Hello!

Our mission is to find and nurture the next generation of leaders whom will make a lasting values-based impact by solving mankind’s most pressing problems, and to build the firm which attracts the finest educated professionals by constantly embracing the costs of our values.

It takes us over one year to plan, execute and develop each training program study. Each study is curated and crafted by former McKinsey, BCG et al senior partners to help you understand, follow and replicate consulting engagements so you may confidently acquire the skills taught.

Great care is taken to make the training as realistic as possible while providing compelling and captivating narrated episodes to improve your experience.

This map is the overview and logic behind the Corporate Strategy & Transformation Engagement training program. This training program is only available to FC Insiders.

By following the arrows one can track the evolution of a strategy engagement. The numbers correspond to the videos within our StrategyTraining.com website which is only available to FC Insiders.

Please note that the only way to become an FC Insider, and access all the content on StrategyTraining.com, is to become a Premium member for 6 months, in good standing, on the Firmsconsulting.com website. The majority of our content is only available to FC Insiders.

Thank you for giving us this opportunity to earn your trust.

Best wishes,
Kris Safarova
Partner
Accountability of stream is not outlined

Accountability of the communications and mobilization stream
1. How do I retain the privilege of serving this client?

The partner could use two styles depending on his relationship with the client and the nature of the work proposed.

This section shows the style used for new / competitive clients.

How do McKinsey and BCG partners write successful proposals?

The partner could use two styles depending on his relationship with the client and the nature of the work proposed.

This section shows the style used for new / competitive clients.

How do I communicate a disagreement with the RFP?

Feedback from RFP committee & CEO

Corporate Strategy vs. Other Strategy: critical differences exist

What do shareholders want and need?

Why does the company exist?

What are the resource constraints of the company?

How do I generate the strategy storyboard

How do I validate the strategy storyboard?

Diagnostic phase: see 1st proposal above

Org. design, skills, comms & transformation: see 1st proposal above

View the revised proposal with the strategy additions

View the letter sent to the CEO to explain the changes

Design the strategy analyses stream charter and approach

Corporate strategy key questions

Business unit strategy key questions

Value analyses and business case key questions

What is the corporate strategy process?

Prioritize business units

Analysis 1: cost of funding the change

Analysis 2: profit from the core

Analysis 3: EVA and EV

Design investment matrix

How is a transformation study different from corporate strategy?
Large corporate strategy transformation studies are not run like a typical 5-person case analysis. These large studies are both McKinsey and BCG’s specialization. Learn how studies with 15 to 20 consultants are staffed, managed, governed and completed to the highest standards.
Week 1: 17 April–23 April

1. Would you like to recap key insights from the study proposal?

2. What does Day 1 look like on this study?

3. Why interview Empire Energy & Empire Int. leadership?

4. How are the 2 week objectives built into the focus interview?

5. May I see the focus questionnaire?

6. May I see the feedback from the focus groups?

7. Why have an initial workshop with Empire Int. Supp. Services team?

8. What should be the structure of the workshop?

9. What are the next steps from the workshop and why do they matter?

10. Why does this study begin haphazardly?

11. How should the project room be laid out?

12. Should clients be allowed in the project room?

13. What is discussed in Internal Update Meeting 1?

14. Why is the overall project structure still being discussed?

15. Why are project values so important for this meeting?

May I see the feedback from the focus groups?
Week 2: 24 April–30 April

1st Study Steering Committee Update: Introduction

Objectives

Focus interview feedback from executives

Scope clarification

Strategy Analyses

Balanced Scorecard & Transformation Map

Value Analyses

Organization Design

Progress Update

Value Analyses

Timeline

Key Assumptions

Value Analyses Findings

Financial Strategy Matrix

Who does the communications work if the partner is presenting?

Develop comms. plan and rationale for client executives

Who should be my strategy for this presentation?

Explain the importance of strategic mobilization to the client

What should my pre-presentation strategy be?

Prepare Empire Int. CEO letter for his management team

Prepare study update Empire Int. CEO will use for Empire Int. board

Prepare study update Empire Int. CEO will use for Empire Energy board

Would you like to recap the key insights from week 1?

Do I require a decision from this meeting?

