



excelledia

## EXECUTIVE SUMMARY

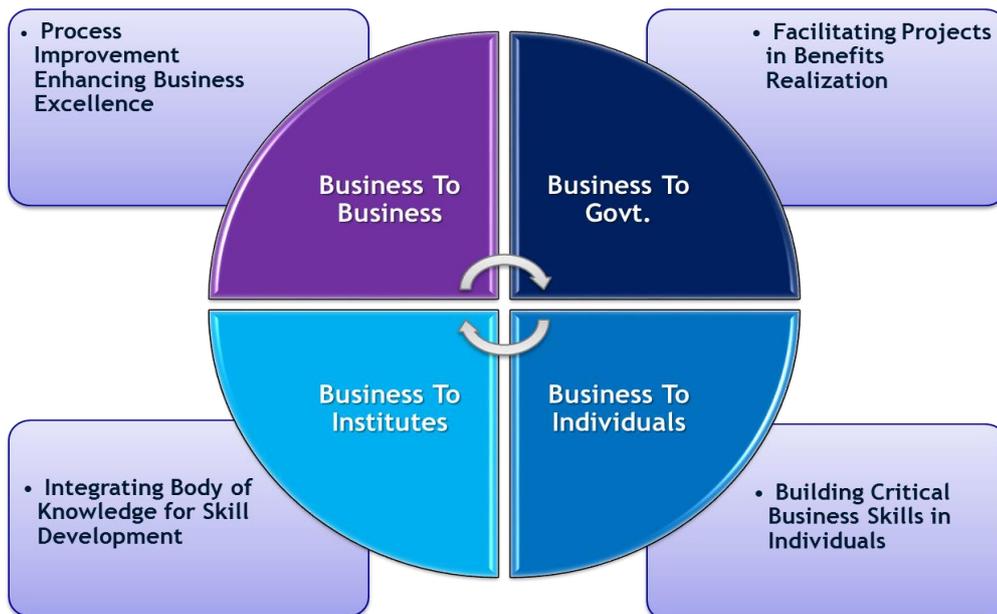
**Excelledia Quality Consulting** is a leading business process improvement and management consulting firm, helping organizations to be significantly more effective, efficient and financially profitable. We provide best practice business optimization solutions that address processes, technology & organizational improvements.

Excelledia facilitates enhanced competitiveness through multi-faceted interventions leading to Business Improvement through consulting, people, process and operational assessments, benchmarking and resource provisioning through Quality Outsourcing.

**We are specialized in the following areas:**



**Excelledia's Market Segments:**



## Training Services:

Excelledia Consultancy Project programmes focus on Business Optimizations principles. Our Consultancy Project programs are organized in public or in-house sessions and mainly focus on knowledge and skills to equip your team to get rid of non-value added work, avoid unnecessary costs, streamline processes, increase customer satisfaction, and establish a culture of business excellence.

Excelledia provides a range of specialized, targeted Consultancy Project courses that focus on growing peoples' competencies, which will equip the trainees / delegates with the necessary tools to successfully assess a company's systems and processes and improve the effectiveness and efficiency. Some of these trainings are in the areas of:

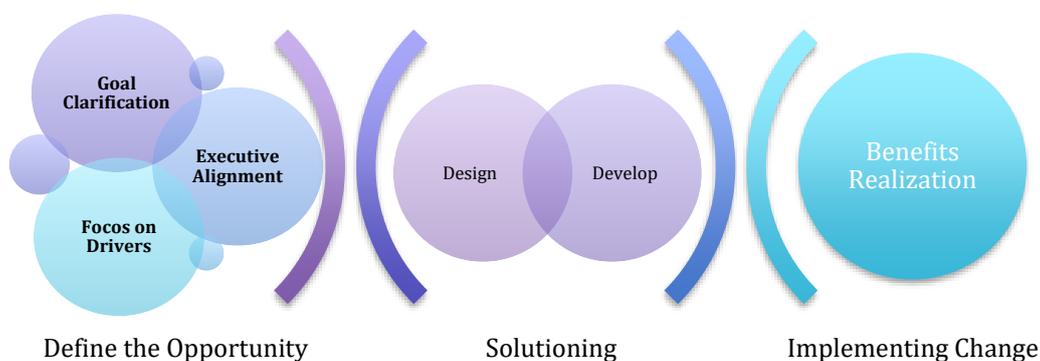
1. Lean Six Sigma – Green Belt & Black Belt
2. ISO Management Systems – Lead Auditor & Internal Auditor Programmes
3. Business Strategy & Leadership
4. Strategic consulting
5. Project Management
6. HSE Programmes

## Consulting Services:

Excelledia works with organizations across various industries, for enterprise-wide deployment of process improvement and quality initiatives using various models like ISO Management System, Lean Six Sigma, Project Management from PMI, Risk Management etc. Excelledia has designed its offerings, to help organizations align their strategic objectives with day-to-day business and operational goals. Our services aid companies to reduce cycle time, increase productivity and improve quality of service delivery and processes.

