-off		Break the transactional market economy mindset, add service to exceed expectations		Make the operational-cost trade-off	
	Align the whole system of a company's competencies in pursuit of differentiation and value		Align the whole system of a company's activities in pursuit of differentiation through added services and performance		Align the whole system of a company's activities with its strategic choice of low cost	

Business competencies

Degree of preference \ Number of providers	1	2	One big and some small	Few big	Many	Commodity
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Strategic situation:						
Chosen strategy	Increase the revenue model by creating uncontested market space		Compete in existing market space, but stand out via services and performance		Compete in same market space	
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Business competencies	Core Differentiating Competencies		Core Competitive Competencies		Non-Core Competencies	

Business modelling discipline chosen

Degree of preference \ Number of providers	1	2	One big and some small	Few big	Many	Commodity
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Strategic situation:						
Chosen strategy	Increase the revenue model by creating uncontested market space		Compete in existing market space, but stand out via services and performance		Compete in same market space	
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	Align the whole system of a company's competencies in pursuit of differentiation and value		Align the whole system of a company's activities in pursuit of differentiation through added services and performance		Align the whole system of a company's activities with its strategic choice of low cost	
Business competencies	Core Differentiating Competencies		Core Competitive Competencies		Non-Core Competencies	
Business modelling discipline chosen	Revenue Model	Value Model	Service Model	Performance Model	Operating Model	Cost Model

Standards used

Degree of preference \ Number of providers	1	2	One big and some small	Few big	Many	Commodity
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Organization's geographic exposure to recession/crisis e.g. demographics, environment	Low		High		Low	High
Strategic situation:	Differentiation			Competitiveness		
Chosen strategy	Increase the revenue model by creating uncontested market space		Compete in existing market space, but stand out via services and performance		Compete in same market space	
	With value make the competition irrelevant		Differentiate yourself from the competition		Beat the competition	
	Create and capture new demand		Exploit current customer base to reduce attrition, drive loyalty and promote word of mouth		Exploit existing demand	
	Break the value-cost trade-off		Break the transactional market economy mindset, add service to exceed expectations		Make the operational-cost trade-off	
	Align the whole system of a company's competencies in pursuit of differentiation and value		Align the whole system of a company's activities in pursuit of differentiation through added services and performance		Align the whole system of a company's activities with its strategic choice of low cost	
Business competencies	Core Differentiating Competencies		Core Competitive Competencies		Non-Core Competencies	
Business modelling discipline chosen	Revenue Model	Value Model	Service Model	Performance Model	Operating Model	Cost Model
Standards used	Leading Practices		Industry Best Practice		Best Practices	