

# ISL | MASTERCLASS

## STRATEGY, CHANGE & ORGANISATIONAL TRANSFORMATION

### Faculty

#### GEOFF LORIGAN

M.B.A., M.Sc. (FINANCE), PH.D.,  
(MARKETING), FNZIM

Dr Geoff Lorigan is the Founder and Director of the Institute for Strategic Leadership.

Geoff coaches and mentors CEOs and directors (leadership development and corporate strategy). He also consults widely to public and private companies in the areas of Board & management strategy facilitation, the development of high performance teams, and creating shareholder value.

Geoff was previously Associate Dean at the University of Auckland, and Director of the University of Otago's Advanced Business Programme. He was also the Director of The Auckland MBA and The Otago MBA and held Professor of Strategy appointments at both universities.

Prior to his academic career, Geoff held two CEO positions in New Zealand and two CEO positions in London.



#### JULIE CUMMINS

Julie Cummins has had significant managerial experience in the health sector and as a specialist in the areas of change management and strategy processes. She is also an experienced and qualified facilitator, teacher, trainer, counsellor and MBTI practitioner.



Julie Cummins is a long standing member of the Institute's coaching team and has coached participants on the Strategic Leadership Programme at Millbrook over the last ten years. She is also actively involved with providing support to corporate leaders in the area of resilience.

Julie is a professional member of New Zealand Association for Psychological Type.

### Testimonials

*"A dynamic forum that supported full engagement specifically tailored to its audience that empowered individuals to self-diagnose and learn from their peers."*  
Group Manager Property **Simon Williams**

*"An excellent way to re-endorse the most important components of leadership, strategy, and ultimately success, particularly when the most important components are often the ones excluded from the plans."*  
Manager Corporate Services & Organisational Development  
**Daile Bramwell**

### Dates, Fees & Venue

SUMMER: 16 & 17 February, 2011

SPRING: 26 & 27 October, 2011

FEES: \$2,500 + GST

\$2,250 + GST per person for two participants

\$1,950 + GST per person for three or more participants

The programme fee covers tuition, articles, resource books, morning & afternoon tea and lunch. Drinks and finger food are also provided at the conclusion of the second day.

VENUE: Level 17 Chapman Tripp Building,  
10 Customhouse Quay, Wellington 6011

TIMING: 0830 -1630  
(drinks and networking on Thursday from 1630 – 1730)

### Accommodation

The Strategy, Change & Organisational Transformation Masterclass is non-residential and those living in Wellington are not expected to stay in a hotel. Those who are coming from other cities should make their own accommodation arrangements. The Holiday Inn located adjacent to the Chapman Tripp Building is recommended. Details are:

**Holiday Inn**, 75 Featherston Street, Wellington.  
Telephone +64 4 499 8686

## Context

The world is currently characterised by volatility and change. Businesses have downsized and fight for a larger share of declining markets. Government sector organisations and NGOs have had their budgets slashed, and are being forced not only to apply a value-for-money measure to everything they do, but to reconsider their *raison d'être*. Government ministers are pushing senior public servants to think and speak like business-savvy executives. Boards of directors are looking for executives who can develop a vision, then make tough strategic decisions and implement them. A make-over is not going to cut it: transformation is the order of the day. As Einstein's wise words remind us, "the problems we face cannot be solved at the same level of thinking we used to create them".

In the 65 years since the Second World War, the world economy has had flat patches, but the scale of the current prolonged volatility and change is unprecedented. Not only businesses, but countries and entire regional economies, are fighting for survival. Established ways of doing business are not enough to survive and thrive in this new era. Working harder with less and being innovative are necessary, but insufficient. Senior executives need cutting edge strategic leadership toolkits to foot it in these challenging times. They need to think, act and communicate strategically, creating and articulating new visions, new business models, new organisational cultures, and new leadership frameworks.

To this end, the Institute for Strategic Leadership is offering its own wise words:

**"To transform your organisation, first you must transform your senior leadership team".**

This two-day Masterclass sets the context and provides the strategic framework for organisational transformation. It serves as a conduit to the Institute's residential programmes, which deliver the leadership and management competencies required to reinvent, renew and transform organizations. We are not simply offering best practice, but next practice – new ways to succeed in this era of sustainability. The purpose of this Masterclass is to develop strategic leaders who create and lead flexible, adaptable, organic, people-focused organisations.

## Topics Covered

This *Strategy, Change & Organisational Transformation Masterclass* will cover the following topics:

### DAY 1:

- Group level strategy concepts
- Business level competitive strategy concepts
- Blue Oceans strategies - creating new uncontested market space
- Designing new business models
- Systems Thinking - identifying the key leverage points and intended and unintended consequences of making change

### DAY 2:

- Strategic considerations when planning and implanting change (including adoption curve and tipping point concepts)
- Factoring in 'personality type and preferences' when planning, communicating and implementing change

## How will the Masterclass be delivered?

The two days will be delivered using a mix of learning approaches suited to a variety of participant preferences.

- Pre-reading of executive articles
- Strategy Workbook
- 40 minute tutorials
- Individual and group exercises
- Discussion groups
- Group presentations
- Video clips
- Independent work involving preparation of systems diagram and use of strategy tools

The focus is on application of commercially relevant concepts to real business situations.

## Class Composition

This *Strategy, Change & Organisational Transformation Masterclass* attracts directors, chief executives, general managers and level 3 executives from the private, public, and not for profit sectors. It is a standalone course suitable for senior leaders who meet one or more of the following criteria:

- Have an MBA and want to refresh
- QBE (qualified by experience) and wanting to gain a rigorous university-level executive short-course education experience
- Have a specialist degree (e.g. law, accounting, social sciences, sciences) and wish to acquire an understanding of strategy concepts, tools and vocabulary
- Have completed the ISL Leadership Programme or Strategic Leadership Programme and have identified strategic thinking as a competence needing further development
- Keen to learn commercially relevant cutting edge strategy and transformation concepts
- Prefer to learn with and from executives of a similar level and caliber in a dynamic small class
- Prefer to be taught by an experienced executive education facilitator who has both high level academic qualifications and CEO level business experience.

## Admission Criteria

The quality of any executive education programme is to a large extent dependent on the calibre and diversity of the participants attending. We do therefore look for candidates who reflect a broad range of industries, functions, and backgrounds to optimise the learning experience.

Apply now at: [www.leadership.ac.nz](http://www.leadership.ac.nz)

For further information call Geoff Lorigan on +64 9 366 1560 or email: [g.lorigan@leadership.ac.nz](mailto:g.lorigan@leadership.ac.nz)