Strategy feedback

Skills feedback

Structure feedback

Culture feedback

Strategy Analyses

Balanced Scorecard & Transformation Map

Value Analyses

Organization Design

Progress Update

Value Analyses

Timeline

Key Assumptions

Value Analyses Findings

Financial Strategy Matrix
Ready for the 1st CEO update call?

Clarified next steps

Deliverables completed

Resourcing of study

Next steps from this meeting

How does the partner provide feedback to the strategy team?

Organization Design

Approach

Decisions / Questions to be Answered

Key Criteria

Management Skills Analyses

Approach

Approach

Timeline

Approach

Working with lower management

Communication

Close

Approach

Approach

Approach

30

31

32

33

34

35

36

37

38

39
Week 3: 1 May – 7 May

1. Would you like to recap the key insights from week 2?
2. Why is client training such a significant part of this study?
3. Why set up change management training for the client joint teams?
4. How should the training be run and who should attend?
5. How in-depth must the training be?
6. Objectives, ground rules and expectations setting
7. Warm-up and terminology
8. Background to change management
9. The emotional cycle of change
10. A model for organizational change
11. A model for personal response to change
12. Critical success factors for change management
13. What are the next steps from the training?
14. Where are clients on the emotional cycle of change?
15. Where do client’s see themselves on the cycle and why?
16. Where are the clients’ customers on the cycle and why?
17. How can we deal more effectively with change?
18. Updating the Labor Unions for the 1st time

Strategy Training
- Corporate & BU Strategy: Power Sector

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18
What is the agenda for the 3rd Internal team meeting?

Week 4: 8 May – 14 May

What feedback is provided to the strategy team from the training?

What is the agenda for the 4th Internal team meeting?

Revise the comms plan to ensure faster sign-off

Most critical step in the study: next 3 pages

Empire International Executive Visioning Workshop: explained in the next 3 pages

In this critical workshop we will teach you how to weave together insights from 5 areas to finish the two most important steps of a corporate strategy study: isolating the key question and choosing a market to pursue

See how we integrate detailed analyses from:
- 5 case studies
- Detailed market and trends analyses
- Value chain and profit pool analysis
- Scenario planning

This step teaches you how to develop critical insights when detailed numerical analysis cannot be used

What feedback is provided from the union meeting?

Would you like to recap the key insights from week 3?

Do I require a decision in this meeting?

Ready for the 2nd CEO update call?

H2 to ensure Empire Int. executives do not miscommunicate?

Introducing the CEO to the method to calculate benefits?

What feedback is provided to the strategy team from the training?
Ready to understand the visioning workshop better?

Corporate strategy is difficult because it requires the team to determine the market’s trajectory and find a profitable part of the value chain where the client should operate. The challenge is to use a process which can bring order to the mountain of input material.

This workshop is a critical tool/step pulling together all the elements of the corporate strategy process. Much is taught in the videos that follow and it is useful to go through everything sequentially and slowly.

Try to extract the broader principles versus the analysis results for this particular study. No two studies will have the same results, even within the same sector.

Blue bars, in this section of the study, are steps in the workshop. White perforated bars are input to the workshop.

What is corporate strategy?

How does the visioning workshop lead to the corporate strategy?

What is the logic of the overall process?

How would you pull all the pieces together?

Let’s walk through a typical visioning workshop?

What are the explicit objectives of each part of the workshop?

What is the objective of the overall workshop?

Must the client always arrive at the answer themselves?

What are the checklists milestones / early warning signs?

What happens if the wrong market/segment is selected?

First understand the technical logic...

...followed by the supposed limitations...

...to understand the workshop format...

...and operational details....

What is the overall approach for this stream?

How does the corporate strategy fit into the entire study?

Use the proposal to determine the stream objective

Why doesn’t one elegant analysis provide the answer?

Why don’t we use SWOT analysis?

Why don’t we use Porter’s Five Forces?

Does this analysis replace a business plan?

Should the same logic + approach be used for all corp. strategy studies?

Must a workshop format always be used?

How would you simplify the process for a lack of time / resources?

Why conduct the workshop so early?

Is this the entire corporate strategy process?

If not, what is there to come?

Whom should be invited?

