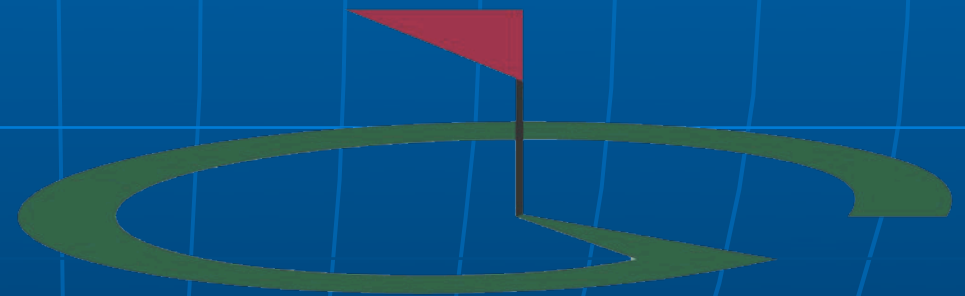


Strategic Learning

Putting Strategy to Work

Henry B. DeLozier
October 21 and 22,
2012



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Strategic Learning

Sunday

- Overview of Session and Attendees
- Defining Strategy
- Role Play
- Delegate-Led Discussion
- Strategic Agility

Monday

- Making Strategy Work
- Execution Obstacles
- Characteristics of Strategic Plans
- Aspects for Private Clubs

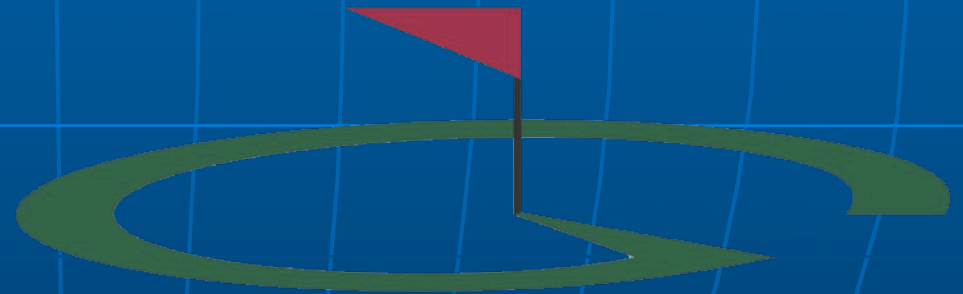
Overview

Review/discussion of Pre-BMI Attendee Survey – Executing Club Strategy

- Broad Profile of Attendees
- Problems Using Strategy
- Obstacles to Sharing Strategy
- Problems Executing Strategy

Delegate Discussion

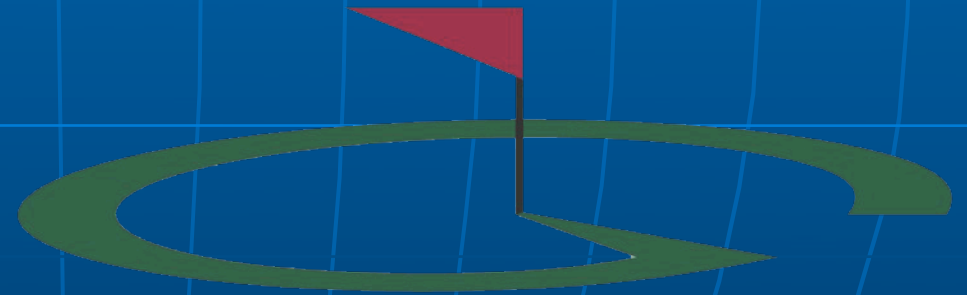
“Is developing strategy more difficult than executing strategy?”



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What IS Strategy?

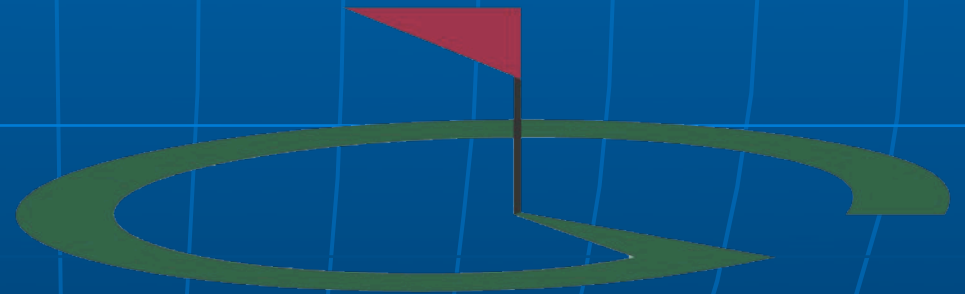
“A careful plan or method; the art of devising or employing plans or stratagems toward a goal.”



