

KNOWLEDGE AT WORK

COMPETENCE DEVELOPMENT FACILITATION



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Anoova Consulting's Approach to Reality-Based Learning

" The great end of knowledge is not knowledge, but action. "

THE ANOOVA APPROACH

We focus on **learning**.
Not teaching.

Redefining the Dimensions of Learning

In its depth, variety, and staying power, the Anoova programme experience is unlike any other. What sets Anoova apart is the **myriad dimensions of learning** offered, especially its *Scenario Development*[™] method. This approach gives participants the opportunity to explore a wide variety of **real-life business scenarios**.

Participants **analyse real-life business situations** individually, in group discussions, and through team projects. Putting themselves in the positions of the managers involved, they must analyse facts, define problems, compare alternatives, **formulate solutions**, commit to an action plan, and sell colleagues on the merits of their respective positions. Debate and interactive discussion are integral parts of the *Scenario Development*[™] experience. This learning by analogy forces participants to **challenge conventional thinking** and identify the issues and lessons directly relevant to their own work situations—enhancing the takeaway value for sponsoring organisations.

In addition to Scenarios, we use multiple approaches tailored to fit learning objectives. These include a variety of methodologies—from case studies, lectures and guest speakers...to multimedia presentations, computer simulations, and Internet explorations...to group discussions and special exercises. Comfortable amphitheatre-style seating encourages optimal interaction among participants and facilitators.

One of the most powerful forms of learning is peer-group interaction. Every facet of the workshops — from the design of project groups...to team building and social activities — is purposefully structured to promote **dynamic interchange and shared learning** among a **diverse group** of peers. This constant interchange produces a rich pool of knowledge and allows participants to share their professional experiences, challenge and motivate one another, and **provoke new ways of thinking**.

Anoova helps leaders use all these tools to their best advantage when they are back on the job and **applying their learning**. All Executive Workshops are designed with the philosophy that the participants' time in the workshop is simply the **launch pad** for greater learning experiences outside it.

THE ANOOVA APPROACH

Decision focus.
Action orientation.



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THE ANOOVA APPROACH

Not talking things.
Doing them.

Learning in an Environment That Stimulates Ideas

We at Anoova Consulting understand that executives learn best from one another—in an atmosphere that stimulates teamwork and collaboration. For this reason, Executive Workshops participants are encouraged to interact in off-contact hours for discussing Scenarios, case studies and in other team and group activities.

Anoova Executive Workshops are as **beneficial to sponsoring companies** as they are to the executives enrolled in the programmes, and we expect **equal commitment** to the programmes from each participant and company. While participants devote time and intellectual resources to the effort, sponsoring companies must agree to **relieve participants of their work responsibilities** during the workshops.

About Us

We are a team of professionals, all *Indian Institute of Management (IIM)* alumnus, who have come together to provide General Management Consulting services and Action-Learning-Oriented Corporate Workshops.

Anoova, Sanskrit for '*Knowledge*', focuses on producing **results** for our clients by helping them put knowledge to practical and profitable use. We share a strong belief that Practical and Innovative solutions are usually not the most complex or expensive ones. Our collective experience spans the areas of Strategy, Marketing, Technology, Operations, Leadership, Organisation Development, Knowledge Management and Finance.

THE ANOOVA APPROACH

Helping you think different



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Workshop in Managerial Improvisation

"Fostering creativity and 'out-of-the-box' thinking is more important than ever to companies in an era when innovations are rapidly obsolete and employees need to be supercharged to perform up to speed."

Wall Street Journal

WHAT YOU WILL LEARN

- Barriers to creativity and how to overcome them
- How to foster improved team dynamics and better brainstorming
- How to more effectively manage under stress and crisis
- How to make decisions more rapidly
- Adaptive approaches to strategy
- How to manage change and promote an innovative culture
- Improved communication and presentation skills
- Greater comfort with change and willingness to take risks

Programme Overview

The Workshop in Managerial Improvisation is designed to improve participants' skills managing in dynamic (and sometimes chaotic) business environments. In such contexts, managers must rely on intuitive judgment, leverage resources available within their environment, and be willing to act decisively in the moment. In short, they must learn to improvise.

The course is designed to improve participants' abilities to build trust and teamwork, foster better communication, promote creative problem solving, and respond quickly and decisively to unanticipated challenges.

