

SCHOOL OF STRATEGY AND INNOVATION



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The most certain way that organizations can remain truly competitive and continue to enhance the value that they add to society is through developing the capabilities for strategic and innovative thinking.

Learning Impact NG's School of Strategy & Innovation provides a number of learning interventions and programs that will help build these capabilities in your people and teams as follows:

S/No	Brand	Workshop Name	Description
1.	Balance Your Score Card	Implementing the Balanced Score Card	Participants will be able to implement the balanced score card as a tool for strategy development and performance management.
2.	Good Thinking...Good Products	Thinking Skills	Participants will be able to create a culture of thinking and will apply the skills for various types of thinking to their personal and Organizational growth.
3.	Pros & Cons	Decision Making	Participants will improve their ability to make decisions and manage the consequences of their decisions.
4.	Transformers	Leading	Participants will be able to lead

		Change	transformational change projects and create a CHANGE DNA in their teams.
5.	Unleash Creativity	Creativity & Innovation	Participants will apply over 20 different tools for creative problem solving to overcoming real-life challenges at work and in their lives.

Implementing the Balanced Scorecard

ARE YOU LOOKING FOR BETTER PERFORMANCE IN YOUR ORGANIZATION? Then, you must learn how to develop and implement strategies that are focused on your most important priorities and use this strategy as the basis for **ALIGNING** their organizations and driving performance. The Balanced Score Card is the most appropriate tool for driving organizational strategy and performance, and this Workshop, targeted at Chief Executives, Chief Strategy Officers, Planning Directors, Project Directors, Finance Directors, Strategy Directors, HR Directors, Chief Operating Officers and other Organizational Leaders will equip you to build and implement strategy and drive performance across your organization.

Overview of the Balanced Score Card

In this opening module, participants will be exposed to learning about the imperative of strategy, the rationale for using the balanced score card and the most important ingredients for a successful strategy development and implementation.

Organizational Diagnostic

The first step in a strategy development process will be to undertake an organizational diagnostic by looking at both the internal and external forces affecting the organization. We will practice with a number of diagnostic tools and approaches using a variety of appropriate industry case studies.

Developing Themes and a Strategy Map

The third module follows the iterative process for strategy development by focusing on the development of strategic themes – the cornerstone of strategy and a strategy map that integrates all the four perspectives of the Balanced Score Card with the strategic themes.

Aligning Departmental and Individual Score Cards

Translating strategy to performance begins with ALIGNMENT, and in this module, participants will learn how to translate the overall organizational strategy into departmental and individual Key Performance Indicators and Score Cards that will ensure bottom-up alignment and performance.

Implementing Strategy

In the final module, we will deal with all the tools required to actually implement the strategy – developing and implementing strategic initiatives; creating a project implementation plan; implementing a change management plan and creating a Strategy Management Office to drive the project and change management required.

Delivery will involve the use of a number of experiential activities including self-assessments, case studies, reflective practice, games, videos and role plays, amongst others.



Thinking Skills for Better Results

Organizations will be much more productive if their employees were empowered to “think” for a change. Rather than waiting for their bosses to give them direction on everything, productive employees ask critical questions, evaluate options and come up with real-life solutions to problems. Like the Japanese saying goes - Good Thinking - Good Product, so if you want to create and sustain great products and service in your organization then you must pay attention to developing the thinking skills and capabilities of your employees and managers.

Overview of Strategy, Performance and the Balanced Score Card	In this opening module, participants will be exposed to learning about the imperative of strategy, the rationale for using the balanced score card and the most important ingredients for a successful strategy development and implementation.
Undertaking an Organizational Diagnostic	The first step in a strategy development process will be to undertake an organizational diagnostic by looking at both the internal and external forces affecting the organization. We will practice with a number of diagnostic tools and approaches using a variety of appropriate industry case studies.
Developing Themes and a Strategy Map	The third module follows the iterative process for strategy development by focusing on the development of strategic themes – the cornerstone of strategy and a strategy map that integrates all the four perspectives of the Balanced Score Card with the strategic themes.
Aligning Departmental and Individual Score Cards	Translating strategy to performance begins with ALIGNMENT, and in this module, participants will learn how to translate the overall organizational strategy into departmental and individual Key Performance Indicators and Score Cards that will ensure bottom-up alignment and performance.
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Decision Making for Managers

One of the underlying causes of individual and organizational under-performance is the poor quality of decisions that employees and managers take and more so, the lack of skills in managing the consequences of their decisions. Most professionals will do anything to avoid taking a decision and being held accountable for decisions, putting a lot of pressure on very few senior managers to make even the most basic operational decisions on their behalf. The reasons are obvious - a culture of thinking and decision making is not pervasive in the organization and the professionals do not have the skills for effective decision making and management.