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Delegate Discussion

How do you describe to your Board the need for strategy and strategic vision at your club?



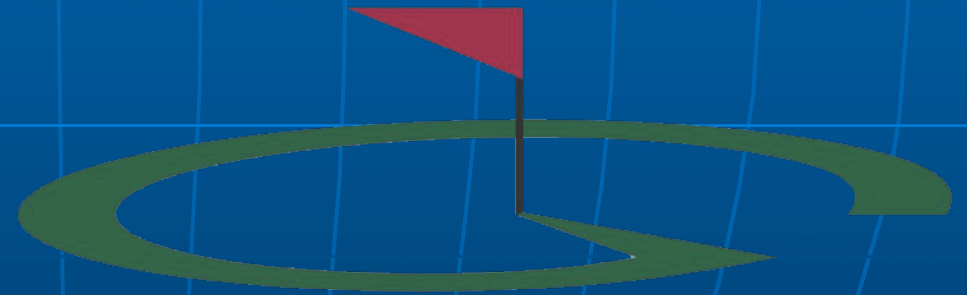
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Delegate Discussion

- How strategy works at your club?
- How attendees 'use' strategy at their clubs.
- 'War Stories' About Strategy

Developing Strategic Agility

- You are skilled if...
- You are unskilled if...



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Developing Strategic Agility

- Speak strategically.
- Embrace strategy.
- Demonstrate curiosity.
- Expand your perspective.
- Think in broader terms.

Developing Strategic Agility

- Make the time.
- Be willing to speculate.
- Abandon simple answers.
- Learn from other keen strategists.
- Learn how to link variables



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Summary and Wrap-Up

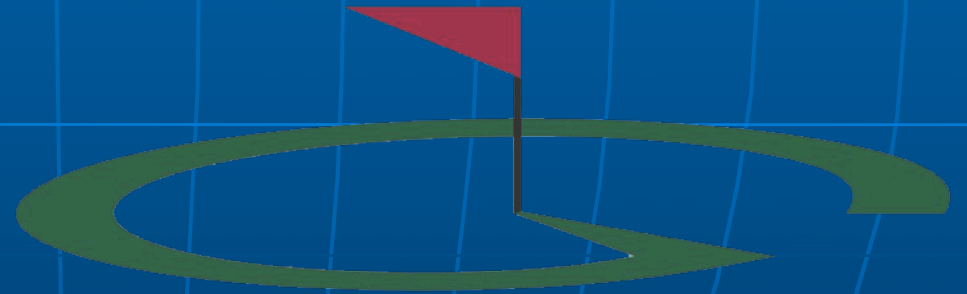
- Defining Strategy
- Understanding the Importance of Execution with Solid Strategic Thinking
- Using Strategy to Build Your Career



