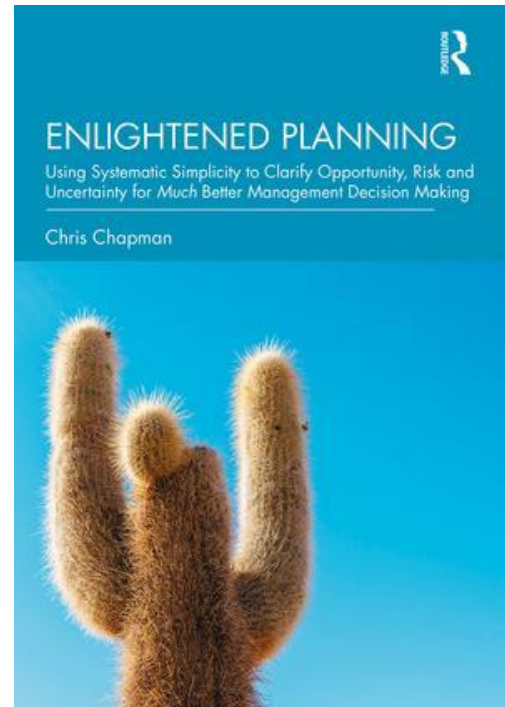


'Enlightened Planning' – Executive Training Seminar

This 1 to 2 day training seminar draws on the concepts and ethos of 'Enlightened Planning' per the book of the same name by Professor Chris Chapman. The objective of the session is to help teams realise the benefits of the Enlightened Planning approach (see Chris's influence diagram on the following page).

The training draws on Stephen personal experience and also relevant insights from Oxford Said Diploma in Strategy and Innovation. It is designed to be interactive and delivered over day or ½ day sessions. To maintain the interactive nature of the session, 8 is a maximum number of attendees.

A proposed agenda is attached, this is intended as a starting point and will be tailored to the requirements of the organisation. Training can be combined with a facilitated workshop element, and an analysis element so a team can apply the concepts to work towards a particular goal.



Stephen Cresswell

Director, Into Risk Limited

e: stephen.cresswell@intorisk.com

m: 07810 544 073

'Enlightened Planning' – Proposed Seminar Agenda

Introduction

- Planning – difficult but essential
- Enlightened Planning - Ethos
- Common Risk Management practice – limitations and flaws
- [Exercise/discussion: Planning difficulties in your organisation]

Key EP Concepts & Tools

- Clarity Efficiency
- Risk Efficiency
- Opportunity Efficiency – with a strategic planning perspective
- Universal Process
- Five portrayals of Uncertainty
- Variability versus Risk
- [Exercise/discussion: What areas within your organisation are not risk efficient? Where is clarity most needed? What actions/resources would be needed to increase clarity?]

Planning and Analysis in Complex Settings

- Quantifiable and intangible attributes/benefits
- Appropriate decomposition
- Separability
- Critical role of interdependence
- Multiple Pass approaches
- Qualitative or Quantitative?
- Multiple Dimension Attribute
- Clarity Efficiency
- Working Assumptions
- Testing for robustness

Innovation: Perspectives for Enlightened Planning

- Old School Strategy ('chess masters') versus New School Strategy ('social sensing and shaping')
- Innovations – technology, business model and market definition
- Innovation as an EP 'Capability-Culture Asset' or a 'Capability-Culture Liability'
- Innovation & Market Shaping by others as a source of Opportunity and Uncertainty
- Technology S Curves and disruptive innovation
- Innovation: EP 'Enlightened Gambles' & 'Enlightened Prudence' (innovation complacency as an 'Imprudent Gamble' - Kodak)
- Insight Pathways – Gary Klein Model from 'Seeing What Other Don't'

Bringing it together: Business Strategy as Opportunity Efficiency over Time

- EP Time Horizons / 5 Categories of Planning Framework

Corporate benefits of an enlightened planning approach