Format and Learning Environment

This intensive two-day workshop provides a unique blend of conceptual and experiential learning:

- The facilitators lead sessions on applications of managerial improvisation, featuring a mixture of lectures, readings, case studies, and group discussions.
- It specially incorporates interactive laboratory sessions featuring custom-designed activities that blend improvisation exercises with applied business simulations.

Who Should Attend

The Workshop in Managerial Improvisation is designed for energetic managers at all levels who are called on to act quickly and creatively to unanticipated changes in their business environment.

Implementing Strategy

" A poor plan executed well is far better than a good plan executed poorly "
Gen. George S. Patton

WHAT YOU WILL LEARN

- Integrate strategy formulation and implementation processes.
- Ensure that corporate structure is in alignment with current corporate strategies.
- Increase your organisation's ability to adapt to change by providing appropriate structures, objectives, and incentives for implementing your strategy.
- Assess the demands that different strategies make on the organisation and the investments they require.
- Understand how organisational culture affects implementation and how to manage change and conflict effectively.

Programme Overview

The devil, unfortunately, is in the details. Even a great strategic plan can be destroyed by poor implementation. The most carefully crafted strategies are meaningless unless expertly executed. Successful implementation requires an understanding of the "big picture," as well as all the sequential steps that lead to it.

Implementing Strategy gives you a broad view of implementation and a thorough understanding of each piece of the implementation process. You will learn how to properly align corporate structure with corporate strategies and how to integrate strategy formulation and implementation by focusing on five core areas:

- *Strategy Implementation Model*
Learn how to equip your organisation to adapt to change by developing a model of appropriate structures, objectives, controls, integration mechanisms, and incentives for implementing your strategy.
- *Strategic Change*
Develop structures and tactics for implementing change by understanding the stages of implementation, forces for and against change, and ways to overcome resistance to change.
- *Human Resources and Strategy Implementation*
Integrate HR policies with strategy implementation needs.
- *Strategy and Structure*
Understand how strategy affects structure and how the choice of structure affects efficiency and effectiveness.
- *Incentives and Controls*
Discuss ways to motivate and control performance, including methods to achieve effective co-ordination.

You will gain a framework in which to effectively develop and execute your next strategic plan. With this wider overview of strategy, you will be better prepared to ask the right questions as you build and implement future strategies.

Format and Learning Environment

Very few MBA courses address cross-functional issues related to implementation or the framework for thinking about implementation; this workshop is designed to fill that gap. You will get a broad perspective of overall strategy formulation and implementation. You will develop clear, measurable incentives and tie them directly to strategic performance.

Who Should Attend

Even managers with MBAs and many years of experience in formulating strategy can learn the finer aspects of putting strategy into action. Anyone moving into a position that will require strategic planning will also have the opportunity to consider the whole process of developing and implementing strategy.

Changing the Game: Scenario Development in Strategic Planning

"...scenario planning is more than a tool. It is a weapon to combat uncertainty, and the future will belong to companies and executives that wield it well. "
Wall Street Journal

Programme Overview

Major changes -- from the economy, competition, the political arena, social issues, and other areas -- surprise us every day, and it's hard to know how to cope with the uncertainty except by simply reacting to the surprises as best we can. It often seems that there is little else that can be done. But there is a technique that can be used successfully to prepare for the future -- Scenario Planning.

Scenario planning is a decision-based method that is markedly different from traditional business planning. Instead of trying to predict or forecast the future, scenario planning helps organisations to think the "unthinkable," consider "what ifs," identify multiple divergent "plausible futures," determine what strategies could be the most effective, and then take positive action to address the future uncertainties.

Changing the Game introduces the process and terminology of scenario planning and then takes the participants through a scenario-planning workshop based on their situation. **The outcome is an action plan to address the organisation's strategy in light of the scenarios developed.**

Format and Learning Environment

The workshop will facilitate participants in identifying and developing:

- **Driving Forces:** Forces that will impact their organisation's strategy. Outcome will be four divergent scenarios defined by these forces.
- **Scenario End State:** Participants develop deep context-rich stories for the end state of two of their scenarios (the other two scenarios will be fully developed when they return to their organisation).
- **Interim Scenario:** An organisation does not go from today to a point in the future instantaneously. Something happens in between. Using the same two scenarios, the participants further develop the scenario stories at approximately the halfway point on the timeline to their end state.
- **Strategic Implications and Options:** Participants test their organisation's existing strategy (and possible new innovative strategies) through each of their interim and end state scenarios by looking at the key sources of customer value, the likely strategy of traditional and non-traditional competitors in the same scenarios among other issues.

