

Paris
May 17-19, 2017

**Register
now!**

Management Seminar

STRATEGY DEVELOPMENT

2017

**Understanding and
Leading Organizations**

The Strategy Seminar at a Glance



What is the seminar about?

You will learn a comprehensive, structured method of directing strategies into new channels and shaping them through discourse. We provide a central skill set that will equip you to develop, communicate, and implement strategies and advise organizations effectively. The key is to understand organizations from a perspective that keeps both in view: the formal structures and the informal, micropolitical aspects. Our approach involves analyzing commonly used managerial strategy tools and expanding their range of applicability based on a discursive perspective.

Who is the target audience?

The management seminar addresses executives, entrepreneurs, and consultants who, after several years of professional work experience, are now searching for winning solutions to understand and influence the strategic path of their organization in significant ways and seek methods that outperform those presented in MBA programs.

What will you take away?

Fresh novel and pragmatic approaches. An analysis of organizational structures and a systematic method to understand, target, and adjust micro-politics (e.g. stakeholder interests). The ability to lead your organization by developing strategies that result in communication and cooperation between those involved.

You will be able to develop viable courses of action that will actually be implemented. In other words your ultimate take away will be the equipment you need for lasting success as a business executive, entrepreneur or consultant.

A substantial opportunity to ensure a holistic solution

This was a substantial opportunity to learn how to develop and activate strategies in a different way, particularly

- taking into account positions and intentions of stakeholders for the understanding of problems
- changing from a linear to an iterative approach
- involving stakeholders during the entire process to gain their buy-in and support
- revisiting the use of the classic tools, however adding the discursive approach

Overall it is the opportunity to realize the number of different realities which can exist in parallel and which need to be taken into account to ensure a holistic solution

Elizabeth Kan, Director of Marketing Development, Strategic Projects MOËT HENNESSY, LVMH Group, Paris, France

An effective methodology to develop and implement strategies

The metaplan strategy methodology is effective to develop strategy, with your team, that will be implemented. Engaging the team right from the start on "what could be" and "what should be", helps to build meaningful contribution and alignment. The discursive way to use well known strategy tools e.g. the Balanced Scorecard is by itself educational bringing a new perspective.

Clement Woon, Executive/CEO, C Woon Management GMBH, Shanghai, China/St. Gallen, Switzerland



What makes it special and what is your personal benefit?

You will have the opportunity to present a business case of your own during the seminar. In cooperation with Metaplan consultants and the other participants, you will analyze the underlying issues. This includes considerations of the market situation, the organizational background, a stakeholder analysis, the development process, the implementation structure, and a road map for moving ahead.

How to participate?

In order to guarantee you a high professional quality level, admission to the management seminar requires an initial person-to-person interview. This will allow you to determine whether the program matches your needs and expectations. We, in turn would like to know more about your professional background and the goals you hope to achieve by participating. Our objective is to bring together a group of personalities who will make a good fit with one another while meeting the demands of the program. Please include your resume along with your inquiry.

The program has a limited number of participants. So do not hesitate to contact us.

Date, Location and Fee

- **Dates:** May 17–19, 2017
Begins at 10:00AM on Wednesday; ends at 4:00PM on Friday
- **Location:** Exclusiv and attractive conference venue in **Paris**
- **Fee:** € 3,500 + VAT, includes registration, course materials, and meals.
Does not cover accommodation.

Eye-opening and fascinating

The course was eye-opening and fascinating, and completely different than any seminar I've attended in the U.S. Everyone was actively involved and the exercises were the key to bringing theory and ideas together with the practice of strategy development. Focusing on practical questions, using actual case studies of the participants, brought the discussion of theory to life. The Metaplan team itself was stellar. Each instructor was accomplished and experienced.

Karis North, Litigator - Vermont Law School Board of Trustees, Murphy Hesse Toomey & Lehan, Boston, Massachusetts, USA

An altogether worthwhile investment

The facilitation by Metaplan was first class and the location was beautiful, which made the long productive hours and hard work required all the more endurable. An altogether worthwhile investment.

