Dear Firmsconsulting Insider,

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 Study training program.

By following the arrows one can track the evolution of a strategy engagement. The numbers correspond to the videos within our StrategyTraining.com website. Where a number is blank indicates that video is still to be uploaded.

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

Best wishes,
Kris Safarova
Partner
Accountability of the communications and mobilization stream is not outlined
1. How do I retain the privilege of serving this client?

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.

Corporate Strategy vs. Other Strategy: critical differences exist

How do I retain the privilege of serving this client?

Corporate Strategy vs. Other Strategy: critical differences exist

How do I communicate a disagreement with the RFP?

Feedback from RFP committee & CEO

Corporate Strategy vs. Other Strategy: critical differences exist

How do I validate the strategy storyboard?

View the letter sent to the CEO to explain the changes

View the revised proposal with the strategy additions

Diagnostic phase: see 1st proposal above

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?

Design the strategy analyses stream charter and approach

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

Corporate strategy key questions

Business unit strategy key questions

Value analyses and business case key questions

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?

Corporate Strategy vs. Other Strategy: critical differences exist

Why the usual strategy structuring approach fails in corporate strategy?

Implications for structuring corporate strategy studies?

How do I generate the strategy storyboard?

How do I validate the strategy storyboard?

Design the strategy analyses stream charter and approach

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

Diagnostic phase: see 1st proposal above

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Design investment matrix

How is a transformation study different from corporate strategy?

Corporate Strategy vs. Other Strategy: critical differences exist

Why the usual strategy structuring approach fails in corporate strategy?

Implications for structuring corporate strategy studies?

How do I generate the strategy storyboard?
Tips and guidelines for corporate strategy proposals / RFPs

2. How do I staff and structure this study?

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.

1. How is the study structured and phased?

2. How are the major milestones developed for this study?

3. How is this study staffed?

4. Will industry experts be used on this study?

5. Why do engagement managers struggle on transformation studies?

6. Why do associates thrive on transformation studies?

7. Why do analysts perform worst on transformation studies?

8. What should be your career strategy on a transformation study?

9. How is this study governed?

10. Should large studies have a name and / or logo?

View adjusted proposal strategy timelines

Develop investment strategy

Assess alignment with new corporate strategy

Feedback from the CEO and RFP committee

5 days
Week 1: 17 April – 23 April

1. Why does this study begin haphazardly?
2. Why interview Empire Energy & Empire Int. leadership?
3. Why have an initial workshop with Empire Int. Supp. Services team?
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. What should be the structure of the workshop?
8. What are the next steps from the workshop and why do they matter?
9. How should the project room be laid out?
10. Should clients be allowed in the project room?
11. How is the overall project structure still being discussed?
12. Why are project values so important for this meeting?
13. What is discussed in Internal Update Meeting 1?
14. What does Day 1 look like on this study?
15. Would you like to recap key insights from the study proposal?
Week 2: 24 April–30 April

1. Objectives

2. Focus interview feedback from executives

3. Scope clarification

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

5. Do I require a decision from this meeting?

6. Strategy feedback

7. Skills feedback

8. Structure feedback

9. Culture feedback

10. Strategy Analyses

11. Balanced Scorecard & Transformation Map

12. Value Analyses

13. Organization Design

14. Develop comm. plan and rationale for client executives

15. Explain the importance of strategic mobilization to the client

16. Who does the communications work if the partner is presenting?

17. What should be my strategy for this presentation?

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

19. Prepare Empire Int. CEO letter for his management team

20. What should my pre-presentation strategy be?

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

22. Timeline

23. Key Assumptions

24. Value Analyses Findings

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

Organization Design

Approach
- Decisions / Questions to be Answered
- Key Criteria

Management Skills Analyses

Approach

Communication

Approach
- Working with lower management

Clarified next steps

Deliverables completed

Resourcing of study

Next steps from this meeting

How does the partner provide feedback to the strategy team?

Ready for the 1st CEO update call?

What is the agenda for the 2nd internal team meeting?
Week 3: 1 May – 7 May

Why is client training such a significant part of this study?

Would you like to recap the key insights from week 2?

How should the training be run and who should attend?

Objectives, ground rules and expectations setting

Warm-up and terminology

Background to change management

The emotional cycle of change

A model for organizational change

A model for personal response to change

Critical success factors for change management

What are the next steps from the training?

