

*Strat.exe*  
training



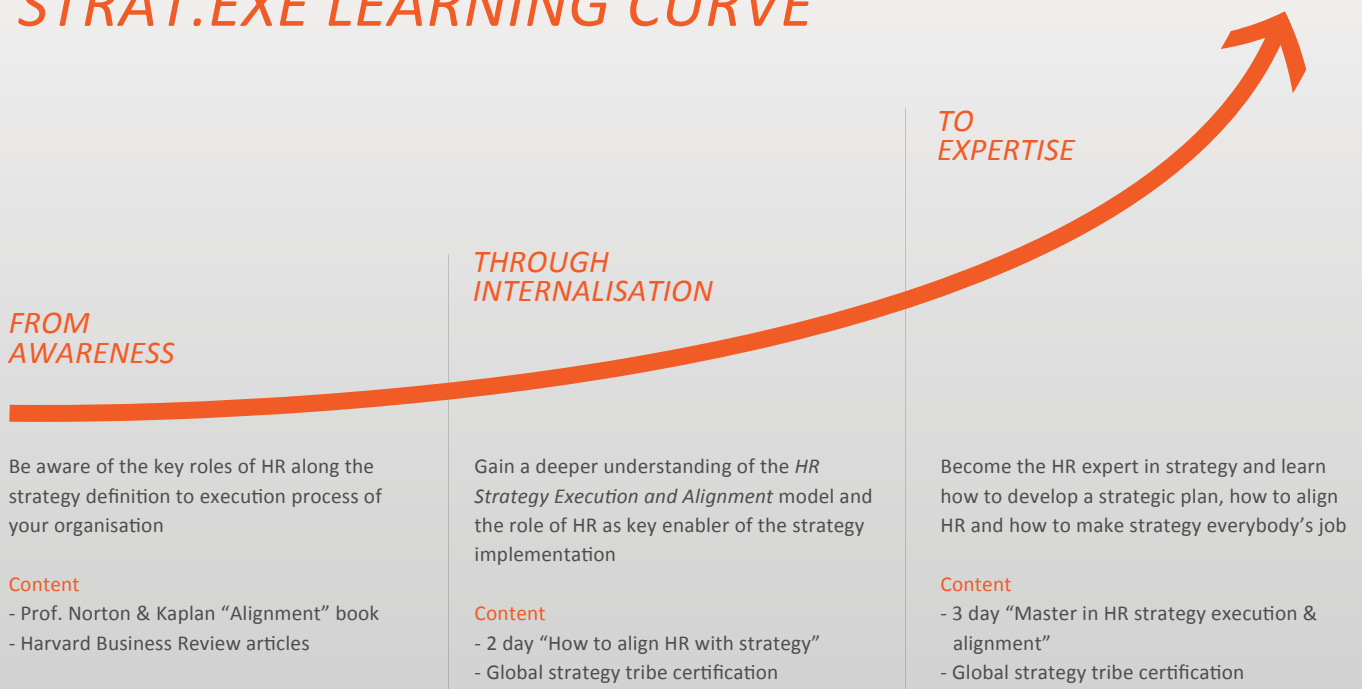
***HR TRAINING SOLUTIONS***

***Become The Key Strategy Enabler in your organisation***

# A SAMPLE OF OUR DELEGATES

- Afrisam
- Alexander ProudFoot
- Banc ABC
- BCD Travel
- Broadband Infracore
- CIPC
- Edu-Loan
- Eskom
- FNB
- Gold Fields Mining
- ICT Works
- Indwe Risk
- Liberty
- Mahindra
- Massmart Holdings
- MMI Holdings
- National University of Science & Technology
- Neotel
- North West University
- Old Mutual
- PPC
- SARS
- Sasol
- SMIT Amandla Marine
- Standard Bank
- Stanlib
- Sun International
- TCTA
- Transnet
- UNISA
- Vodacom

## STRAT.EXE LEARNING CURVE



## WHO ARE WE?

*Strat.exe* is a consulting company specialised in Strategy Execution and Balanced Scorecard. The organisation is based in South Africa and is a BBBEE level 4 accredited business. Its consultants have many years of experience in training, coaching and consulting projects in public and private organisations.

At *Strat.exe* we are convinced that the true challenge of today's organisations lies more in the Execution & Alignment than in the Definition of their strategies. Organisations usually struggle more when it comes to executing their plans, than when it comes to developing their strategy. A lack of internal discipline, individual capabilities and organisational alignment for execution often explains this difficulty.

