

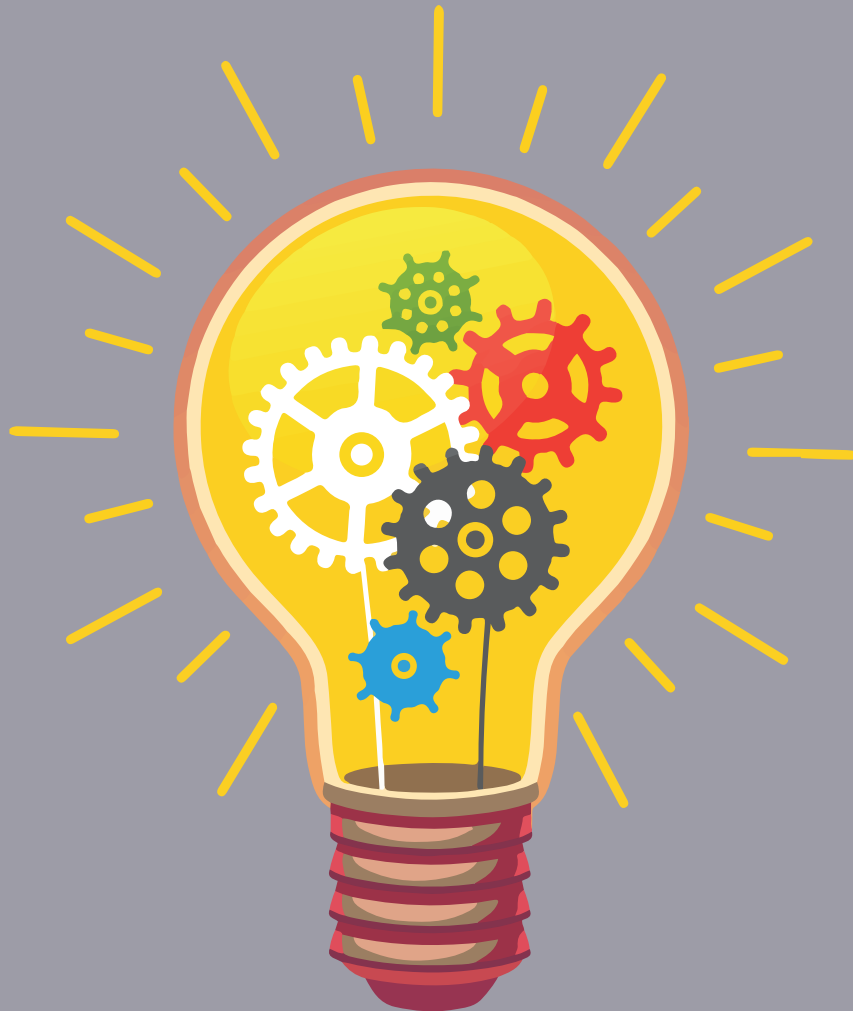
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CONTENT

The Strategic Imperative
Course Outline
Program Outline

INNOVATION IN CORPORATE GOVERNANCE



THE STRATEGIC IMPERATIVE

The events of the last decade has called to question the various oversight functions and roles of board members executive management especially in the drive for innovation. The need for accountability and effectiveness of corporate boards in developing a culture of innovation has never been this high.

It has been proven that companies who build and support internal innovation capabilities can sustain growth and profitability. Think of Apple, Google or Salesforce.com and how often you read about their innovation culture or processes. The support for innovation can no longer be vague and ambiguous as it is becoming more imperative that the board members and management team are more proactive in steering, promoting and sustaining innovation within the organization.

Today's management team face increasing responsibilities and now is the time for members of the board of the organization to place innovation at the core of their strategy and other areas such as:

- Corporate Strategic Direction
- Innovation and Business Growth.
- High-level Governance and Stakeholder Management
- Financial Accountability and Resilience
- Growth and International Alignment
- Risk Management

COURSE OUTLINE

Inculcating innovation into the soul of an organization, requires directors who understand the challenges, the opportunities, the threats and benefits arising from innovation and digital disruption then apply them uniquely to the current and emerging realities within the organization with the aim of building sustainable business and generate profit that will have a huge impart in the business growth and propel the organization to a prosperous future.