Bianca U. Krefß, Former Programme Director – Strategic change, Colt Technology Ltd, London, UK



Alanna Kaplan Muñoz

Program Director

AlannaMunoz@metaplan.com

Sign up here:

<http://strategy.metaplan.com>

**Give us
a call!**

+1 (609) 688 9171



Seminar Flow

An exemplary overview of our seminar

1 Strategy in Organisations

Metaplan will introduce its understanding of strategy. It involves pivotal decisions that impact the direction of a business. Strategies create a basis for common action, irrespective of the normative formulations of a vision and mission statement.

2 Strategy Development

Strategy development addresses the question, "Which way is forward?" The intentions of management are the central focus. We examine management's underlying assumptions and their consequences for the organization. Strategy tools support management intentions and are used to strengthen one's own suggestions and impact on the corporate strategy.

3 The Process of Strategy Development

Micro-politics play the decisive role in the strategy development process. Managers who want to realize their intentions need to "push them through" the organization in a micro-political sense. Strategic decision-making has to recognize and utilize the potential for micro-political action.

4 Strategy Activation

Here, the central question is, "How do I activate a strategy?" One important part is to formulate the strategy in convincing terms and see that the core concepts enter the internal communication process. The other crucial part is to involve key players needed for the execution at all hierarchy levels of the organization, get their buy-in and make them ambassadors of the strategy rollout towards their own teams.

Throughout the seminar you will be working on your own strategy cases. Step by step, you will think through how strategy work can be configured for your situation.

Drawing on examples from our consulting practice, we will demonstrate how Metaplan has set up and implemented strategy processes in the past.

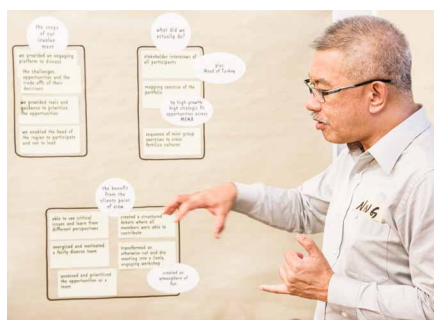


Recommended to all those who want to empower themselves in their role as manager

The Metaplan seminar was a crash course in strategy and organizational theory and practice. The discursive approach, the teaching methods and the group discussions were on a really high level. I got extremely much help with my case, so that alone was worth the time. Also the material, that we received afterwards has been useful to check up with. The Metaplan seminar was one of the best that I have attended during my whole career; compact and focused.

Gunilla Ohls, Director Corporate Strategy,
YLE Public Broadcasting, Helsinki, Finland

Our Unique Approach to Strategy



Working through real life cases made every step relevant for my own strategy work

This was an intensive and highly dynamic seminar with a very diverse global group of participants, in which the different views on strategy became a huge strength, as we had so many perspectives and approaches to share, and could really learn from each other. The excellent facilitators made it possible to really build on discussion points, and the seminar was well-paced throughout the days. Working through real life cases made every step of the strategy development process relevant for my own strategy work. The venue was wonderful, and the quiet and green surroundings allowed private and insightful discussions on strategy. The trip to Paris and learning more about the real challenges executives are facing in strategy development was also an absolute highlight.

Ben Ang, Business Development Manager, Matthew James International, Singapore

Strategies give your company direction. They set goals for organizational structures. Conversely, these structures form the backbone of your enterprise. Only when that backbone is robust you can move forward. Or, in other words, develop successful strategies. Organizational structures and strategies are interdependent. That's why we always treat them as one.

Classically, strategies are viewed as economically oriented concepts that result from rational planning. But that falls short of reality. They rather represent future courses of action that target not only economic goals but non-economic ones as well. They take organizational structures, stakeholder interests, power-, and micro-politics into account.

Even the initial phase of strategy development requires communications processes that allow the complexity to be sufficiently captured. This can only be achieved if the interests of the various functions and executives and their ability to wield power are taken into consideration. Discourse opens up previously inaccessible thought structures, generates new insights, and brings opposing positions closer together. Ensuring a uniform line of action and consistent communications requires a negotiation process.

