

Australian Nut Industries

STRATEGIC FRAMEWORK AND LEADERSHIP DEVELOPMENT PROGRAMS

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Goals

1. Build industry-wide alignment and commitment to a shared vision
2. Industry leaders fully understand the current reality and future conditions
3. To define the Australian Nut Industry's strategic direction and develop an integrated strategic framework supported by and capable of being deployed by the industry.
4. Develop effective industry advocacy

Goals

5. Develop effective industry leadership:
 - Corporate governance
 - Strategic leadership:
 - Leading operational effectiveness
 - Team leadership
 - One-to-one leadership
6. Develop cross-industry cohesion and collaboration to enable mutually beneficial growth and sustained profitability
7. Develop a 'pipeline' of future leaders for the industry and each industry sector

THREE PROGRAMS

1. Developing the Strategic Framework
2. Leadership Development – Experienced Leaders Cohort
3. Leadership Development – Emerging leaders Cohort

Australian Nut Industries

Proposed Approach to
Developing the Strategic
Framework

STRATEGIC FRAMEWORK

A 'blueprint' for an enterprise which looks forward several years and which is concerned with significant changes that enable it to thrive by being 'future-ready'.

It differs from a Business Plan in three ways;

- (1) It looks much further ahead - several years (and occasionally decades) as opposed to one or two.
- (2) It consists largely of words and diagrams, with just a few financial tables to indicate the scale of the Framework Development Group's intentions.

Framework Building

Deliverables

Review of existing strategy

Environment analysis

Enterprise analysis

Total Strategic Situation

*2030 Vision and
Strategic Framework*

3 year Strategic Challenge

1 year Deployment Plan

Process

STAGE 1

Set Up Strategy Process

STAGE 2

Set Purpose and Targets

STAGE 3

A. Analyse Environment

B. Analyse Organisation

STAGE 4

Define Total Strategic Situation

STAGE 5

Develop Strategic Framework

STAGE 6

Plan Framework Deployment

STAGE 1 : Set Up Strategic Framework Development Process

- Brief Board(s) / Executives on process
- Phone meetings with all participants individually to set up processes
- Design detailed process and schedule

STAGE 2

Purpose and Target Setting

- Identify the organisation's Core Purpose
- Identify the Core Goal(s)
 1. Purpose related
 2. Performance related
- Set Core Goal performance targets:
 1. Satisfactory: a sensible or even an enviable level of achievement over a period of years.
EG, 5% per annum growth in EpS, in 'normal' times.
 2. Minimum: a level of performance that would be unacceptable

STAGE 3

A. Environment Analysis

- Undertake analysis of EXTERNAL environment
- Identify long-term trends and forces.
- Assess the future levels of turbulence (volatility, uncertainty, complexity and ambiguity).
- Identify **opportunities** for and **risks** to the Nut Industry.

POLITICS
RESOURCES
ECONOMICS
SOCIETY
CUSTOMERS
INDUSTRY
ENERGY
NATURE
TECHNOLOGY

STAGE 3

B. Organisation Analysis

- Review / analyse the current Strategic Framework
- Assess the current Industry culture.
- Assess the calibre of leadership and governance.
- Identify the organisation's major **constraints** and **assets**.

STAGE 4

Total Strategic Situation

- Summarise the overall strategic situation:
 - Significant gaps in current performance.
 - Major Opportunities and Risks, Constraints and Assets.
 - The 'big strategic issues', that must be got right.
 - Prepare summary document and communications to set up strategic framework development

STAGE 5

Strategic Framework Development 1

- Vision
 - Review and refine the 2030 Vision, informed by the *Big Strategic Issues*. Plus a '*Vivid Description*'.
- Strategy
 - Calibrate the level of strategic aggressiveness necessary to respond effectively to the future level of turbulence in the operating environment.
 - Identify the optimal strategic positioning.
 - Develop a long-term Strategic Framework, including:
Future strategic positioning; Value Proposition;
Segment Value Model; Segment Value Chain;
Strategic Goals; Strategy Map; Marketing Strategy

STAGE 5

Strategic Framework Development 2

- Culture
 - Calibrate the level of cultural maturity necessary to support sustained effective deployment of the strategy.
 - Define the necessary future culture
- Leadership
 - Calibrate the level of leadership maturity necessary to support sustained effective development of the culture and deployment of the strategy.
 - Define the necessary leadership
- Governance
 - Calibrate the level of governance maturity necessary to support leadership and to assure sustained effective development of the culture and deployment of the strategy.
 - Define the necessary future governance.