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Making Strategy Work

Developing Sound Planning



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Monday, October 22nd

Making Strategy Work

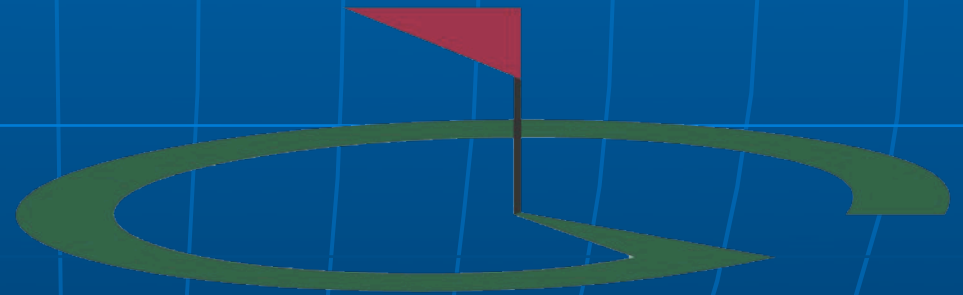
**Day 1 Questions
Delegate Discussion**



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Making Strategy Work

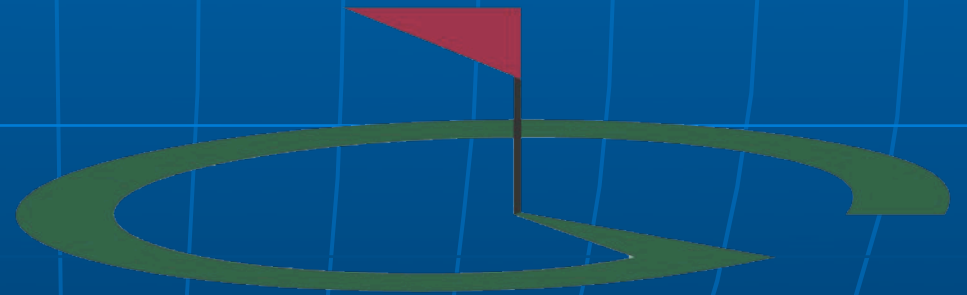
Integrating Corporate and Business
Strategies



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Making Strategy Work

Defining and Communicating the
Operational Components



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Making Strategy Work

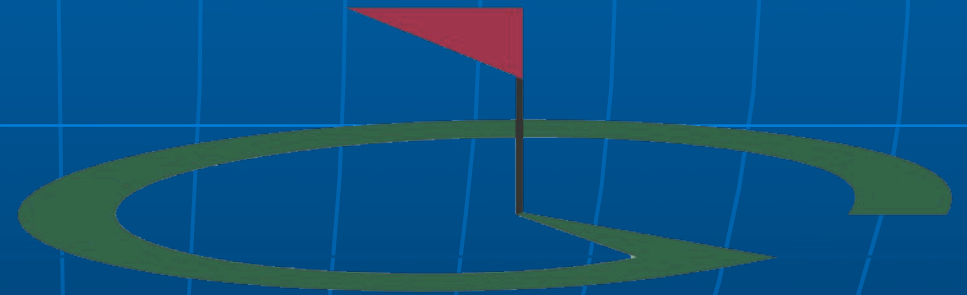
Understanding the Demands of
Strategy



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Making Strategy Work

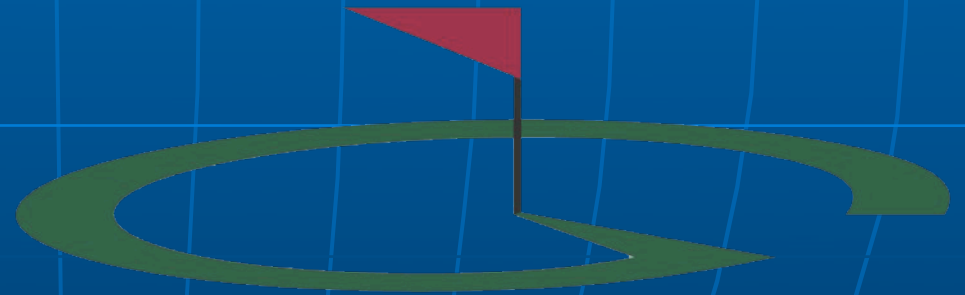
Discussion of First-Hand Experiences



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Execution Obstacles to Success

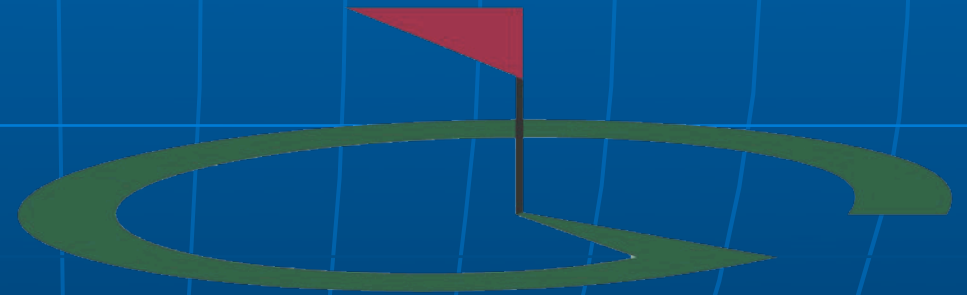
Change Resistance



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Execution Obstacles to Success

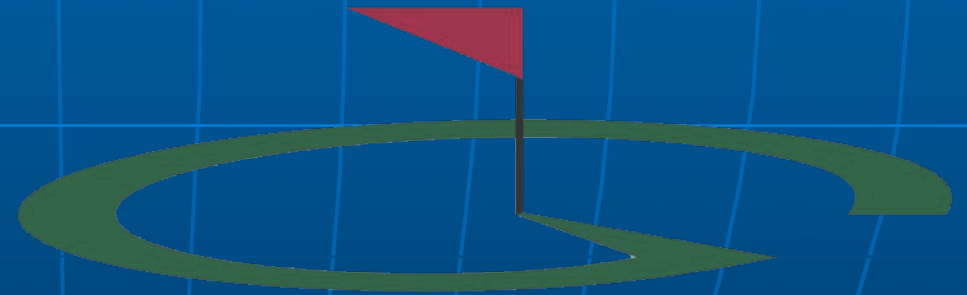
Misaligned Power Structure/
Governance Model