Where are clients on the emotional cycle of change?

Where do client's see themselves on the cycle and why?

Where are the clients' customers on the cycle and why?

How can we deal more effectively with change?

Why set up change management training for the client joint teams?

Why is client training such a significant part of this study?

How in-depth must the training be?

Updating the Labor Unions for the 1st time

Strategy Training

Corporate & BU Strategy: Power Sector

8

7

6

5

4

3

2

1

18

10

9

8

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4

3

2

1
What is the agenda for the 3rd Internal team meeting?

Week 4: 8 May – 14 May

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

H2 to ensure Empire Int. executives do not miscommunicate?

Introducing the CEO to the method to calculate benefits

Do I require a decision in this meeting?

MOST CRITICAL STEP IN THE STUDY

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 is the agenda for the 4th Internal team meeting?

Revise the comms plan to ensure faster sign-off
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.

First understand the technical logic...

...followed by the supposed limitations...

...to understand the workshop format...

...and operational details....

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?

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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?
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

What is value chain?

Why is it important in corporate strategy?

Learn how to build a value chain from 1st principles

Best-practice guidelines for actual studies

Questions answered in this value chain analysis

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

Supply issues summary

Demand issues summary

Six major trends in energy

Energy markets issues

Volatility of supply

Solutions and trends in supply

Energy demand

Green energy

Environmental pressure

Reduced cycle times aka volatility in business models

Disaggregating value chains

Summary and purpose of case studies

ABB case study

RWE case study

ENEL case study

US market structure case study

ESB International case study
Week 4: 8 Time to understand the engagement team

This section is being updated

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 want to recap the key insights from week 4?

Do I need a presentation strategy for this meeting?

Why is 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 strategic for this meeting?

Would you like to recap the key insights from week 4?

Would you like to recap the key insights from week 4?

Do I require a decision from this meeting?
Week 6: 22 May – 28 May

1st internal team only meeting to encourage project integration

3rd Study Steering Committee Update

Objectives

Agree communications plan after recent resistance

Review study governance process

Review process for filling interim operational roles

Stream updates

Introduction

The transformation challenge

Overview of the study

Stream Updates

Building an alignment map to encourage integration

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

Do I require a presentation strategy?

Do I require a decision from this meeting?

Develop letter for Empire Int. CEO to appoint interim

Why is this letter so important?

Strategy stream

Value analyses stream

Organization design stream

Management skills analyses stream

Are the objectives different for Steercom and OPCO?

How to communicate to and mobilize the organization discussion

Close

Next steps from 1st OPCO Update

1st OPCO Update

OPCO Update

Introduction

The transformation challenge

Overview of the study

Stream Updates

Strategy Training

Corporate & BU Strategy: Power Sector

Objectives

Are the objectives different for Steercom and OPCO?
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?

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

Do I require a presentation strategy?

Do I require a decision from this meeting?

Plan implementation design workshop

Update information pack for client executives

Generate transformation maps from workshop

5 days

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

Investor relations update

Update on interim management positions

Stream updates

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

Summary and next steps

Ready for 5th CEO update call?

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

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
Value Analyses Stream

High Level Findings

Enterprise Value Vs. Economic Value Added

Analyzing the businesses

Overall business case plan

Management Skills Analyses Stream

Skills Analysis

Competency Process Review

Communication & Mobilization Stream

The Transformation Challenge

Plan for next update

Next Steps from update with Empire International CEO

What is the agenda for the 9th internal team meeting?

How team receives feedback about the Empire Int. CEO update?
Week 10: 22 June – 28 June

6th Study Steering Committee Update - Implementation

Objectives

Executive Band Management Skills Assessment

Value Analyses Feedback

Business Case

Implementation

1st Draft of the disposable portfolio

Estimating the new division’s capital requirements

Disposable portfolio process objectives

Initial Implications of Attributes

Change Management Attributes

Initial Implications of Competencies

Generic Management Competencies

Introduction

Generic Management Competencies

Initial Implications of Competencies

What should be the strategy for this update?

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

Do you require a decision from this meeting?

Do I require a pre-presentation strategy?