That is why at *Strat.exe* we not only help our clients to define their strategy, but we translate that strategy into specific, clear and measurable strategic objectives. We also help them to measure the degree to which they achieve their strategy by setting measures and targets (known as Balanced Scorecard). Furthermore we support them in defining and prioritising a portfolio of strategic initiatives that will close the gap.

*Strat.exe* also assists HR departments in becoming active enablers of their organisation's transformation by aligning HR strategic objectives, measures and initiatives. At the same time, we assist HR to create awareness and commitment around the strategy from all employees, through solid communication plans and personal scorecard model that links their day-to-day with the organisation's strategic goals.

Throughout the journey from initial strategy definition to execution, through translation, alignment and strategy management, we help our clients to elaborate their strategy execution set of tools and to build robust knowledge and capabilities through consulting projects, assessments, coaching and training programmes.

Learn more about *Strat.exe* by visiting our web [www.stratexe.net](http://www.stratexe.net) or by contacting us directly at [info@stratexe.net](mailto:info@stratexe.net)

# HR STRATEGIC CHALLENGES

Human Resources professionals usually struggle to demonstrate their value and prominent role along the strategic journey undertaken by their organisation. They face several challenges:

## Lack of strategic involvement

# 70%

"of HR managers do not hold a seat at the strategic planning table"

(Source: Righeimer)

## Strategic misalignment

# 80%

"of HR departments lack a strategic planning process that aligns its spending with the organisation's strategy"

(Source: Norton)

## Weak individual incentive

# 75%

"of workforce don't have incentives linked to overall strategy"

(Source: BSCol Research)

## Absence of communication

# 95%

"of a company's employees are unaware of, or do not understand, its strategy"

(Source: Harvard business review)

## STRAT.EXE TRAINING SOLUTIONS

This is why *Strat.exe* has developed this disruptive training programme, offering HR professionals the opportunity to become experts in strategy, to build a HR strategy fully aligned with the organisation's overall goals, and to ensure employees' complete awareness and commitment around the strategy.

The training is based on the *HR Strategy Execution and Alignment Model*, structured in three steps:

You will become the key enabler of the organisation's strategy execution, making strategy everyone's job:

- You will build a solid strategy communication plan that creates awareness and commitment around the strategy.
- You will set up a powerful personal scorecard model that links individual performance with the organisations' strategy.

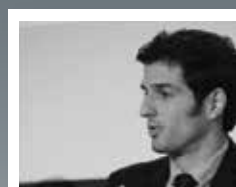


- You will learn and internalise the main strategy components, processes and methodologies used to define and translate your organisation's strategy.
- You will become an active player during the elaboration of your company's strategic plan, identifying key HR strategic contributions.

- You will build a HR strategy fully aligned with your organisation strategy, identifying and prioritising HR strategic objectives, measures and initiatives.
- You will become the strategy partner of your business along the organisational strategic transformation.

## MEET THE INSTRUCTORS

Anaël is an expert in Strategy Execution, Balanced Scorecard and innovation. He has been working on different consulting projects all around the world including the United Kingdom, Spain, France, the United Arab Emirates, Turkey, Morocco and Mexico, for both public and private organisations. He has more than 10 years of experience in Strategy Execution processes and methodologies since he had the opportunity to be part of the consulting firm founded by Drs. Robert S. Kaplan & David P. Norton and dedicated to Balanced Scorecard implementation and Strategy Execution. He also worked at Tantum, a consulting firm leader in Strategy Execution in Latin America. He taught strategy alignment and strategy communication for the MBA at Mexico Anahuac University and in many in-house training programmes. He currently trains delegates from top organisations in Southern Africa.



Anaël Granoux

Fernando has been a Management Consultant for 18 years with a focus on Strategy, Organisation and Change Management, and with a further specialisation in the Science of Strategy Execution. Currently Director and Founder at *Strat.exe*, he is helping many different Southern African organisations to build and manage their strategy execution tools and processes, ensuring a successful management, cascading and implementation of their strategy. He developed a unique personal scorecard model that links performance systems with strategy. Before founding *Strat.exe*, Fernando studied a MBA at the IESE Business School and worked for 5 years at Accenture and 7 years in the consulting firm founded by Drs. Robert S. Kaplan & David P. Norton, where he had the opportunity to implement the Strategy Execution Model in many private and public organisations, and across different industries, countries and cultures. Fernando has extensive experience as a trainer in Strategy Execution.