Our goal therefore is to make Executives and Board Members more effective and collaborative as they steer their organization's vision and oversee the strategy, innovation and corporate sustainability.

We will focus on:

- Corporate strategy, reviewing techniques to evaluate the strength of the organization's vision, strategy and current direction
- High-level oversight functions of today's board and senior executives and the broader context in which to operate
- Building an innovative culture creating an innovation vision and mission and navigating digital disruption
- Issues of compliance and corporate accountability in relation to your industry and how to respond proactively to emerging issues and trends.
- Decision making tools and framework for collective effectiveness during steady and turbulent times.
- An improved link between strategic innovation and daily operations
- Empowerment to manage and create a culture of innovation
- Managing a corporate restructure from a strategic innovation management point of view.

“To be successful, companies must be led by leaders – the CEO, top executives and board of directors – who are deeply and irrevocably committed to innovation as their path to success. Just making innovation one of many priorities or passive support for innovation are the best ways to ensure that their company will never become a great innovator.”

Bill George – Professor at Harvard Business School

PROGRAM OUTLINE

Module 1 - Corporate & Business Strategy Review

The program kicks off with a fundamental review of the business strategy model and evaluation of how the organization makes money. We will then link the strategy to the trends and dynamics in your industry while also evaluating the internal capabilities (resources and competence) at the organization's disposal. Finally, the Board and Management will explore constructive and positive ways of fine-tuning or changing the strategies for competitiveness.

Key learning objectives:

- Gaining Competitive Advantage
- Assessment of The organization's Internal Resources and Competence
- Understanding the Dynamics of the Industry
- Appraisal of the Current Strategy

Module 2 - Understanding and Designing Board Roles and Responsibilities

The key question covered in this module is how well the Board and management team understand the broader responsibilities and context for carrying out key oversight and strategic functions. How does this understanding influence the collective action of the board, and relationship with the CEO and management?

Key learning objectives:

- Designing effective board structures and processes including recruitments, compensation and committees set-up with innovation in mind
- Understanding and distinguishing between board and management responsibilities and the importance of innovation at the top level
- Tools and techniques for effective collaboration
- Assess and improve governance practices and behavioral tactics
- Maximizing the effectiveness of governance.

Module 3 - Orchestrating Strategic Innovation

The innovation drive for business growth must be led by the board members and management team. This program provides a unique learning experience for board members in which they can elevate their thinking around leadership, strategy and innovation.

Key learning objectives:

- Understanding Innovation and the opportunities and risks
- Developing an Innovation Strategy
- Building and sustaining a Culture of Innovation
- Value Innovation
- Focusing innovations on the Customer and business growth
- Inclusive Innovation and Sustainable Development
- Innovation and Societal Transitions.

Module 4 - Fostering A Culture Of Innovation, Developing Talent

This session will be devoted to understanding the relationship between strategy and change, and in particular the role of organizational culture in associating or hindering strategy implementation. We will consider a major case study in terms of how innovation can deliver a sustainable competitive advantage.

Key learning objectives:

- Know how to better manage the strategic implementation process
- Understand the relationship between strategy and innovation
- The culture web - a framework for analysing organisational culture.
- Developing a culture of innovation – rewards.

Module 5 : Business Resource Integration

To successfully achieve sustainable corporate growth and innovation, the organization has to define and implement a pragmatic strategy that is focused on effective communication between management and staff, streamline operations and operational cost, integrate strategies and innovations that are aimed at managing stakeholders viz-a-viz maximizing profits.

Key learning objectives:

- The importance of resource allocation and integration Integrating organization's management and staff deeply into the operations and business to achieve and create understanding, efficiency and business growth
- Incorporation and management of Sustainability Strategies and performance
- Understanding the differences in business integration and their effect on business growth
- Economic consequences of different innovation performances
- Effective finance and labour allocation and management.