Yet discourse is also necessary during implementation. If one wants to avoid the execution trap, one must provide those who are needed for the implementation with a forum where they can air their differences. Structured discourse ensures that they buy into the strategy and participate.

A robust conceptual framework

The Strategy Development Seminar was my first contact with Metaplan consultants and their methodologies. I was really impressed. Metaplan's conceptual and methodological framework is robust; the approaches we observed and trained were pragmatic and direct.

Miguel Faro Viana, Training Director at Infraestruturas de Portugal

Our Expertise

Our portfolio at a glance

40 Years of experience in structure and strategy consulting

We have been providing project-specific and strategic consulting services for 40 years. Our thrust is leadership and consulting through discourse. This means mastering complex change through a process of structured confrontation and communication between stakeholders. It's a pivotal management tool that organizations can use to target specific challenges – in planning, development, and execution. Our clients' primary concern is to design successful strategic, organizational, and cultural transformation. Experience have shown that discursive management and consulting is the approach that enables them to achieve their goals:

- Developing strategies
- Designing organizations
- Exploring markets
- Enabling cooperation
- Generating insights
- Moderating multi stakeholder processes

Our areas of expertise

- Structure and Strategy Consulting
- Insights and Strategy in Life Science
- Leadership and Organization Academy

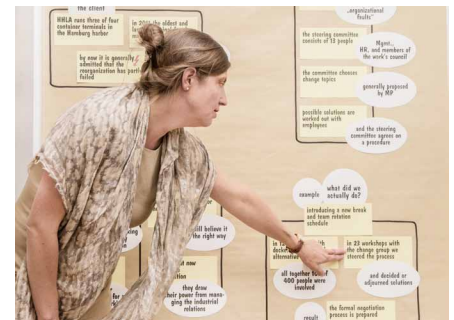
Our approach

Metaplan applies this principle to organizational consulting as part of a constant dialogue between academic research and hands-on work in the field.

We are proud to number among the pioneers of strategy and organizational consulting. But with every new assignment, we still go back to the start. And that means asking questions. About you, about your organization, about the market, and all the relevant players associated with your enterprise.

There is a simple reason for that. Standard solutions will not move you forward. We look at your organization from the diverse perspectives of its stakeholders, because each component unit has its own understanding of what is right and reasonable.

Our approach keeps your organizational and strategic concepts sustainable. We aim to help your company make good decisions and strengthen its ability to perform—while we are still working together, and beyond.



Recommend to all those who want to empower themselves in their role as manager

In contrast to the widespread approach in strategy development - namely, collect data, analyze it, reach a decision, and then take action - I found it more than enlightening to focus attention on the actual ideas and then to elaborate them with all stakeholders, or to reject them and generate new ones. Here, it's immensely helpful to deal with the players' local rationalities beforehand and thereby limit oneself to what is really doable or what can actually be implemented. In other words for me this is the right approach, not just in terms of strategy work but in my day to day activities as an executive.

Andy Niemann, Director Business Communication at Sennheiser Electronic GmbH & Co. KG

Provided me with the right mental equipment

I attended the Strategy Development Seminar with a set of expectations based on my background as an organizational consultant, and on my current role as Managing Partner of a company. I could list many takeaways in terms of strategy development tools and, more generally, the mental equipment I received to better meet my customers' needs. I recommend this seminar to all those who want to empower themselves in their role as managers. The three-day encounter with the Metaplan consultants and peer colleagues from firms all over the world definitely provided me a great opportunity to learn - and change.

Luca Melis, Managing Partner, Poliste spa, Cagliari, Italy

Our Faculty

An international variety of professional and academic backgrounds

Metaplan consultants are individuals with a variety of professional and academic backgrounds in business, sociology or history. Prior to pursuing their 'calling' in discursive consulting, many Metaplanners held management positions at different companies around the world.

They are on hand in Germany, USA, France, China, Singapore, Switzerland, Sweden, Italy and wherever you might need them.

