



## NTRB Executive Development Program

### Day 1

The CEO Meeting is scheduled for Day 1, commencing at 8.30am and concluding at 5.00pm. Breaks have been organised throughout the day with a CEO dinner to commence at 6.00pm.

### Day 2

Days 2 and 3 seek to build on the previous module which focused on strategy formulation via the Balanced Scorecard. This module focuses on strategy implementation and change management. It emphasizes that implementing a new strategy is ultimately about changing how people work and behave in the workplace. Two areas of change are discussed; operational improvement and comprehensive organisational change.

Day 2 commences with a recap, led by Melinda Muth, of program material previously covered during Module 2 and provides an opportunity to reflect on prior discussions. We begin by picking up a theme briefly discussed in the earlier module of operational management.

Operational improvement begins with applying key tools and principles to analyse operational problems. We then discuss process redesign using frameworks from 'lean production systems'. Next, we focus on the major risks that pose a threat to operational efficiency and risk management. Using a film, we focus particularly on how an inappropriate culture can lead to fraud and threaten the operational survival of an organization. Continuing on, we also discuss how organisations are leveraging their operational capabilities thru strategic alliances and key partnerships. Understanding when alliances are effective and how to manage them effectively.

### Day 3

The morning continues the prior day's discussion using a case-study about strategic alliances and key partnerships. To successfully leverage these alliances and partnerships we will address the varying sources of power and influence strategies available. Again, using a film, we highlight how a leader could use such influencing strategies to achieve the desired outcome. The afternoon session begins with a discussion around the 'levers of change' and the 'change wheel' – which shows the different levers that managers can pull to effect radical organizational change or fine tune existing processes. A case-study of comprehensive change is used to illustrate the operation of these change levers, and their success.