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Execution Obstacles to Success

Poor Information Sharing



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Execution Obstacles to Success

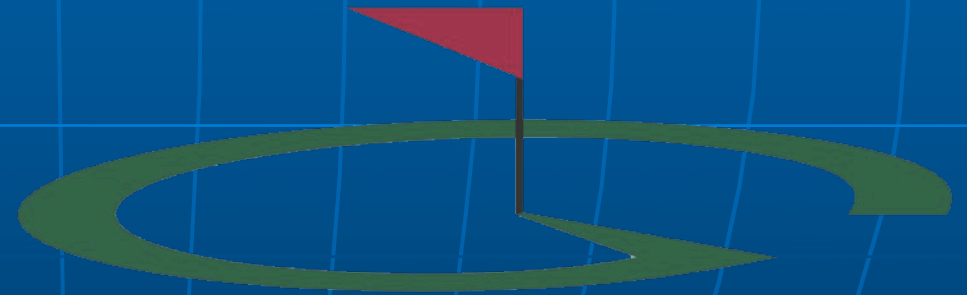
Unclear Accountability/Responsibility



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Execution Obstacles to Success

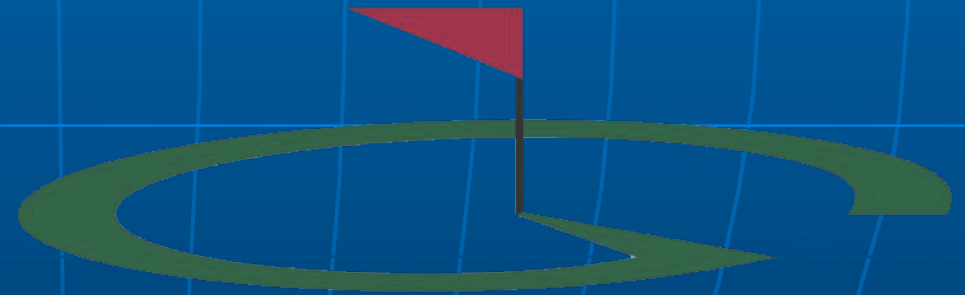
Lack of 'Ownership'



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Execution Obstacles to Success

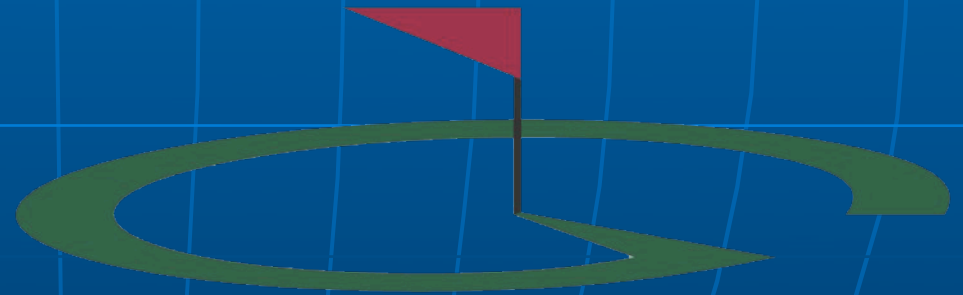
Lacking Guidelines/Coaching



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Execution Obstacles to Success

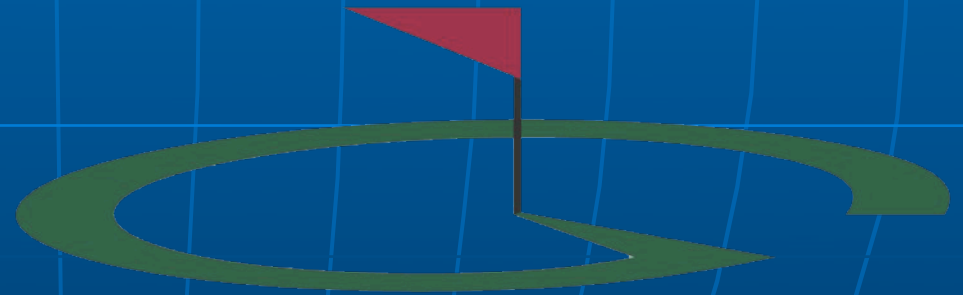
Inability to Generate 'Buy In'