Excelledia's consulting expertise includes:

1. ISO Certification Consulting
2. Lean Six Sigma Deployment
3. Balanced Scorecard Consulting
4. Risk Management & Business Continuity
5. Enterprise Performance Management System
6. Sustainability Consulting





# STRATEGIC INITIATIVES PROGRAMME RETREAT

## INTRODUCTION

This document is a proposal for the development and conduct of the forthcoming Leadership Retreat in January 2016. The strategic plan was last reviewed by the Executive Management Team (EMT) in 2013 and therefore is in need of a more recent update to ensure alignment between all divisions, departments and corporate.

## SCOPE OF WORK

The Scope of Work covers the following areas:

- A. Gathering of inputs
- B. Analysis
- C. Development of Scenarios
- D. Strategy Execution Health Check
- E. Preparation and Socialization of drafts
- F. Retreat Logistics
- G. Design and facilitation of the Retreat Day
- H. Post-Retreat documentation and distribution
- I. Development of the 2016 - 2020 Strategic Plan

**Each one of these areas is further clarified below:**

### A. Gathering of Inputs

The inputs for the Retreat have been identified in the table below. They can be grouped as follows:

- Internal documents and reports
- External stakeholder feedback
- Internal Stakeholder feedback

### B. Analysis

Upon gathering these inputs, analysis will need to be conducted to identify strengths, weaknesses, opportunities and threats to the Program. The following forms of analysis will be conducted:

- **PESTEL Analysis** – A review of macroeconomic and political factors that impact, or will impact, the nuclear development program in the UAE.
- **Industry Analysis** – Analysis of current dynamics of the global nuclear industry, with particular emphasis on new nuclear construction projects
- **Stakeholder Analysis** – Identification of primary and secondary stakeholders of the Program and an understanding of their requirements of (and issues with) the Program.





C. Development of Scenarios

Information used for the Analysis will also be used to develop three or more future plausible political and economic scenarios. To avoid being prescriptive about the type of future that will comprise a UAE nuclear energy industry, scenarios will be developed using PESTEL factors that have a high but unpredictable impact on the industry. These scenarios will be developed prior to the Retreat and used as an activity during the Retreat to seek agreement amongst the EMT on one plausible future that the 5-year strategic plan can then be based on. The scenarios developed will be 'socialized' with EMT members individually prior to the Retreat. All scenarios developed will include detailed rationale and the impact that they will have on .

D. Strategy Execution Health Check

This health check will assess the effectiveness of strategy execution based on a number of pre-determined criteria such as Clarity of Objectives, Alignment of Divisional Objectives, Number of EMT Communications, Strategic Performance Report & Dashboard etc. The health check will be carried out as desk research with inputs from the Strategic Planning team only.

E. Preparation and Socialization of Drafts

The outcome of the analysis will be the development of PoV (Point of View) drafts with key findings and priorities requiring further attention and discussion at the Retreat. These key priorities will need to be 'socialized' with the EMT prior to the Retreat. This means distributing these priorities well in advance to EMT members before the Retreat and individual meetings held with each one to obtain their initial input and revise the drafts. The other reason is to ensure that any findings presented at the Retreat is not a surprise to Retreat attendees.

F. Retreat Logistics

Organizing the Retreat location, finalizing a date in EMT members' diaries, ensuring all necessary facilities are present at the Retreat location are some of the Retreat logistics that will need to be managed.

G. Design and Facilitation of the Retreat Day

It will be necessary to structure the agenda of the Retreat to maximize value from the day. A proposed agenda is shown in Appendix A. More important than the agenda will be facilitation of the day ensuring that the right amount of focus is dedicated to relevant discussions.

H. Post-Retreat documentation and distribution

Following the Retreat, it will be necessary to articulate all agreed conclusions into a readable form that can be shared with all EMT members. Key decisions made at the Retreat will also be disseminated to lower management levels that will need to action these decisions.

I. Development of the 2016 - 2020 Strategic Plan

Discussion at the Retreat on the agreed scenario will generate possible strategic directions that may need to follow in order to exist and survive sustainably in the future scenario. These strategic directions will form the basis on which strategic objectives will then be developed to close gaps between current situation (as described by the SWOT Analysis) and the desired future state. These strategic objectives, with supporting initiatives and KPIs will form the basis of the 2016 – 2020 Strategic Plan.