Metaplan Quickborn, Germany



Dr. Kai Matthiesen joined Metaplan in 2001, and has since become a Managing Partner of Metaplan Quickborn. His areas of expertise include the development of strategies and mission statements, organizational design, and brand-related issues; He is also a lecturer at the University of St. Gallen. Prior to joining Metaplan, he was Managing Director of Alta Vista Germany. He has also held several management positions at family-owned businesses and at Bertelsmann AG. His consulting career began at Booz Allen Hamilton. He studied business administration, and completed a Ph.D. at the University of St. Gallen.



Dr. Bennet van Well is an economist and joined Metaplan in 2008. He is a partner since 2014. Prior to that he conducted organizational research and completed a Ph.D. on corporate networks among knowledge intensive service firms. He worked in the pharmaceutical industry for Schering as an organizational consultant and executive assistant to the CFO. He consults CEOs and top-echelon executive teams, primarily on strategy development, organizational design, and change processes. His sector focus includes mechanical engineering, pharmaceuticals, logistics and professional service firms.

Metaplan Princeton, USA



Franz-Josef Tillmann has been Managing Partner of Metaplan Princeton since 2001. His areas of expertise include strategic planning processes, lateral leadership, and market exploration, particularly in the pharmaceutical industry. Prior to joining Metaplan, he served as Director, Global Strategic Marketing at Johnson & Johnson. He also held a number of management positions in marketing and sales at Schwarz Pharma. He holds a degree in geography from the University of Bayreuth and an MBA from New York University's Stern School of Business.



Michel Borcier has been Managing Partner of Metaplan Versailles since 1994. His areas of expertise include strategic planning processes, organizational consulting, and market exploration, particularly for the pharmaceutical industry, retail chains (Grande Distribution, Vente à Distance), and the luxury goods sector. Prior to joining Metaplan, he worked as a business journalist. He studied political science and economics at the Institut d'Études Politiques in Paris and foreign languages at the Université Paris X in Nanterre.

Metaplan Versailles, France

Quite a change from the usual pre-digested truths, often dispensed in other seminars!

Metaplan consultants stimulated my strategic thinking and allowed me to take a step back so as to develop a clearer vision of my own organization and to design an action plan. This demanding and enriching Seminar provided me, in particular, with a micro political management approach, which proved efficient in analyzing my own business challenges and moving my current projects forward.

Mathieu de Mesmay, HR Director, MIM, Paris, France

A real highlight to reflect and enhance my personal repertoire

Strategy processes often follow established patterns and decisions are dependent on the interaction and involvement of the stakeholders. For me the International Strategy Seminar was a real highlight to reflect and enhance my personal repertoire and behaviour in such processes. In an open and very trustful atmosphere I very much appreciated to discuss and learn within a competent international group of people. Furthermore, the location supported this extremely well.

Peter Löhnert, Executive Board Member, SICK AG, Waldkirch, Germany

Metaplan. Pioneers in Organizational Consulting

Metaplan numbers among the pioneers of research-based organizational consulting in Germany. The firm consists of 35 consultants and maintains offices in Germany, France, Sweden, Switzerland, and the USA. We have been providing project-specific and strategic consulting services for 40 years. Our thrust is leadership and consulting through discourse. This means mastering complex change through a process of structured confrontation and communication between stakeholders. For us, communication means establishing enduring, reliable agreements. It is a pivotal management tool that organizations can use to target specific challenges – in planning, development, and execution.

Our methods have been influenced by five central approaches in the field of organizational research:

- behavioral decision-making theory as advanced by James G. March, Richard M. Cyert, and Herbert A. Simon
- Niklas Luhmann's systems theory
- Michel Crozier and Erhard Friedberg's theory of power and micro-politics
- Ludwik Fleck's epistemology and sociology of thought
- Jürgen Habermas's discourse ethics

At Metaplan, we question the status quo and are driven by a desire to learn. This accounts for our tradition of incorporating the findings of organizational research in our work. Our clients' primary concern is to design successful strategic, organizational, and cultural transformation. Experience has shown that discursive management and consulting is the approach that enables them to achieve their goals.

Metaplan® | Leadership & Organization
Academy

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