STAGE 6

Framework Deployment Plan

- Develop a detailed Framework Deployment Plan, including deployment action plans for the Framework, the Culture and for Leadership and Governance
- Develop ongoing methods for monitoring performance

Indicative Timelines

Qtr ending STAGE	6/18	9/18	12/18	3/19	6/19	9/19	12/19	3/20	6/20
1. Set Up Strategy Process	2 days								
2. Purpose and Target Setting		2 days							
3A. Environment Analysis			2 days						
3B. Organisation Analysis				2 days					
4. Total Strategic Situation					2 days				
5. Strategic Framework Development						3 days			
6. Planning for Framework Deployment							2 days		
7. Deployment Review Q1 review cycle									1 day

Pre work

Workshops

Post work

Facilitation

- HCI are '**facilitators**', not '*consultants*'
- We facilitate our clients to develop their own frameworks
- That way, the clients must think for themselves.
- Later, they can do more planning without needing facilitation or consultants
- Delegates will be able to apply processes to enterprise framework building.
- We provide strategy frameworks and process guidelines
- To some extent we can adapt the process and frameworks to suit each Sector

Process Structures

- Frameworks to be developed for:
 - Each Nut Industry sector
 - Progressively rolled up to Australian Nut Industry overall
- All seven Nut Industry sectors at each workshop: minimum 2 delegates per sector
- All framework building based on prior consultation with colleagues from across the Sector.
- Where necessary, confidentiality protected.
- Whenever possible, cross-pollinate ideas.
- Activities adapted to each Sector . If the current framework is mostly expired, the primary focus may be on early-stage research, analysis and new-framework development. If a new framework was recently developed, stronger emphasis may be placed on how to best deploy it.

Process Delegates

- All seven Nut Industry sectors at each workshop: minimum 2 delegates per sector. No upper limit (within reason)
- Delegates commit to a two year journey:
 - 1-3 days per qtr in workshops
 - Pre-work:
 - Doing research
 - Consulting with colleagues across industry / sector
 - Post work:
 - Finalising each 'deliverable'
 - Seeking feedback from colleagues / Board
 - Building consensus