How important is the skill to facilitate the workshop?

Who facilitates?

Who makes the final decisions?

What happens if the client arrives at a different conclusion?

Recap the visioning workshop plan

Host visioning workshop

30

31

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What happens if the client arrives at a different conclusion?

Recap the visioning workshop plan

Host visioning workshop

30

31
What is the single biggest mistake made in corporate strategy?

2nd part of the workshop: deciding where EI will compete

Brainstorm the major issues in the sector

Separate and cluster uncertainties

Rank and expand uncertainties

Build scenarios of main uncertainty clusters

1st part of the workshop: more of an input presentation

Extract key lessons from the case studies

Identify the main trends in the sector

Insights from the customer value chain

Insights from the client value chain / capabilities and assets

Six major trends in energy

Energy markets issues

Supply issues summary

Demand issues summary

Key sector-wide emerging issues

Volatility of supply

Solutions and trends in supply

Pricing sensitivity

Energy demand

Green energy

Environmental pressure

Reduced cycle times aka volatility in business models

Disaggregating value chains

Supply issues summary

What is a value chain?

Questions answered in this value chain analysis

Why is it important in corporate strategy?

Learn how to build a value chain from 1st principles

Best-practice guidelines for actual studies

Why is there no Gx, Tx and Dx value chain?

Why is the value chain built non-industry specific?

Review the value chain built for the study

Mapping EI within the value chain

Mapping competitors within the value chain

Valuing the value chain

ABB case study

RWE case study

ENEL case study

US market structure case study

ESB International case study

Six major trends in energy

Energy markets issues

Volatility of supply

Solutions and trends in supply

Pricing sensitivity

Energy demand

Green energy

Environmental pressure

Reduced cycle times aka volatility in business models

Disaggregating value chains
Role of diversification
Impact of globalization
Liberalizing markets
Changes at OEMs
Analyzing the domestic energy market
Overview of the local market
Overview of the client’s position in the local market

Capital expansion program
Demand side management
Renewables plan
Reserve margin
Regulators
Construction model
EI capability gaps

Review visioning workshop output
Explicitly outline implications of visioning workshop agreements
Test the corporate strategy recommendations
Implementing the strategy recommendations

What we now know and don’t know
Should EI continue expanding outside its core?
Ranking EI’s options?
Did we achieve the decisions sought?
Executive summary – for CEO and Board
Details of implications – not for circulation beyond Board
Impact on 4th generation reactors – not for circulation beyond Board
Impact on Telco skunk works – not for circulation beyond Board

Design & Build decisions
Operate decisions
Maintain decisions
Business development decisions
Primary Energy decisions
Telecoms
Property decisions

Lessons from the Visioning workshop

Capital expansion program
Demand side management
Renewables plan
Reserve margin
Regulators
Construction model
EI capability gaps
Week 4: Time to understand the engagement team

First understand the technical logic...

What is corporate strategy?

How does the visioning workshop lead to the corporate strategy?

What is the logic of the overall process?

How would you pull all the pieces together?

..followed by the supposed limitations...

Why doesn't one elegant analysis provide the answer?

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Does this analysis replace a business plan?

...to understand the workshop format...

Should the same logic + approach be used for all corp. strategy studies?

Must a workshop format always be used?

How would you simplify the process for a lack of time / resources?

...and operational details....

Why conduct the workshop so early?

Is this the entire corporate strategy process?

If not, what is there to come?

Whom should be invited?

What is the agenda for the 4th Internal team meeting?
Week 5: 15 May – 21 May

2nd Study Steering Committee Update

Objectives

Balanced Scorecard

Value analyses

Progress update

Current EVA performance

Projected EVA performance

Why current and projected EVA performance differs?

EVA performance of the subsidiaries

EVA workshop

Organization design

Management skills analyses

Communication and mobilization

Next steps from the Steering Committee Meeting

What is the agenda for the 5th Internal team meeting?

Do you need a pre-presentation strategy for this meeting?

Why is the value analyses such a major part of this update?

Is value analyses a separate stream or a sub-stream of strategy?

Do I require a decision from this meeting?

Do I need a pre-presentation strategy for this meeting?

Ready for 3rd CEO update call?