Fernando Baz

# HOW TO ALIGN HR WITH STRATEGY

2 DAY CERTIFIED TRAINING

1.1

Attract and retain talents

1.2

Become the best place to work

## PROGRAMME OVERVIEW

The *Strat.exe* “HOW TO ALIGN HR WITH STRATEGY” training is a two day programme with the right balance between theory and practice to achieve a deep understanding of the roles of HR in the strategy execution and alignment process. The instructors were employed by Drs. R. Kaplan & D. Norton’s consulting firm for a

significant number of years, and have extensive experience implementing the HR strategy, Personal scorecard linked with strategy and strategy communication plans in many different organisations in South Africa and around the world.

## PROGRAMME BENEFITS

- Gain a deeper understanding of the *HR Strategy Execution and Alignment Model* and the role of HR as a key enabler of the strategy execution process:
  - Organisation strategy: corporate strategy planning + corporate strategy map + balanced scorecard + strategic initiatives.
  - HR alignment: HR strategy map + HR balanced scorecard + HR strategic initiatives.
  - Employees alignment: personal scorecards linked to strategy + strategy communication + change management.
- Learn the process of “how to” build the HR Strategy Execution framework within your department, using the work-plans and templates used by experts.
- Certify your knowledge with the specialist consulting firm for Strategy Execution and Strategy alignment in Southern Africa
- Gain the skills requested to build a solid personal scorecard linked with strategy and a strategy communication plan into your organisation.
- Be able to significantly contribute to the strategy elaboration and its implementation at Corporate, HR department and individual levels

“Very helpful and insightful programme, with great discussions, examples and exercises”

- HR Manager, IndweRisk

“The training gave me a really clear understanding of the role of HR in the corporate strategy execution process”

- Senior Director HR, FNB

## WHO SHOULD ATTEND

This programme is recommended for anyone in Human Resources executive or managerial position that may need in-depth understanding of the role of HR as the key enabler of the strategy in its organisation. The HR team members involved in strategy communication, individual performance management as well as training and development will also benefit from this programme.

1.3

Develop a culture of  
in

Certified by



1.4

Build tomorrow's  
business skills

EVERYTHING YOU NEED TO KNOW ABOUT STRATEGY TO BECOME  
THE KEY STRATEGY ENABLER IN YOUR ORGANISATION

## PROGRAMME CONTENT

### DAY 1

#### Module 0: Introduction

- Introduction of delegates, their training expectations and their organisation's current challenges
- Introduction of *Strat.exe* and the instructors
- Agenda, workbook and logistics

#### Module 1: HR Strategy Execution and Alignment Model

- The challenges and benefits of HR Strategy Execution and Alignment
- The 3 steps of the Strategy Alignment Model
- Minimum requirements and critical success factors

#### Module 2: Organisational strategy

- What is "strategy"
- Mission, vision and values
- Strategic analysis
- Strategic aspiration and strategic themes
- Strategy formulation tools
- Strategy map
- Balanced scorecard
- Strategic initiatives
- > Exercise

### DAY 2

#### Module 3: HR strategic alignment

- HR strategy mapping
- HR balanced scorecard
- HR strategic initiatives
- Real examples and best practice
- > Exercise

#### Module 4: Employee strategic alignment

- Personal scorecards linked to strategy
- Strategy communication
- Change management
- > Exercise

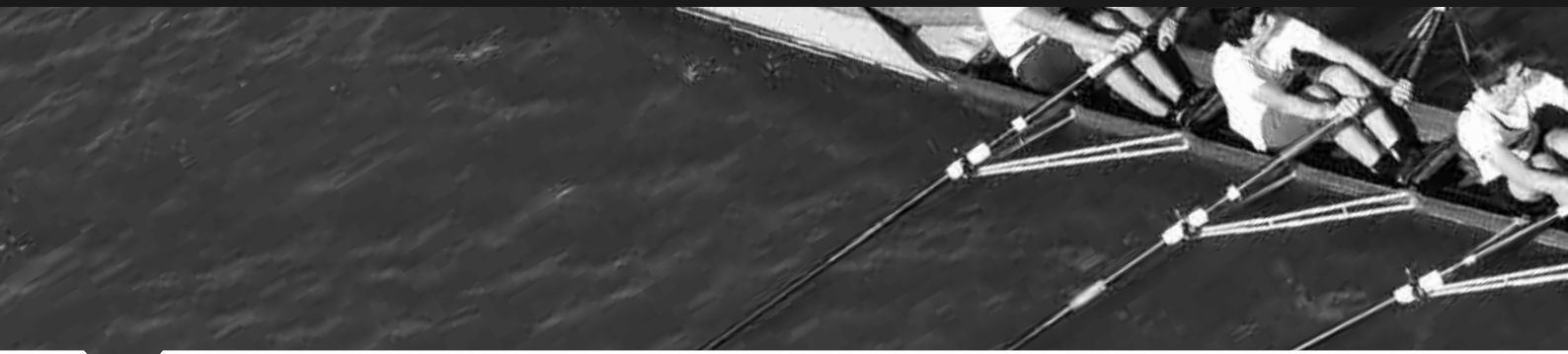
#### Module 5: How to implement the model in your organisation