## PROPOSED APPROACH

**Objective:** *Engage the management team in a one-day team bonding retreat to define the 2016 – 2020 programs road map:*

- *Understand current achievements, challenges and future strategic priorities;*
- *Review the current initiatives and their performance (level of implementation and results)*
- *Identify and inventories the key 2016 – 2020 programs;*
- *Prioritise the programs in a single 2016 – 2020 portfolio;*
- *Agree on programs ownership;*
- *Define and agree on 2016 – 2020 implementation road map*
- *Summarise findings and define next steps.*

**Step 1:** *Review current strategy material and programs/initiatives*

Strategy is all about choices. During these set of interviews, we will validate all your client choices regarding the strategy and programs as the base to prepare the retreat.

- *Activities & deliverables:*
  - | Review existing strategy material
  - | Interviews: Chairman and 3 –to– 5 leaders
  - | Analyse current portfolio, validate prior programs/initiatives performance
  - | Identify programs/initiatives gaps.
- *Deliverables:*
  - | Strategic Challenges and priorities understood and validated
  - | Current programs/initiatives assessment
  - | Programs Initiatives gap
- *Timing:*
  - | Decide on mutual understanding
  - | 3 full working days

**Step 2: Retreat preparation:**

Based on inputs and best practices the retreat objectives, agenda, activities, documentation and exercised will be developed. The aim will be to provide an agenda to foster collaboration, learning and decision making through a set of group exercises.

**— Activities & deliverables:**

- | Define and validate retreat agenda
- | Prepare retreat documentation and exercises
- | Propose and validate retreat dynamics (working groups, exercises, pre-work and post-work)
- | Short-list and agree on group activities
- | Present logistic options and approve

**— Deliverables:**

- | Retreat Agenda
- | Retreat documentation
- | Retreat activities
- | Retreat logistics

**— Timing:**

- | Decide on mutual understanding
- | 3 full working days.

**Step 3: Retreat:**

The event will be based to foster the management team collaboration, team building and reach consensus on 2016 – 2020 Programs portfolio.

**— Activities & deliverables:**

- | Deliver retreat
- | Conduct group exercises
- | Exercises debrief
- | Summarise findings
- | Support group activities





- *Deliverables:*
  - | Retreat
- *Timing:*
  - | Decide on mutual understanding
  - | 1 full working day.

**Step 4:** *Retreat report and next steps:*

Prepare retreat findings report, and propose course of action to launch the implementation and management of 2016 – 2020 portfolio of Programs.

- *Activities & deliverables:*
  - | Prepare retreat report
  - | Propose course of action (next steps and templates)
  - | Present and validate findings
- *Deliverables:*
  - | Final retreat report
  - | Supporting templates
- *Timing:*
  - | Decide on mutual understanding
  - | 2 full working day.

**Step 5:** *Portfolio implementation on-going support:*

The programme management is a marathon, not a sprint, with lots of small size activities that take place across the organisation. In order to successfully reach the finish line, it's crucial to have a solid project management in place.

- *Activities & deliverables:*
  - | Provide on-going Programme Management Support
  - | Customise methodologies and template to fit your client requirements
  - | Knowledge transfer
  - | Coaching
  - | Review reports and provide feedback





- *Deliverables:*
  - | Programme management support
  - | Template and training material
  - | Coaching deliver
  
- *Timing:*
  - | Decide on mutual understanding
  - 2 full working days a month.





# WHY EXCELLEDIA?

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|  |  |  |  |   |
| <p><b>Leading provider of Consultancy Project solutions in the UAE</b></p> | <p><b>Interactive &amp; inspiring sessions</b></p> | <p><b>Regional expertise - trained 4,500+ professionals Across GCC</b></p> | <p><b>Case studies and discussions</b></p> | <p><b>Highly Qualified trainers with international Exposure</b></p> |

*"Excelledia has done a wonderful job in all means and ways to make this programme a wonderful one, one of the best trainers and a comfortable venue "*

- Training Manager, **NIMR Automobiles**

*"Many Thanks, very informative and thorough knowledge of the requirements of ISO 29990. We are now much clearer and this will help with the development of a roadmap to help gain and propose for the standard"*

- Training Manager, **ENOC**

*"It was the first of its kind in this region, the course content was good and not made easy for the region, which was the best Part. Overall excellent and great work done by team Excelledia"*

- L&D Manager, **The Executive Council Dubai**

*"I Thank Excelledia for their high level of communication relation with trainees, high Standard of training Delivery and ability to keep up with new trends in the region, in terms of linking professionals to the benefits of Government"*

- Risk Management, **Al Ain City Municipality**

*"Compared to other sessions I've attended, this has been the most interactive and informative. It was a well selected group and we learned a great deal from each other"*

- Learning and Development Manager, **Millennium Hotels**

*The 2 days of Excelledia Workshop has been delighting and fruitful. Our team who attended this workshop will implement what we learn for our university.*

- Executive Director Institutional Research and Planning, **Canadian University Dubai**



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