Costs to Industry / Sector

- Travel
- Accommodation
- Time

Australian Nut Industries

Proposed Approach to Industry Leadership Development

Leadership Development

Deliverables

Texts

Tools

Knowledge

Skills

MINDSET

Program

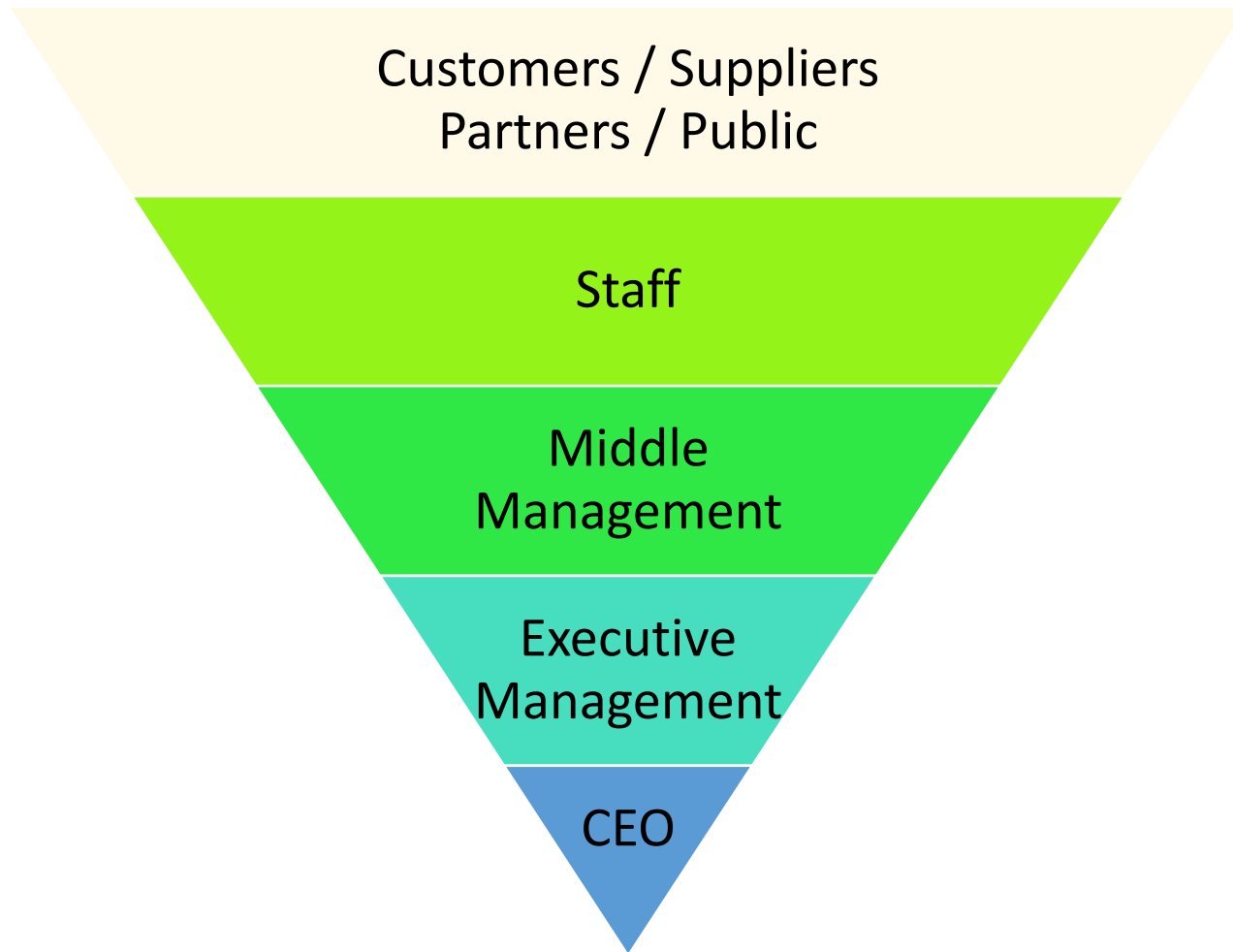
Stream 1
Enterprise leadership

Stream 2
Leading operational effectiveness

Stream 3
Team and One-to-one leadership

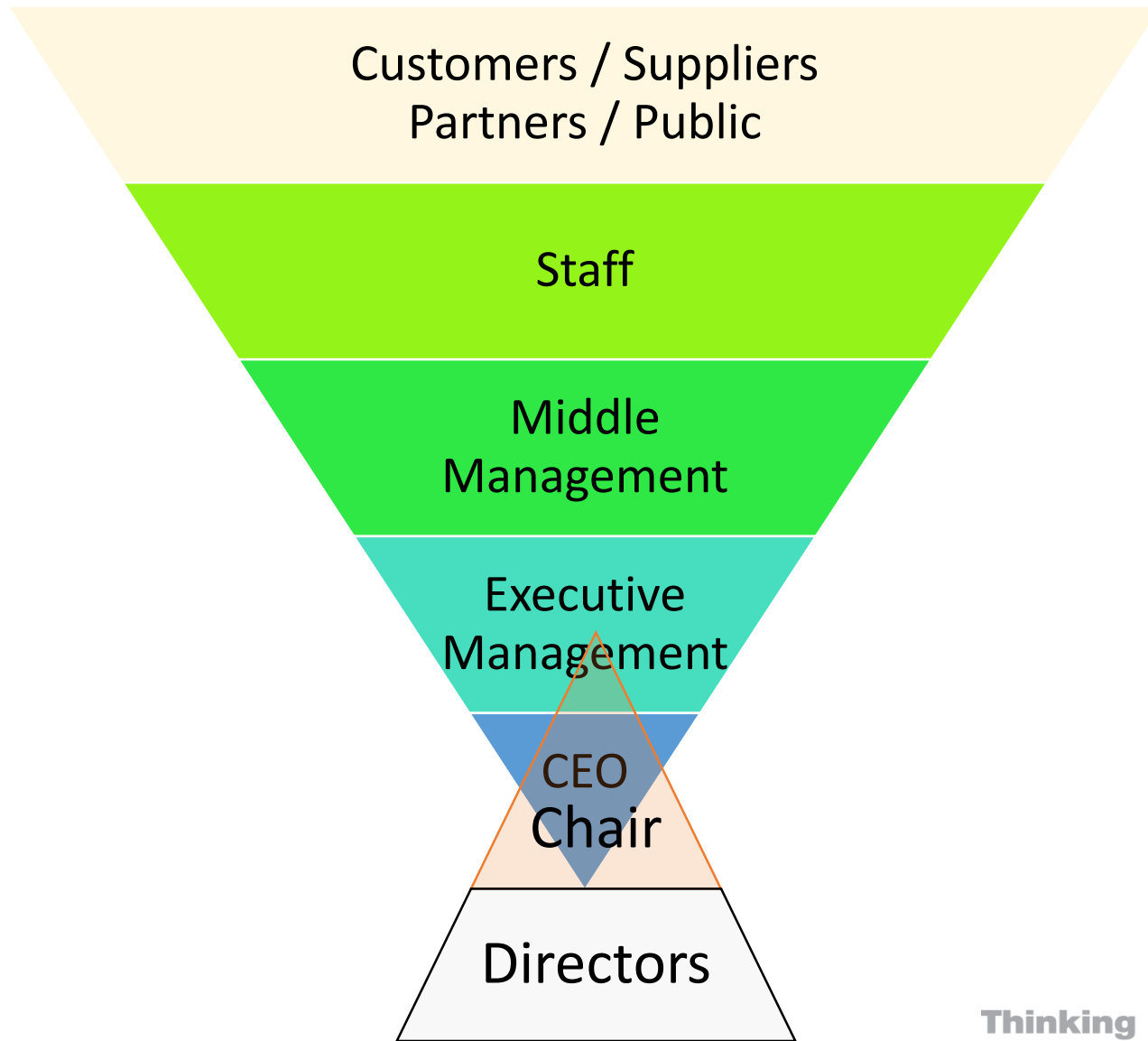
Stream 1

Enterprise Leadership - Governance



Stream 1

Enterprise Leadership - Governance



Stream 1

Enterprise Leadership - Governance

- Duties and responsibilities of Directors
- Providing Board-level leadership: Mission, Vision, Strategy
- Controlling to protect
- Being transparent and accountable
- Working effectively as a Board
- Behaving with Integrity
- Working within legal parameters
- Working with the Executive
- Advising senior management and taking critical decisions

Stream 1

Enterprise Leadership - Strategic

- Working with the Board
- Thinking strategically
 - Analysing the industry and wider environment
 - Forming coherent views on causes, effects and consequences.
- Building a strategic framework and deploying it
- Influencing people across the enterprise

Stream 1

Enterprise Leadership - Advocacy

- Developing and delivering influential arguments
- Using media to favourably position the Industry.
- Being a media go-to person on industry-related issues.
- Lobbying and advocacy activities.
- Working government leaders and bureaucrats
- Joining advisory or reference groups to offer industry perspectives
- Winning and holding membership on decision-making bodies.
- Working with education and training institution
- Participating in community consultation
- Consult on industry projects, community liaison
- Building strategic networks

Stream 2

Leading Operational Effectiveness

- Translating strategy into operations development
- Understanding business systems: systems thinking
- Striving for optimal productivity, quality, efficiency, cost.