Participants will finally create a strategic option and action list. This list and ongoing dialog about the scenarios, act as guides for the team. It helps them assess the effectiveness of their strategy - or need for innovation - as it plays out in the future.

WHAT YOU WILL LEARN

- How to identify forces which can impact your organisation's strategy
- Going beyond forecasting, which is based on the past, to identifying trends that are likely to unfold
- Approaching the future with the ability to perceive possible changes and being ready in advance to handle them.
- Developing your own radar system to continually scan the world.
- Developing possible strategies, analysing their implications
- Adaptive approaches to strategy
- Creating a practical action plan for preparing your organisation for the future

Strategy: From Formulation to Implementation

" No war should be begun until it is first determined what is to be achieved and how it will be conducted

Carl von Clausewitz

WHAT YOU WILL LEARN

- Defining the value proposition
- Distinguishing the company from its competitors
- Delivering value to customers
- Knowing when strategy or execution need to be changed - and how to make the right modifications
- Inspiring and leading others in the organisation
- Encouraging others to think strategically and long term
- Proactively setting and managing expectations
- Generating feedback
- How to bring together external and internal communications so that healthy dialogue takes place with all constituents

Programme Overview

Our experience has shown us that far too often there is a large gap between the goals and the end results achieved. *Strategy: From Formulation to Implementation* is a programme we have developed in response to this observation.

There is growing need to simultaneously address the mutually dependent aspects of a successful business strategy—formulation and implementation. Successful strategies rely on a judicious mix of analytical formulation, internal and external communication, and strong leadership. None of the elements in this trio can be left unattended, as doing so is a recipe for failure.

Strategy: From Formulation to Implementation arms executives with insights and the perspective on integrating strategy formulation and implementation to create a sustainable value proposition for their organisations. By bringing together these two processes, the programme enables them to focus not only on **what their companies should do, but also on how they should do it.**

Format and Learning Environment

Participants work with the facilitators and a group of high-level peers to rethink their roles and gain a better understanding of what it means to be leaders in a strategic sense. Specifically, the workshop provides a comprehensive framework and an integrated perspective that encourages participants to take a holistic approach in addressing four key leadership concerns:

- Crafting a sustainable value proposition to gain competitive advantage in the marketplace;
- Integrating systems and processes to effectively execute strategy—and to **make strategy a reality on a day-to-day basis**;
- Getting the human element involved to create an organisation with distributed leadership; and
- Communicating strategy to internal stakeholders, board members, and the external world, thereby mobilising action and garnering support and resources for making tough, but necessary trade-offs.

Strategic Crisis Management: Converting Challenges into Opportunities

" To be prepared [for war] is the most effective means of preserving peace"
George Washington

Programme Overview

It happened to Coke, Cadbury, Pepsi, even the IIMs. Could you be next ?

In today's business world, companies increasingly find themselves as the targets of aggressive legal action, media coverage and social pressure. The speed with which information spreads can turn what originally were challenges into crisis situations. Managing such situations demands swift and decisive action. Organisations must be prepared to anticipate, recognise and manage rapidly changing strategic environments.

Effective management of crisis situations offers tremendous opportunities. Properly responding to opportunities is every bit as important as minimising threats. The objective of this programme is to prepare you to successfully handle crisis situations characterised by complex decision environments, time-pressure, high stakes, unanticipated events, and information overload.

Format and Learning Environment

During this programme we will challenge the prevailing view of crises as mere public relations or communications issues. A rich set of case studies and crisis simulation exercises balance the theoretical and conceptual frameworks and help you improve your strategic thinking as well as your team management and communication skills in high-stress situations :

- *The Strategic Nature of Crises*
- *Anticipating Crises*
- *Managing in the Crucible*
- *Proactive Stakeholder Management*

The Workshop will culminate in a half-day crisis management simulation and equip managers to anticipate crisis situations and the attendant social, legal, regulatory and political risks. You will leave with cutting-edge frameworks and tools to help you prepare for and manage crises effectively, turning challenges into opportunities.