What is the agenda for the 5th Internal team meeting?
Week 6: 22 May – 28 May

1st internal team only meeting to encourage project integration

Building an alignment map to encourage integration

Would you like to recap the key insights from week 5?

Develop letter for Empire Int. CEO to appoint interim

Why is this letter so important?

3rd Study Steering Committee Update

Objectives

Agree communications plan after recent resistance

Review study governance process

Review process for filling interim operational roles

Do I require a pre-presentation strategy?

Strategy stream

Value analyses stream

Organization design stream

Management skills analyses stream

Are the objectives different for Steercom and OPCO?

1st OPCO Update

Introduction

The transformation challenge

Overview of the study

Stream Updates

Do I require a decision from this meeting?

Agree communications plan after recent resistance

Do I require a decision from this meeting?

How to communicate to and mobilize the organization discussion

Close

Next steps from 1st OPCO Update

Are the objectives different for Steercom and OPCO?

Agree communications plan after recent resistance

Do I require a decision from this meeting?
What is the agenda for the 6th internal team meeting?

Week 7: 1 June – 7 June

2nd team only meeting to encourage project integration

4th Study Steering Committee Update

Would you like to recap the key insights from week 6?

What is the agenda for the 7th internal team meeting?

How are tax, audit and IT issues taken into consideration?

Do I require a pre-presentation strategy?

Update information pack for client executives

Plan implementation design workshop

Generate transformation maps from workshop

Update on interim management positions

Strategy Analyses Stream

Corporate Strategy Sub-Stream

Business Unit Strategy Sub-Stream

Value Analyses Stream

Balanced scorecard Stream

Organization Design Stream

Management Skills Analyses Stream

Communications & Mobilization Stream

Ready for 5th CEO update call?

Do I require a decision from this meeting?

Summary and next steps
Week 8: 8 June – 14 June

5th Study Steering Committee Update

Do I require a decision from this meeting?

Objectives

Would you like to recap the key insights from week 7?

Support Services Macro-Structure

Function of Support Services

Value analyses update

Organization Structure Problems

Setting up a Chief-of-Staff for the Empire Int. CEO

Initial focus of the study

Next Steps

Recommended Structure

What is the agenda for the 8th internal team meeting?

Implementation Challenges

How will the partner and manager prepare their mid-point feedback?

Develop Empire Int. CEO letter to invite managers to workshop

How will I coach or be coached on poor performance?

Plan workshop for managers of client

What goes into the Empire International CEO pre-presents?

Develop Empire Int. CEO letter appointing interim managers

Setting up the 6th CEO update call and pre-present

Develop poster 1 to be used around the company

Develop poster 2 to be used around the company

Develop poster 3 to be used around the company

Develop comics to be used around the company

Do I require a pre-presentation strategy?
Week 9: 15 June – 21 June

1st Full Update to the Empire International CEO

Objectives

1-slide summary of the findings

Progress to Date

Organization Design Stream

Overall structure

Support services division

Globalization division

Development division

CFO services support function

Internal services function

Level 1 Scorecard

Level 2 Scorecard

Balanced Scorecard Stream

Strategy Stream

Today’s focus for the presentation

Case Study of ABB and its failed expansion strategy

Recommendations

#1: Return to the core energy business

#2: Focus on Design, Build, Ops, Maintenance of Gx, Tx and Dx

#3: Keep adjacent businesses with high market shares

Would you like to recap the key insights from week 8?

Do I require a presentation strategy?

What is the protocol for presenting to a CEO?

Do I require a decision from this meeting?

Setting the context

Would you like to recap the key insights from week 8?

Do I require a presentation strategy?

What is the protocol for presenting to a CEO?

Setting the context

Would you like to recap the key insights from week 8?

Do I require a presentation strategy?

What is the protocol for presenting to a CEO?

Setting the context
Week 10: 22 June – 28 June

6th Study Steering Committee Update - Implementation

Objectives

Executive Band Management Skills Assessment

Value Analyses Feedback

Business Case

Implementation

What should the strategy for this update be?

Would you like to recap the key insights from week 9?

Do I require a decision from this meeting?