An Overview of Decision Making

In this opening module, participants will be exposed to the Anatomy of Decision Making; Overcoming Biases in Decision Making; Developing Options and Overcoming the Barriers to Creativity.

Decision Analysis

Participants will learn how to narrow-down and select the best options, use statistics and trends to improve their choices and apply a number of other tools that can enhance decision analysis.

Implementing Your Decisions

In module three, participants will explore the emotional and irrational factors that affect the implementation of decisions and also practice the implementation of decisions using a number of tools and scenarios.

Managing the Consequences of Decisions

Regardless of the decisions that we take - good or bad, participants will learn the skills for managing the impact and consequences of their decisions by identifying lessons and areas for improvement; acculturating positives; and learning to fail forward.

Organizational Structures for Decision Making

In the final module, we will focus on what it takes to create the right structures for decision making in an organization, paying attention to fostering ownership thinking and teamwork; delegated authority; managing inter-dependencies; and organizational communication.

Delivery will involve the use of a number of experiential activities including self-assessments, case studies, reflective practice, games, videos and role plays, amongst others.



Leading Change

When organizations develop great strategies but fail to manage the people-side of their strategic plans and initiatives, their great ideas remain just ideas and never get translated to the results that they desire. Effective organizations and leaders understand the imperative of change management - managing the people side of innovation and strategic projects and ensuring that the skills for managing change are part of the organizational DNA. Our workshop on Leading Change will help you build that culture of change management so that your managers across all disciplines will achieve better results with the people and resources that they lead and manage.

Foundational Principles of CHANGE

In this opening module, participants will be exposed to foundational principles of change management including John Kotter's 8 Step Transformational Change Model; Prosci Institute's ADKAR Model and the Three Phase Change Model.

Creating Awareness & Desire

Participants will learn how to create awareness and desire for change using a variety of tools and scenarios and how to ensure that initiatives to create awareness and desire for change are implemented properly.

Building Knowledge and Ability

In module three, participants will explore the tools for building knowledge and ability of the team to achieve the change objectives and goals and practice how to use these tools for building knowledge and ability effectively.

Ensuring Reinforcement

For any change project or initiative to stick, it has to be integrated into the organization's culture. This is often achieved through high-level leadership involvement and incorporating initiatives into the performance management system. This module will provide participants with the tools and frameworks to achieve this.

Measuring, Managing and Implementing Change

To ensure that change management works, participants will learn how to create and use change management plans as well as measure, monitor and report on change readiness throughout the

Delivery will involve the use of a number of experiential activities including self-assessments, case studies, reflective practice, games, videos and role plays, amongst others.



Creative Problem Solving & Innovation

If there is one set of skills that you really want to become part of the culture of your organization, it is the skills for Creative Problem Solving & Innovation. This is a sure-banker way to ensure that your organization stays ahead of itself and its competition and is continuously adding value to its customers and society. Everyone is born with the ability to be creative and innovative, but we all need to learn and practice the skills to bring them alive

Overview & Foundational Principles

In module one, participants will be exposed to myths about creativity, the componential theory of innovation, the sub-skills of creativity, the principles of divergence and convergence, the Creative Problem-Solving Framework and other basic principles of creativity and innovation.

Tools to Clarify your Innovation Challenges

Participants will start to work on each of the stages of the Creative Problem-Solving Process starting with Clarify and its tools such as Filtering Criteria, 5Ws and H, and Challenge Statements amongst others.

Tools to Ideate

In this module, we will focus on the second stage of the Creative Problem-Solving Process - IDEATE and some of its tools like: Brainstorming; Brainwriting; Six Thinking Hats; Mind-Mapping; Ideas Matrix; and Story-Boarding amongst others.

Tools to Develop Innovative Solutions

To develop innovative solutions, participants need to learn and apply the principles and tools for affirmative judgment including but not limited to: Yes...and; POINT Framework; Blue-Sky Voting; and Double Cross and a Star.

Tools to Implement Innovative Solutions

In the final module, participants will practice the tools and skills for disciplined execution - which is the critical final part of the innovation process. Some of the tools they will learn include: The How Diagram, The Action Planner and the Performance Tracker.

