



# San Francisco

THE INSTITUTE FOR MANAGEMENT STUDIES, 6580 S McCarran Blvd., Suite B, Reno, NV 89509

SUBJECT	<b>THINKING STRATEGICALLY: HOW TO MOVE YOUR ORGANIZATION FORWARD</b>		
FACULTY	DR. PAUL FRIGA		
LOCATION	Carnelian Room/Bankers Club 555 California St., 52nd Floor, San Francisco, CA 94104 (415) 433-7500	DATE	Tuesday, December 15, 2009
		REGISTRATION	8:30 AM
		SESSION	9:00 AM - 4:00 PM

## TIME TOPICS

<b>25%</b>	<p><b>What is strategy and why do so many companies struggle with it?</b></p> <ul style="list-style-type: none"> <li>• The history of strategy and the current state of affairs</li> <li>• The core elements of strategy: Positioning, Priorities, Payments and Performance (Paul's 4 Ps)</li> <li>• Blindspots and other blocks to good strategy processes</li> <li>• Exercise: Defining strategy in your organization</li> </ul>
<b>25%</b>	<p><b>How does the external environment affect strategy development?</b></p> <ul style="list-style-type: none"> <li>• The definition and importance of the external environment (the "weather" analogy)</li> <li>• The reasons that executives overlook the external environment (the "boiling frog" analogy)</li> <li>• The STEEP framework</li> <li>• Exercise: Business in China case study</li> </ul>
<b>50%</b>	<p><b>How do we develop appropriate internal strategies?</b></p> <ul style="list-style-type: none"> <li>• The linkage from external environment to internal processes</li> <li>• Developing the 4 Ps of Strategy</li> <li>• Using frameworks to expedite the process (Resource Based View, GE Business Screen, McKinsey 7S, etc.)</li> <li>• Exercise: Dissect current company strategies in the news</li> </ul>

## SEMINAR DESCRIPTION

21st Century business leaders must have the capability to interpret external environments and develop appropriate internal strategic plans. Underlying this process is the ability to strategically solve macro and micro level business problems - often in ambiguous situations. The problem is that after 50 years of formal study, certain academics have muddled the understanding of what strategy really is and how leaders should develop it. This program is dedicated to simplifying strategy around 4 Ps - Positioning, Priorities, Payments, and Performance. Using the latest strategic frameworks utilized by the Fortune 500 corporations and the world's most prestigious consulting firms, complemented by case studies and current news stories, we will develop those strategic capabilities necessary to be a successful business leader today.

## FOR RESERVATIONS

**Ginny Von der Schmidt**  
**Phone/Fax: (925) 736-8059 e-mail: [SanFrancisco@ims-online.com](mailto:SanFrancisco@ims-online.com)**

## FACULTY



**DR. PAUL FRIGA** is a professor at the Kenan-Flagler School of Business at the University of North Carolina at Chapel Hill, where he teaches courses in management consulting and strategy. He also serves as the Director of the Consulting Concentrations for undergraduates and MBAs. He researches strategic decision-making, knowledge transfer, intuition, management consulting processes and entrepreneurship and has presented at numerous conferences throughout the world. He is the recipient of the IU Trustee Teaching Award (2008), IU Kelley School of Business Innovative Teaching Award (2006), and the UNC Kenan-Flagler Ph.D. Teaching Award (2001). He was appointed to the Strategic Management Society task force on teaching strategy (2008). Dr. Friga's work has been published in *The Academy of Management Learning and Education*, *Research & Technology Management*, and two books by McGraw-Hill, *The McKinsey Mind* (2001) and *The McKinsey Engagement* (2008-forthcoming). He serves on the Editorial Board for *The Academy of Management Learning and Education*. His work has been cited in the *Economist*, *CFO Magazine*, *The Academy of Management Review*, and other top journals. He completed his Ph.D. and MBA at the University of North Carolina at Chapel Hill and previously worked as a management consultant for PricewaterhouseCoopers and McKinsey & Company. Dr. Friga's undergraduate degree (Honors Program) is from Saint Francis University, where he graduated Magna Cum Laude with a double degree in Management and Accounting. He has also earned CPA and CMA designations. Dr. Friga has consulted for numerous large (Fortune 100), mid-size and entrepreneurial companies as well as universities and not-for-profit organizations. Recent clients include ABG Consulting, Bloomington Economic Development Corporation, Boeing, Boston Scientific, J.D. Power & Associates, Kimball Office Furniture, Microsoft, PricewaterhouseCoopers, Scientific Atlanta (now part of Cisco), Technomic Consulting, the Greater Indianapolis Hospitality & Lodging Association, the U.S. Navy, and Walker Information.

## GUIDE TO PARTICIPANT SELECTION

SENIOR EXECUTIVE  
(Pres, Exec & Sr. VP)

EXECUTIVE  
(VP & General Mgr)

SENIOR MANAGER  
(Div. & Reg. Mgrs)

MIDDLE MANAGER  
& SUPERINTENDENTS

2	2	2	1	2	2	2	2	2	2	2	2	2	2
1	1	1	1	1	1	1	1	1	1	1	1	1	1
1	3	3	1	3	1	2	2	1	1	3	2	1	1
2	2	3	2	3	2	2	3	2	2	3	2	3	3
Admin	Distrib	Engr	Finc	H.R.	Legal	Mktg	IT	Ops	Plng	Pchsg	R&D	Sales	

APPLICABILITY

"1" indicates primary target audience

"2" indicates a good fit if the level of material is appropriate

"3" indicates (in the opinion of the Institute and faculty) limited applicability.

## FOCUS

PRIMARY

### PLANNING/ORGANIZING:

Problem Identification, Selecting and Organizing Information, Analysis, Evaluating Alternative Solutions, Developing Specific Plans, Generate and Obtain Plan Support

SECONDARY

### EXECUTING/CONTROLLING/EVALUATING:

Decision Making, Use of Authority, Delegation, Direction, Coordination, Results Analysis, Evaluation

TERTIARY

### LEADERSHIP DEVELOPMENT:

Decisiveness, Judgment

LEVEL

Introductory  Intermediate  Advanced