



THE CFO ALLIANCE INSTITUTE

“No longer can the CFO be thought of as solely a chief accounting officer or someone who oversees the reporting function. Instead the CFO role has broadened into more of a chief intelligence officer role, where the CFO synthesizes information from across the organization, and provides insightful decision-making tools to the CEO and management team.”

Patrick Fitzgerald, CFO WMF Americas Group



“This Workshop is the best way to inoculate your business against the threat of a double-dip recession.”

Dwight Gertz, Professor of Management, Babson College

Tuition

2-Day Program - \$2,499

- Includes 12 CPE credits

- Accommodations: approx \$180 per night (details will be emailed to registrants, for more info on rooms visit www.bit.ly/babson-reservations)

When

Starts: Tues, October 25, 2011
10:00 AM EDT

Ends: Wed, October 26, 2011
3:00 PM EDT

Where

Babson Executive Conference Center
1 Executive Education Circle
Babson Park, MA 02457



Contact

Greg Wood

The CFO Alliance
greg.wood@thecfoalliance.org
484.437.2750

Program

STRATEGY FORMULATION AND EXECUTION EXCELLENCE

In this program attendees will focus on effective strategic planning and execution. This is critical to a company's long-term success, yet many organizations pursue strategies which they are ill-prepared to execute. Among functional leaders, CFOs have the best potential insight into the critical links between strategy and successful, profitable execution. Unfortunately, very little of the CFO's formal education is related to strategic planning or strategy execution. This program is designed to remedy that gap, enhance the CFO's experiential learning, and build specific strategy-related skills and plans that he or she can use immediately.



Why Attend

- Sharpen your leadership skills and accelerate your career
- Develop close collaborative relationships with a group of like-minded CFO peers
- Learn to leverage your organization's resources for strategic purposes
- Gain deeper insight into your own company's strategy, working with top business school faculty and motivated fellow CFOs
- Explore the connections between strategy and superior financial results in your own applied, real-world context
- Create and critique a personal leadership plan for strategy development and execution in a risk-free environment

Course Outline

Day 1 Morning: Strategy and the Elements of Business Strategy

- Understand and articulate how the mission and core values of an organization relate to strategy
- Understand and investigate how a portfolio of business resources can be leveraged to satisfy investor expectations
- Understand the relationships between corporate strategy and business unit strategy

The morning session will focus on several business cases designed to illustrate the key challenges and approaches to successful development of strategy. In advance of the workshop, participants will be asked to do some prior reading and to familiarize themselves with the business cases. Furthermore, participants will be asked to look at their own organization's current strategy – through documentation and general discussion with other organization senior managers (as appropriate) – as background for the morning's discussions.

Day 1 Afternoon: Strategic Alignment

- Determine the implications of corporate strategy at the business unit level
- Understand how business unit strategy is linked to superior customer value
- Understand the impact that business unit strategy has on the organization's cost structure and business model
- Understand how to align the organizational structure and effort to the business unit strategy in a way consistent with the business model

In the afternoon session, participants will investigate the cascading of strategy throughout an organization. The implications of business unit strategy development on the business model will be the key focus. Creating customer value is the core of business unit strategy. Of critical importance to the successful implementation of that strategy is the relationship between how the organization creates that value and the business model. Through the discussion of business cases, participants will be asked to work in small teams and report out to the larger group on their insights. Work teams will also analyze major challenges in strategic alignment. Participants will also be asked to consider their own organizational approach to strategy and execution at the business unit level. The understanding gained in this exercise will provide a foundation for the next day's work and for creating each participant's personal action plan for improving strategy and execution in his or her own organization.

Faculty



Dwight Gertz

At Babson College, Dwight Gertz teaches courses on strategy, leadership, and executive decision making in the undergraduate, MBA, and executive education programs. He is particularly interested in the challenges of global management and cross-cultural decision-making.



Fred Nanni

Alfred J. Nanni, Jr. (Fred) is the Vander Wolk Professor of Management Accounting and Operational Performance at Babson College and teaches primarily MBA and executive courses. Professor Nanni performs practice-oriented research on performance measurement and strategy execution.

Day 2: Translating Strategy into Action

- Develop skills to identify actions necessary for successful strategy implementation
- Develop the ability to identify efficient and effective organizational designs and resource consumption patterns to support those actions
- Develop the ability to identify and measure key performance criteria
- Apply these skills to the development of a personal action plan

Participants will be challenged through breakout groups and full group discussion to plan the process of translating strategy into action. No matter how good a strategy, it only "wins" if it is well executed. Strategy must be transformed into day-to-day operational programs that detail what the organization must do to make the strategy happen. The transition from the strategy's direction and intent to the realities and details of its execution is, by definition, "messy" and difficult to manage. It requires shared understanding of the necessary execution framework in order to avoid a wide variety of potential sources of misalignment. This session focuses on the details of the execution framework and what it means for leaders responsible for "bringing strategy to life throughout the organization." This session will lay the final groundwork for planning individual actions at a deeper level in each participant's own organizational action plan.



THE CFO ALLIANCE INSTITUTE

Executive Education Courses

- Sharpen your leadership skills and accelerate your career
- Learn from top business school faculty
- Work with fellow finance leaders to address your real-world business challenges and create and capitalize on opportunities for your company



About

The CFO Alliance Breakfast Roundtables have proved to be an effective way to bring finance leaders together to begin a discussion and dissect the critical issues in an exclusive, closed environment. However, we can only accomplish so much in a 90-minute timeframe and many of the issues we discuss require deeper, more thoughtful discussion and analysis. In order to address these customized needs, we have developed The CFO Alliance Institute's Executive Education Courses, powered by our esteemed Academic Partners.

The CFO Alliance Institute is an exclusive portfolio of invitation-only executive education programs providing select groups of senior financial executives the opportunity to learn and then apply critical management skills to challenges and opportunities within their own organizations and to improve their individual effectiveness as leaders.

Each CFO Alliance Institute program is tailored to the participating group of executives. Each focuses on relevance, practicality, and execution with an emphasis on "work" and collaboration. Each lays the groundwork for taking individual actions to a deeper level within each participant's own organization.

*"The CFO Alliance Institute is an elite component of the CFO Alliance's Global Center for CFO Leadership. These programs help prepare CFO Alliance Members to take on a broader leadership role and prepare themselves for their next career step. Continuing executive education programs are produced and offered by our academics partners, who are respected universities and business schools from across the country." **Nick Araco, Jr., CEO of The CFO Alliance***