Delivery will involve the use of a number of experiential activities including self-assessments, case studies, reflective practice and role plays, amongst others. Program can be further customized to meet the organization's specific needs



About Learning Impact NG

Learning Impact NG is a leading provider of Organizational learning, strategy consulting and financial literacy solutions in Nigeria. The was incorporated on the 25th of June 2010 and was founded by Omagbitse Barrow, a young and dynamic Investment Banker, turned Human Resources and Learning Manager who had spent a decade working at Investment Banking & Trust Company (IBTC) and later Stanbic IBTC Pension Managers and Stanbic IBTC Bank.

In the early days (2010-2013), Learning Impact NG was the exclusive license partner for John C Maxwell Corporate Leadership Development Programs in Nigeria. The company still offers John Maxwell Training Programs through its leaders who are members of the John Maxwell Team.

However, most of the company's focus has been in developing and deploying bespoke learning and consulting solutions for its clients across 7 major areas of learning and in a variety of specialist areas of consulting and creative solutions.

We have worked with some of the largest institutions across a variety of industries in Nigeria's private, public and non-profit sectors. In addition to traditional classroom training, we are at the forefront of the use of learning technology in Nigeria with our innovative Animated Educational Videos that we have deployed for several institutions; our 100% home-made Learning Management System with robust indigenous courseware; and our unique EPaper Vendor service and other Knowledge Management Services that we offer.

Our vision is to help Organizations, individuals and our society to be better, and our core capabilities are around research, innovation, cost-effectiveness, and a passion for impact. The values that drive us are Leadership, Learning, Selling and Service, and our employee proposition and brand are woven around these.

We are a Company that dares to be different, and desires to do great things for our society and our world, so please join us on this mission-critical journey to help us all to BE BETTER.

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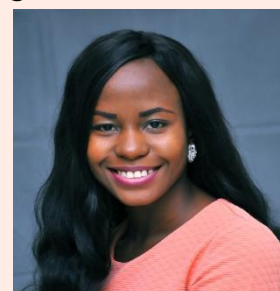
Our Learning Design & Delivery Methodology

Based on our proprietary Learning Impact Model, our team of designers and facilitators at Learning Impact NG are focused on ensuring that the impact of all our solutions are sustained beyond the “event” or “intervention”. We pay attention to the following in all our intervention design and delivery:

- **Adult Learning Principles** - There are a number of principles of adult learning that drive our approach including but not limited to the fact that adult learners are pressed for time; goal-oriented; bring previous knowledge and experience; have a finite capacity for information; have different motivation levels and have different learning styles.
- **Human Performance Improvement** - We ensure that we undertake a root-cause analysis of the performance challenges that organizations are facing and use this as the basis of designing our solutions and interventions. This way we deal with the real issues and not just the symptoms.
- **The Learning Impact Model** - We encourage our clients to deploy a learning policy framework that creates awareness and desire through pre-training activities; builds knowledge and ability through the actual content and delivery; and reinforces learning through post-training activities. This way, learning and consulting solutions create real CHANGE in the organizations.
- **Programmatic Evaluation** - We focus on evaluating the impact of learning using a variety of tools across the four levels of evaluation - reaction, knowledge transfer, behavioural change, and impact.
- **Experiential Design & Delivery** - We are champions of the use of experiential delivery and facilitation techniques particularly in the areas of indigenous case studies and rich media
- **Scalability and Impact:** Using learning technology and the support we give to internal faculties with our customizable content, we help to increase the scalability and impact of our solutions.

Our commitment to these underlying principles will ensure that learning creates a CHANGE for your team members and your organization.

Regina Makyur
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COMMENTS / FEEDBACK FROM CLIENTS



- ❖ *It is more of a deliverance programme to me; A great reindentation indeed – SEC – managing your Personal Finances.*
- ❖ *I am highly impressed with the content and delivery of this training. I shall personally follow-up on my friends who are in need this kind of training and ensure they attend. – Presentation skills for Professionals - GRM Consulting*
- ❖ *The training was very educative and made an impact on things and core areas I would like to make changes in, I would like to come back to Learning Impact for another training related to the Pension Industry.- Strategic Service Management in Pension Industry- FCMB*
- ❖ *The training is impactful and what I've learnt would enable me to be effective and efficient in discharging my responsibilities. Business Writing Skills Training - NIPC*

CONTACT US

For enquiries;
Call us or visit our website
Feel free to reach us on any of our social media accounts
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School of Strategy and Innovation

**School of Financial Literacy &
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