- Stimulating continuous incremental improvement
- Empowering innovation
- Project management

Stream 1

Team and One-to-one Leadership

- Empowering peak team performance
- Developing optimal team productivity
- Sustaining high morale
- Developing great relationships
- Providing clear direction.
- Encouraging and support commitment.
- Influencing individuals by providing direction, encouragement and support,
- Empowering people to achieve their personal peak

Structure of Leadership Development Programs

- Each cohort about 20-23 participants from across all 7 nut industry sectors.
- Cohort 1 – Experienced leaders
- Cohort 2 – Emerging leaders
- 3 workshops per program, each 2-3 day
- 3-4 month intervals, scheduled to coincide with Industry events
- Commence mid-2018, through to mid 2020.

Program Participants

Participants commit to a learning journey . . .

- **Pre-reading. Eg,**
 - Books
 - Articles
- **Pre-work. Eg.**
 - Assessing industry and enterprise, team, self
 - Peer coaching

Workshops

Turn up
'Show up'
Engage

Post work. Eg

Practicing skills
Peer coaching
Implementing plans
Coaching and mentoring team members

Facilitation

- Design program, workshops, activities
- Organise materials, communications
- Pre-workshop interviews, briefing, coaching
- Pre-workshop briefing, coaching
- Organising each workshop
- Facilitating each workshop
- Coaching between workshops
- Available for phone contacts as required

Indicative Timelines

Qtr ending STAGE	6/18	9/18	12/18	3/19	6/19	9/19	12/19	3/20	6/20
Cohort 1									
Interviews and pre-work									
Workshop 1		3 days							
Post-work & Pre-Work									
Workshop 2				3 days					
Post-work & Pre-work									
Workshop 3						3 days			
Cohort 2									
Interviews and pre-work									
Workshop 1					3 days				
Post-work & Pre-Work									
Workshop 2							3 days		
Post-work & Pre-work									
Workshop 3									3 days

Pre work

Workshops

Post work

Costs to Industry / Sector

- Travel
- Accommodation
- Time
- Recommended resources