Introduction

Generic Management Competencies

Initial Implications of Competencies

Change Management Attributes

Initial Implications of Attributes

Disposal portfolio process objectives

Estimating the new division’s capital requirements

1st Draft of the disposable portfolio

Objectives

Implementation Plan

Key Challenges

Prepare detailed implementation comms and mobilization plan

# 1: Change management plan

# 2: Communication and implementation plan

# 3: Detailed communication rollout

# 4: Strategic mobilization plan

What is the agenda for the 10th internal team meeting?

Do I require a presenation strategy?

Do I require a decision from this meeting?

Strategy Training

Corporate & BU Strategy: Power Sector

Executive Band Management Skills Assessment

Assessment
Week 11: 1 July – 7 July

- Implications presentation for the Empire Int. CEO’s eyes-only
- What is a good outcome from this pivotal meeting?

Week 12: 8 July – 14 July

- Take a team temperature check
- Prepare Draft Implementation Plan

Would you like to recap the key insights from week 10?

Why is the implementation plan prepared now?

Who sees the implementation plan?

Why is the temperature check done so late in the study?

Would you like to recap the key insights from week 11?

Why is this meeting so important?

What is the agenda for the 11th internal team meeting?

What is a good outcome from this pivotal meeting?

Why is the temperature check done so late in the study?

Would you like to recap the key insights from week 10?
What is the agenda for the 12th internal team meeting?
This is a critical week with 4 important updates.

1 Monday: the Empire International CEO and his core team will take part in a workshop to affirm the strategy.

2 Tuesday: the affirmed strategy will be submitted to Empire Energy for the parent company’s business planning cycle.

3 Thursday: is the presentation to the Empire Int. CEO and his direct team / slightly amended version sent to Empire Energy board
Capital requirements
Sensitivity Analyses
Internationalization
Assumptions
Capital Requirements
Head office
Non-core portfolio
Visioning workshop
Disposal process and estimated proceeds
Assumptions
Funding implications
Implications for implementation
Next Steps
Adjust pack based on workshop and submit to Holdco.
Week 13: 15 July – 21 July
Tuesday: Empire Energy

Objectives

Setting the context

Strategy Recommendations

Business Case Summary

Organization Design

Communication & Mobilization

Implementing the Transformation

Management Skills Analyses & Culture Survey

The Way Forward

Would you like to recap the key insights from the workshop?

Meeting full potential in the core?

Recommendations for core business

Implications for the internationalization strategy

Implications for the non-core businesses

Business case for the core business recommendations

Business case for the non-core business recommendations

Do I require a decision from this submission?
Week 13: 15 July – 21 July
Thursday: Empire Int. CEO Presentation

Agenda

Today’s Objectives

Context to the study

Country in Decline

Country is Resurgent

Responding to a resurgent country

Corporate strategy

Recommendations

Only focus on core businesses

Gx, Tx and Dx will be the core

EI will invest in segments it can take a leadership role

Do the objectives differ from the previous updates?

How much of the workshop / CEO material should be repeated?

Do I require a decision from this meeting?

Should anything be submitted before the presentation?

Case study of ABB

Where Empire International started

Context to forming Empire International

A scorecard of Empire International’s performance

New context

Build opportunity in our backyard

How is Empire International positioned for a resurgent country?

Visioning workshop to agree Empire International’s future

Principles of the new Empire International

Visioning workshop to agree Empire International’s future

Principles of the new Empire International
PHASE ONE

In Phase 1, the 3.5 month study above, the consulting team recommended Empire International be folded back into Empire Energy as a new division. EI should only focus on the Gx, Tx and Dx value chain related to construction, maintenance and refurbishment and exit all non-core businesses. Empire International was the wholly-owned subsidiary of Empire Energy created to invest in non-regulated businesses in Southern Europe, North Africa and the Middle East.

Since Empire Int.’s founding, the core/local market has undergone a shift where there is renewed focus on expanding and maintaining the crumbling and outdated infrastructure base to meet surging electricity demand. Unless Empire Energy focuses on meeting rapidly growing energy demand, electricity blackouts remain a real threat which will impact the countries productivity and attractiveness for FDI. Yet Empire Energy does not have the skills to do this work. Empire Int. possesses many of those skills, and even those need to be significantly improved.

