

# OVERCOMING STRATEGIC CHALLENGES



**CLIENT:** Global management team for one of the world's leading financial services companies

## PROBLEM STATEMENT:

- The company is stuck in an outdated view on a rapidly changing world. What adjustments will be required by management in order to make the necessary changes in order to shift this view?
- There is a sense that the current business model may not be robust in the face of sweeping disruptive changes. Is the current management culture up to the task of predicting and preparing for disruptive events? If not, what changes in the mindset need to be made?
- These and related questions have been asked by the CEO and key members of the management board in attempting to trigger a culture shift at the top of the firm

## APPROACH:

- Pre-workshop phone calls with all participants individually to gauge how they view the issues at hand and the dynamics amongst the management team
- 2-day outcome-driven leadership workshop focused on identifying critical blind spots and key interventions that need to be made
- Setting the scene with the CEO and reflections on GIFT's snapshot of the company as derived through pre-workshop calls
- Breakout session to prioritise the top 5 challenges that need transformation at the firm, followed by a facilitated group discussion to flesh out problem statements
- Breakout activity to outline a course of action for each of the issues (constraints, approach, options, timing, costs, etc) followed by presentations, discussion, further refinements and consensus

## OUTCOMES:

- Consolidated list of top 5 challenges facing the firm
- Outlined action plan for each of the stated challenges with details of ownership and estimated cost and time requirements to address it
- Feedback to the CEO on impressions of management team dynamics and perceived blind spots

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**CLIENT:** An iconic Southeast Asian telco with operations across Asia, the Middle East, North Africa, and South America

## PROBLEM STATEMENT:

- The company has invested huge quantities of time and money into infrastructure and intellectual capital as part of their digital transformation, and needs to identify and remove barriers to innovation in order to inspire new business direction over a 5-year window
- The desire is to cultivate internal processes that avoid conventional business ideas and strategy development, and instead aids diversification into new sectors and segments to remain competitive

## APPROACH:

- A pre-workshop questionnaire assessed the perception of the company's digital transformation, and engaged participants to think about their role in overcoming the five challenges they believed most pertinent to preventing or slowing innovation
- Participants were pushed to rigorously consider all aspects of the barriers to innovation, in order to improve the efficiency, effectiveness and capacity of the organisation to produce unconventional business ideas

## OUTCOMES:

- Four tangible approaches on business development, resource use, streamlining ideation processes, and performance management were created, with dedicated timelines and commitments to meeting identified milestones
- Group evaluations and individual observations were issued to line managers to deliver constructive participant feedback