WHAT YOU WILL LEARN

- Scanning your business practices for political and social risks
- Anticipating and preparing for potential crises
- Techniques for successfully solving problems in high-pressure crisis situations
- Developing strategies for managing stakeholders, public opinion, media relations, and public officials
- Integrating your crisis management approach into your overall business strategy

Driving Business Results Through Performance Metrics

" What gets measured, gets done "

WHAT YOU WILL LEARN

- Linking performance metrics to value creation using a basic economic model
- Aligning individual performance metrics with organizational goals
- Identifying ways in which poorly designed metrics result in counter-productive behavior
- Selecting appropriate performance metrics for the "new economy" and for e-commerce environments

Programme Overview

To achieve success in a complex, uncertain and changing business environment, we need performance metrics that keep the organization tracking towards its strategic objectives. Yet too often metrics that measure one dimension of success conflict with metrics that measure another. Many metrics do not provide "real time" feedback. Poorly designed performance metrics can lead to unwise decisions or produce sub-optimal employee behavior. For maximum results, performance metrics must bring departmental goals and individual motivation into alignment with business strategy.

Format and Learning Environment

In this workshop, we explain the role of effective performance metrics in the design and operation of organizations . **Participants will learn how to analyze their company's performance metrics and how to design metrics that foster organizational success and maximize employee contributions.**

Who Should Attend

Driving Business Results through Performance Metrics provides an indispensable perspective for experienced executives across all business functions and organizational roles. It is particularly valuable to those, such as business unit managers, general managers, corporate strategists, senior human resource professionals and information technologists, who are responsible for overseeing the design or implementation of performance metrics. Cross-functional teams with responsibility for design and implementation of performance metrics will find the workshop especially beneficial.

Profiting from Knowledge: Planning, Decision-making and Implementation Tools

"A man of knowledge lives by acting, not by thinking about acting."
Carlos Castaneda

WHAT YOU WILL LEARN

- What leveraging knowledge involves and how it works.
- Gaining an approach to inter- and intra-organisational knowledge exchange.
- Identifying knowledge activities for improving competitiveness.
- Valuable lessons from unsuccessful projects and programmes.
- The know-how to apply concepts to projects or initiatives within your own businesses.
- Strategic approaches for successfully embedding knowledge into key decisions and activities of knowledge workers.

Programme Overview

Profiting from Knowledge: Planning, Decision-making and Implementation Tools offers leaders a unique, comprehensive look at leveraging knowledge as a core competency. The program explains substantially how knowledge works in organisations—then provides the tools, methods, and approaches by which organisations can take what they know and make it more efficient, effective, and innovative. **Ultimately, the programme prepares participants to help their organisations develop the knowledge edge essential to sustaining competitiveness.**

Format and Learning Environment

Incorporating interactive lectures, case studies, and group exercises, *Profiting from Knowledge: Planning, Decision-making and Implementation Tools* helps participants look at their own organisations and consider:

- What they know and who knows it.
- What they don't know but need to know.
- What they should do with existing knowledge.
- How they can build on those pockets of knowledge.
- How they can transform employees into effective knowledge workers.

This Anoova Consulting Executive Workshop also incorporates immeasurable wealth of **real-world examples** with discussions on how companies like Thermax, HLL, Infosys, NIIT, Satyam have gone about their KM journeys. The focus is on highlighting business and management issues, what kind of business problems can be solved, and how, with a Knowledge Management initiative.

Who Should Attend

This offering is aimed at a broad mix of sophisticated practitioners who already are consciously managing knowledge, as well as line managers in knowledge-oriented functions who need to move up the knowledge learning curve. Because these domains cut across the organisational chart, participants are expected to represent a broad range of processes—from strategy and organisational development...to R&D, product development, and marketing...to information technology, operations, and customer service.

Strategic Uses of Information Technology

" A computer lets you make more mistakes faster than any invention in human history - with the possible exceptions of handguns and tequila."
Mitch Ratliffe

WHAT YOU WILL LEARN

- How to architect your organisation around IT
- Frameworks for fitting IT into your business strategy
- Strategies to improve customer intimacy using the Internet
- Business models for strategic use of computing and e-commerce

Programme Overview

To use Information Technology competitively, your organisation must embed IT within its structure, culture, and business strategy. *Strategic Uses of Information Technology* (SUIT) helps you understand how you can seize the vast opportunity presented when you do IT right. This programme focuses on the use of technologies, such as the Internet and enterprise systems, to reshape organisations and enable new business strategies.

Format and Learning Environment

SUIT will begin with a general overview of today's computer industry, identifying some of the forces that are changing the industry itself. We will then focus on the implications of these changes for you. The programme will then explore the following themes:

- The role of information technologies in today's company
- Productivity from information technology
- Assessing IT investments
- Best Practices for using Information Systems
- Data-Rich Supply Chain Management
- IT Product Selection and Design
- Distributed computing
- Business uses of national and global networks, such as the Internet
- Strategy for Companies in the Information Age
- Organisational Architecture for the Information Age
- Closing the Gap Between Suppliers and Users of IT
- Marketing on the Internet : Lessons from Winners and Losers
- E-Commerce Success Factors

Who Should Attend

All leaders who are guiding the Information Technology policy of their company, CEOs, Chief Strategists, Presidents, and CFOs, together with leaders from the technical side including, Senior technology executives such as CIOs, Directors of Information Systems, and Chief Technology Officers will benefit from this workshop. This programme will also add considerable value to executives leading major strategic initiatives within their companies.