Therefore, Empire Int. will become the in-house construction arm of Empire Energy and build new power stations and transmission lines, and prepare for a smart-grid increasingly powered by wind, solar and other renewables.

PHASE TWO

Yet, the Phase 1 study also indicated that Empire Int. is woefully unprepared to undertake massive construction work in the local generation, transmission and smart grid sectors. Empire Int. does not have many core skills since it has not built any infrastructure in over 20 years within the local market. During that time, technology, legislation and manpower has changed. Finding skilled engineers will by itself be a major challenge.

Phase 2 of the study will see the team refining the business model for Empire Int. so that it may successfully take on its new role within Empire Energy: essentially as a construction, maintenance and refurbishment division dedicated to the electricity sector.

In Phase 2, a 6 month phase, the consulting team will begin implementing the asset divestiture program and examine the best way to organize and prepare Empire International for its new build mandate.

Phase 2 consists of 7 major work streams: governance and management processes, strategy realization, organization and process alignment, human asset optimization, systems alignment, transformation alignment and project management.

Tell us what you would like to see in phase 2 in the comments below.
Ready to understand the business case and value analyses better?

Irrespective of the strategy recommended, the valuation of Empire Int. should increase.

This stream focuses on three areas. First, it ensures the recommendations leads to an increase in value of Empire Int.

Second, it measures the increase in value. Third, it provides specific guidance to bank the increase during implementation.

How does the value analyses fit into the entire study?

Use the proposal to determine the stream objective

Create the methodology for the business case x 3

Complete the critical top-down financial analyses of Empire Int.

Build the strategy decision tree

Build the financial decision tree

Prioritize the branches

Prioritize the branches

Build hypotheses for the prioritized branches

Build hypotheses for the prioritized branches

Plan workshop to verify drivers of value and find opportunities

Workshop agenda and slides

Categorization 1 of opportunities

Categorization 2 of opportunities

Draft validated assumptions

Run new valuation and cash needs analyses

Present key findings from the business case

1-page summary of findings

Primary analyses

How does this stream link to the corporate strategy stream?

How does this stream link to the BU strategy stream?

EV

EVA

EVA growth mapping & Short-term sustainability: EVA vs. FCF

View the single most important exhibit produced in this stream?
Why are there no implementation recommendations?
Ready to understand the business unit strategy stream?

Business unit strategy always supports the corporate strategy.

This implies this stream always follows the corporate strategy. The ultimate objective is about determining the correct portfolio of business units and their management / structure to achieve the corporate strategy.

ID criteria for BU categorization

Develop hypotheses on high level criteria

Validate criteria with corporate strategy stream

Develop understanding of regulatory environment

Define measures/elements for criteria

Provide input to corporate strategy visioning workshop

Define information requirements for criteria

Design output templates

Design data request templates

Identify sources of information

Set up meetings / workshops to collect data

Review complete data templates

Populate output templates

Validate with broader team

How does the BU strategy fit into the entire study?

Use the proposal to determine the stream objective

Review the hypotheses of the corporate strategy stream
Develop high level recommendations

What is the strategic fit of the BU’s?

What are the market positions of each BU?

Consolidated insights and strategic options

Implementation options

View the detailed analyses pack per BU

Property management BU

Engineering BU

Primary Energy BU

Power Generation Services

Power Distribution Services

Bulk Water Services

Fleet Management BU

Waste & Effluents BU

Bulk & Tailings

Commercial BU

Materials

Air Fleet BU

Civil Infrastructure

Satellite and Navigations BU

Electrical Infrastructure

Liquid Fuels Alternative Energy BU

IT BU

IT equity investments BU

ASP BU

TS Engineering JV

eBPO

TS Energy Software JV

Telecoms BU

TS Energy Efficiency JV

Technology Services BU

TS Other JV’s
Ready to understand the balanced scorecard (BSC) stream?

BSC is the client’s chosen method of implementing the strategy. The BSC is being designed at a high level as a guide for the implementation phase. The BSC will be validated and adjusted during the implementation phase as the roles for the executives are finalized.

What are the objectives of the BSC stream?

Why develop the BSC so far ahead of the implementation phase?