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Execution Obstacles to Success

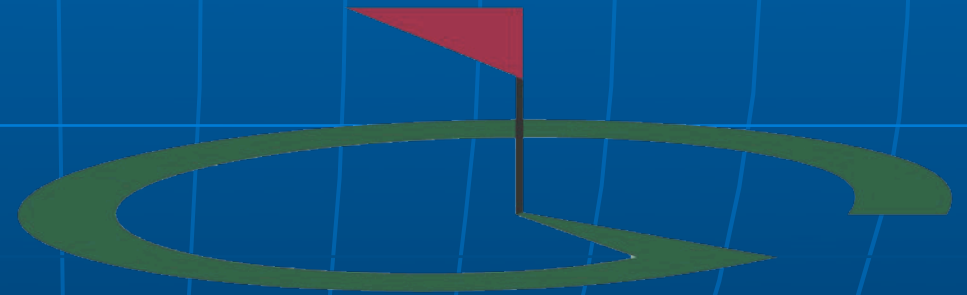
Insufficient Resources



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Execution Obstacles to Success

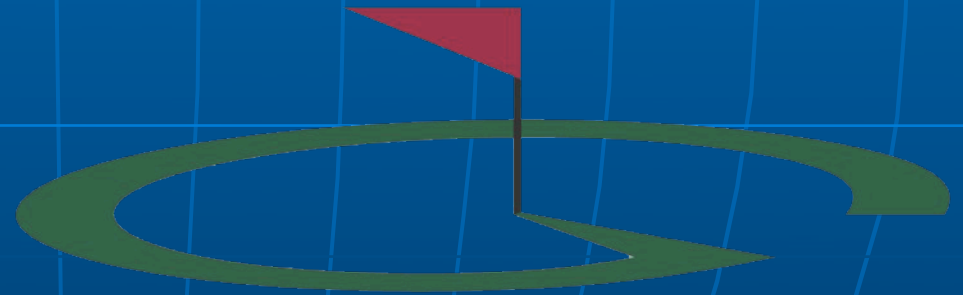
Lack of Upper-Level Support



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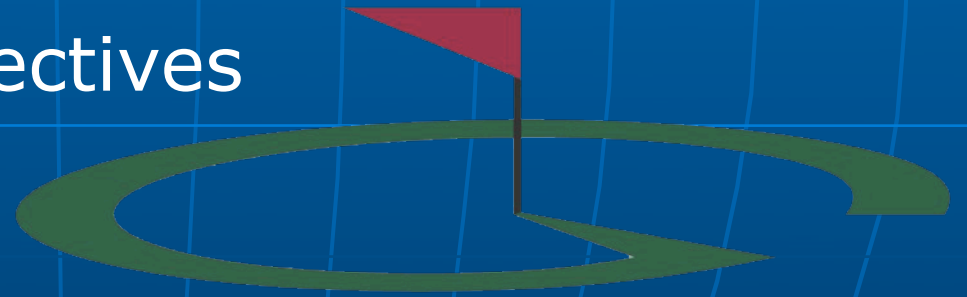
Execution Obstacles to Success

Poor/Vague Strategy



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-
- SWOT Analysis
 - Vision
 - Mission
 - Strategic Priorities
 - Fundamental Values
 - Business Objectives
 - Major Goals
 - Strategies
 - Strategic Action Plan
 - Summary



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SWOT Characteristics

SWOT ANALYSIS



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Strategic Plan Characteristics

- Succinct and high-level document used to indicate vision and purpose.
- Strategy functions at the Board level; management converts strategy into execution with the annual business plan.

Strategic Plan Characteristics

- Are 25 to (not more than) 30 pages.
- Indicate customer orientation and market awareness.
- Allow for slippage in execution.

Aspects for Private Clubs

- Board focus on strategy and not tactics.
- Board use of the plan.
- Lack of performance-specific goals/objectives.
- Conversion of Strategic Plan into business plan.
- Continuous reference to/use of strategic plan.



Summary and Wrap-Up

- Preparing Your BMI V Strategic Plan
- One-on-One Coaching
- Review of Drafts
- Timeline Suggestions
- Completion of Your Business Plan



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Strategic Leadership: Putting Strategy to Work

Henry B.
DeLozier



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