Prepare detailed implementation comms and mobilization plan

# 1: Change management plan

# 2: Communication and implementation plan

# 3: Detailed communication rollout

# 4: Strategic mobilization plan

Implementation Plan

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

Key Challenges

Objectives

Implementation Plan

Executive Band Management Skills Assessment

Value Analyses Feedback

Business Case

Implementation

1st Draft of the disposable portfolio

Estimating the new division’s capital requirements

Disposable portfolio process objectives

Initial Implications of Attributes

Change Management Attributes

Initial Implications of Competencies

Generic Management Competencies

Introduction

Generic Management Competencies

Initial Implications of Competencies

What should be the strategy for this update?

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

Do you require a decision from this meeting?

Do I require a pre-presentation strategy?

Prepare detailed implementation comms and mobilization plan

# 1: Change management plan

# 2: Communication and implementation plan

# 3: Detailed communication rollout

# 4: Strategic mobilization plan

Implementation Plan

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

Key Challenges

Objectives

Implementation Plan

Executive Band Management Skills Assessment

Value Analyses Feedback

Business Case

Implementation

1st Draft of the disposable portfolio

Estimating the new division’s capital requirements

Disposable portfolio process objectives

Initial Implications of Attributes

Change Management Attributes

Initial Implications of Competencies

Generic Management Competencies

Introduction

Generic Management Competencies

Initial Implications of Competencies

What should be the strategy for this update?

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

Do you require a decision from this meeting?

Do I require a pre-presentation strategy?
Week 11: 1 July – 7 July

- Implications presentation for the Empire Int. CEO’s eyes-only
- Would you like to recap the key insights from week 10?
- What is the agenda for the 11th internal team meeting?
- Why is this meeting so important?

Week 12: 8 July – 14 July

- Take a team temperature check
- Would you like to recap the key insights from week 11?
- Why is the temperature check done so late in the study?

- Prepare Draft Implementation Plan
- Objectives of the implementation
- Overview of implementation plan
- Six streams of work
- Staffing options for the implementation phase
- Governance & BMP Charters and Timeline
- Strategy Realization Charters & Timeline
- Governance & BMP Charter and Timeline
- Service optimization Charter and Timeline
- Governance & BMP Charter and Timeline
- Realize invest / divest decisions Charter and Timeline
- Business Unit Strategy Charter and Timeline
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
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 Input

- 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?

What should be the strategy for this submission?

What are the worst mistakes to make in this submission?

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

Where Empire International started

Context to forming Empire International

A scorecard of Empire International’s performance

Country is Resurgent

New context

Build opportunity in our backyard

How is Empire International positioned for a resurgent country?

Visioning workshop to agree Empire International future

Principles of the new Empire International

Responding to a resurgent country

Corporate strategy

Recommendations

Only focus on core businesses

Gx, Tx and Dx will be the core

El will invest in segments it can take a leadership role

Do you want to recap the key insights from the CEO update?

Do I require a decision from this meeting?

Case study of ABB

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

Do the objectives differ from the previous updates?

Should anything be submitted before the presentation?
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 lead 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

Merge hypotheses and test for overlap

Complete top-down valuation of business

View the single most important exhibit produced in this stream?

Categorization 1 of opportunities

Categorization 2 of opportunities

Draft validated assumptions

Run new valuation and cash needs analyses

Rerun valuation with validated assumptions

Present key findings from the business case

1-page summary of findings

Primary analyses

EV

EVA

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

How does this stream link to the corporate strategy stream?

How does this stream link to the BU strategy stream?
Sensitivity analyses
Risks analyses
Non-core asset disposal
Ratio & Overhead analyses
Seasonality analyses
Options pricing analyses
Asset-disposal analyses
Secondary analyses
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

Consolidate analyses

Review complete data templates

Populate output templates

Validate with broader team
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

What are EI's strengths across the value chain?

What is the key input data used from the value analyses stream?
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

How did we use these scorecards in the study?
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 this stream led by strategists vs. OD specialists?

How does the OD stream fit into the entire study?

Why is only the macro-structure being developed?

View the OD stream planning & initial hypotheses

View Step 1 of the OD approach: the purpose

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

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

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.

Create a generic profile for management leading the transformation.

View the initial findings.

Findings for executive management.

Findings for operational management.

Combined findings for Empire International.

View the implementation recommendations.