How does this BSC-lite stream differ from an in-depth phase?

Why is BSC training so important for the client?

Objectives of the training

Overview of the BSC

Using RAD charts for the BSC

Using a PDR process to track BSC

Overview of the BMP process

BSC approach to be used in this study

Review the scorecards produced

Level 1 – CEO scorecard

Level 2 – CFO scorecard

Level 2 – Division Pillar 1 scorecard

Level 2 – Division Pillar 2 scorecard

Level 2 – Division Pillar 3 scorecard

Level 3 – Finance & Control scorecard

Level 3 – Corporate Finance scorecard

Level 3 – Engineering scorecard

Objectives of the training

Overview of the BSC

Using RAD charts for the BSC

Using a PDR process to track BSC

Overview of the BMP process

BSC approach to be used in this study

Review the scorecards produced

Level 1 – CEO scorecard

Level 2 – CFO scorecard

Level 2 – Division Pillar 1 scorecard

Level 2 – Division Pillar 2 scorecard

Level 2 – Division Pillar 3 scorecard

Level 3 – Finance & Control scorecard

Level 3 – Corporate Finance scorecard

Level 3 – Engineering scorecard
Ready to understand the organizational design (OD) stream?

The team uses a deeply analytic process to design the macro-structure.

OD is led by the strategy team who use a 6-step approach to design an organizational structure which supports and enables the new corporate strategy of the client. This is the most analytic approach possible to organizational design.

Why is only the macro-structure being developed?

View the OD stream planning & initial hypotheses

Why is this stream led by strategists vs. OD specialists?

View Step 1 of the OD approach: the purpose

How does the OD stream fit into the entire study?

View Step 2 of the OD approach: the big picture

View Step 3 of the OD approach: is it practical

View Step 4 of the OD approach: implementation planning

View Step 5 of the OD approach: institutionalizing changes

View Step 6 of the OD approach: operationalizing changes

OD Workshop 1: Customer Value Chain Analyses

Critical concerns identified in 1st workshop

OD Workshop 2: Support Services Design Options

OD Workshop 3: Options for overall macro structure

OD Workshop 1: Slides and format from the workshop

Role of corporate finance

OD Workshop 2: Slides and format from the workshop

Objectives and setting expectations

Guidelines for this work

Step 1: Establish data points and boundaries

Step 2: Test model against data points and iterate process

Step 3: Guide to selecting the “best” organizational structure

Step 1: Select advocates for each option

Step 2: Select the whole team for each option

Step 3: Analyze each option in 4 steps
Step 4: Test for implementation

Step 5: Select the whole team for each option

Step 6: Check PSTB differences

Step 7: Repeat steps 3 to 6 for remaining groups

Step 8: Review scores and compare options

Step 9: Complete the sanity check

OD Workshop 3: Output

Is this the final organizational structure?

Validate with corporate strategy stream

Implementation guidelines for Phase 2

Develop role profiles for key executive positions

Prepare process to select interim executives

Prepare email to announce interim roles

Level 1 roles

View CEO profile

Level 2 roles

View CFO profile

View Strategy Executive profile

View Globalization Leader profile

View Legal & Compliance profile

View Business Development Executive profile

View Support Services Executive profile

View HR Executive profile

Level 3 roles

View Market Intelligence Executive profile

View Managing Director Executive profile

View Operations Manager Executive profile

View Regional Business Development Executive profile
Ready to understand the management skills analyses (MSA) stream?

The MSA team is testing management for two skills.

First, does executive and senior management have the skills required to lead the organization through the difficult changes required.

Two, does executive and senior management have the skills to manage the organization post changes.

Why is this stream led by specialists vs. general strategists?

How does the MSA stream fit into the entire study?

View the stream charter, timeline and planning documents

View the diagnostic tests to assess management skills

Validate the approach against the balanced scorecard

Review the sample size and 3 analyses required per management level

How does the analyses change if management refuses to cooperate?

Launch the development assessment center for managers

Review the performance of the development assessment centers

Review the findings for the stream

View the implementation recommendations

Findings for executive management

Findings for operational management

Combined findings for Empire International

Create a generic profile for management leading the transformation

Review the initial findings