- Work-plans and processes
- Set of templates
- One-on-one tutorial: consult our experts on the strategy alignment challenges in your organisation



# MASTER IN HR STRATEGY EXECUTION & ALIGNMENT

3 DAY CERTIFIED TRAINING



## PROGRAMME OVERVIEW

The *Strat.exe* “MASTER IN HR STRATEGY ALIGNMENT” offers breakthrough training in the market. This Master course is a 3 day programme with a very inductive approach. The training is a case study recreating a real project done in South Africa by expert international consultants, using the learning by-doing approach that the world’s best MBA’s use.

By studying and understanding the company, you develop, like in a real accelerated project, all the elements of the *HR Strategy Execution and Alignment Model*, from the

strategy definition to HR cascading and employee alignment. All of this in an environment of class discussion, high interaction between delegates and expert consultants, making your learning deeply internalised and easy to remember and apply in your organisation. The instructors worked for Drs. R. Kaplan & D. Norton for a significant number of years, and have extensive experience implementing the *HR Strategy Execution and Alignment model* in many different HR departments around the world.

## PROGRAMME BENEFITS

- Master the *HR Strategy Execution and Alignment Model* and build your own from scratch:
  - Organisation strategy: define a high-level company strategy; build its strategy map and balanced scorecard. Identify, define and prioritise its strategic initiatives
  - HR strategic alignment: cascade the strategy map in the HR department; build HR strategic scorecard; Identify HR strategic initiatives
  - Employees strategic alignment: build a Personal Scorecard model and roll out the model into different roles; prepare a strategy communication plan.
- Learn the process of “how to” build the HR Strategy Execution framework within your department, using the work-plans and templates used by experts.
- Certify your knowledge with the specialist consulting firm for Strategy Execution and Alignment in Southern Africa
- Become the HR expert in strategy and lead the strategic transformation and execution process in your organisation

“Excellent course, I learnt a lot especially in terms of HR and employees strategic alignment”  
GM: Human Resources, Transnet

“An eye opener! I recommend this training to every HR team”  
HR Director, RSSC

## WHO SHOULD ATTEND

This Master course is recommended for anyone in Human Resources that may need to master the Strategy Execution & Alignment methodologies and that need to implement from scratch its tools and processes into his/her organisation. The Master will be especially profitable for HR executives and managers involved in the strategy definition, cascading, monitoring and execution processes. HR team members involved in strategy communication, individual performance management as well as training and development will also benefit from this programme.



Certified by



**BECOME THE HR EXPERT IN STRATEGY EXECUTION & ALIGNMENT, AND MAKE STRATEGY EVERYBODY'S JOB**

## PROGRAMME CONTENT

*Important note: the "MASTER IN HR STRATEGY EXECUTION & ALIGNMENT" is purely practical. Therefore it requires solid preparation and previous level of understanding of the Hr Strategy Execution & Alignment Model ("HOW TO ALIGN HR WITH STRATEGY" training or similar).*

### PART 1

#### **STRATEGY DEFINITION & TRANSLATION – 1.5 days**

##### **Module 1: Organisation strategy definition**

*6 hours*

- Company general diagnostic
- Define the Mission & Vision
- Elaborate a SWOT analysis
- Analyse the strategic dilemmas
- Define the Strategic Aspiration
- Choose key Strategic Themes

##### **Module 2: Organisation strategy translation**

*6 hours*

- Build the company's Strategy Map
- Identify and define the Strategic Objectives
- Measures identification and definition
- Strategic initiatives identification, definition and prioritisation

### PART 2

#### **STRATEGY CASCADING & ALIGNMENT – 1.5 days**

##### **Module 3: HR strategy**

*4 hours*

- Cascade the HR Strategy Map
- Cascade the HR strategic measures
- Cascade the HR strategic initiatives

##### **Module 4: Employee alignment**

*8 hours*

- Build a Personal Scorecard Model
- Build Personal Scorecard key roles
- Develop a strategy communication plan

**Strat.exe**  
consulting

*The specialist consulting firm for  
Strategy Execution in South Africa*

*Projects • Training • Assessments*



**GET IN TOUCH WITH US TO  
REGISTER FOR YOUR TRAINING**

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