Leading Leaders Successfully

A sense of humor is part of the art of leadership, of getting along with people, of getting things done

Dwight D Eisenhower

WHAT YOU WILL LEARN

- How to Unleash the strength of your interpersonal style.
- Increase your influence with peers and direct reports.
- Create value out of conflicts in your work groups.
- Apply proven interpersonal modules for leading teams.
- Build upon your communication skills.

Programme Overview

Managing interpersonal dynamics and maximizing individual strengths are not only difficult skills to master but also require constant attention. Successful management of these skills can power individual and organizational performance, while inattention to them can cause an organization to falter. Internal political strife, conflicting perspectives and overlooking true performance potential are conditions that may impede any company's growth. *Leading Leaders Successfully*, a highly experiential workshop, focuses on the importance of managing multiple perspectives and using personal power and influence to meet and exceed organizational objectives.

Format and Learning Environment

Surveys of the global business community consistently show interpersonal skills as one of the three leading attributes of successful managers. The ability to gain the confidence and support of subordinates and peers, as well as the ability to handle change easily, is critical for managers at all levels. *Leading Leaders Successfully* integrates cutting-edge insight into communication, conflict resolution, negotiation and teamwork to increase personal performance. During the workshop participants receive feedback and coaching on their interpersonal styles, and gain the tools necessary to leverage individual strengths so that they can effectively manage themselves and others.

The program *Leading Leaders Successfully* focuses on the development of each participant, using 360-degree feedback and coaching to assist in the development of an individual action plan to build on strengths and overcome weaknesses. Exercises combined with a solid conceptual framework demonstrate effective interpersonal and group dynamics.

Who Should Attend

Executives, managers, technical professionals and functional specialists who want to enhance their performance in situations that require competence in interpersonal relations, conflict resolution and the use of personal power. Participants should have the desire to build more productive relationships with others, both inside and outside their organizations.

Custom Workshops

A powerful source of new business ideas, Anoova's Workshops help power new thinking for addressing business challenges. Through our custom workshops, you can put the power of Anoova's unique *Scenario Development*[™] methodology to work for you. The strength Anoova offers is in the range of capabilities we bring to the table:

ADVANTAGE: YOU

- Immediate Application
- Focus on Your Industry
- In-Depth, Strategic Analysis
- Focus on Partnership
- Interdisciplinary Insights

▪ Focus on Your Industry

We design workshops after a rigorous study of your industry and your clients' industries and help generate perspectives that lead to sustainable competitive advantages.

▪ In-Depth, Strategic Analysis

Through an extensive interview process, our design team and facilitators study your company and identify your most pressing strategic challenges. We don't offer you repackaged "off-the-shelf" courses; we delve into your current business challenges and arm you with the weapons to meet them head-on.

▪ Focus on Partnership

Because we understand our clients' needs and industries, many of the companies we work with become long-term partners. Through partnerships, we can offer ongoing support in meeting emerging changes in the external environment and implementing new internal initiatives.

▪ Immediate Application

Our workshops address your specific challenges and provide immediate application in your organization. We integrate company projects and action learning into the workshop so the concepts are directly applied to your company's current issues. This means the knowledge is not only intellectually stimulating; it also has immediate impact on the bottom line.

▪ Interdisciplinary Insights

We focus on creating a learning environment which does not turn into a function specific "Silo" but helps develop an integrative perspective.

Our workshops address broad-ranging business challenges and targeted issues that impact your bottom line. We help organizations address issues such as value creation, market-driven strategy, e-commerce, technology, finance, globalization, institutionalizing innovation and knowledge-driven management.

Investing in Knowledge

The investment for all workshops conducted by Anoova Consulting includes facilitation sessions, books, case materials and meals. Cancellation policies are outlined in the Workshop Support package, which the participants receive on being sponsored by their organisation.

Put Anoova To Work for You

Our workshops get you **results**. Today.

If you have any questions about our Executive Workshops, please contact our Course Consultants at:

Executive Workshop Programmes
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Notes