

NBK AUTOMOBILES



NBK AUTOMOBILES

STRATEGIC LEADERSHIP WORKSHOP:
MEETING OUTCOMES AND PROPOSED WAY FORWARD

2014

PRODUCED BY LANCE ROONEY (GROUP TRAINING MANAGER)

MEETING DATE: 22/12/13

KHALID SHAABAN

MEETING DATE: 31/12/13

KHALID SHAABAN, YANN LASSADE, COLIN TAN

MEETING DATE: 31/12/13

MILOVAN DEVIC, ZULFA AL DISI

SUBJECT: CONTENT OF 'STRATEGIC LEADERSHIP' WORKSHOP FOR NBKA MANAGERS

- SEE APPENDIX 1 for a summary of Workshop objectives and outcomes.
- SEE APPENDIX 2 for a Workshop outline.

MEETING OBJECTIVES

1. To communicate the rationale behind the COO/GTM suggested Strategic Leadership Workshop outline.
2. To establish a common Vision amongst key top-level managers of the Goals that must be accomplished through this Workshop.
3. To share opinions on the suggested Workshop content, to make suggestions for additional content and to propose source material (Daimler Audit Report and Barriers to providing superlative Customer Service and Recommended Solutions by Department) that would enhance the quality of Workshop delivery.

SUMMARY OF MEETINGS**Common Vision**

All managers shared a common Vision for positive change at NBKA, demonstrating during our discussions an extremely keen awareness of the gap between where the organization is now, and where it needs to be this time next year. All are enthusiastic in playing a role in putting the right structures in place, so both meetings concluded on a positive note, and with a sense of anticipation of what measures will finally be taken to move forward and how this will be done.

Lack of Clarity

While the suggested Workshop content met with approval in terms of the objectives it would serve, not everyone was in agreement with where the emphasis should be placed, and for how long the Workshop would run. There was a lack of clarity as to the formal nature of the Workshop; it was understood to be more of a 'brain-storming session' rather than a structured process that would produce Action Plans with hard and fast results. I believe that NBKA must move *beyond* discussions about change, and *beyond* merely brain-storming ideas about what that change should look like.

'My Passion' Workshop

During our discussions, the 'My Passion' workshop was raised, with the question of whether or not some of its elements should be repeated on the up-coming programme. While the 'My Passion' workshop held great value for managers and other employees, it was not a formal setting in which managers came together with a sharp business focus, and with a view to create on-the-spot Action Plans that would pave the way to their desired targets. It was a session in which managers brain-stormed only. The facilitators were doing nothing more than showing them a process for thinking. None of them walked away with a Strategic Plan of Action. They walked away with a new Vision for NBKA, and a positive outlook, but nothing more concrete than that.

Time to Step Up: From Discussion and Brain-Storming to Best Practices in Strategic Planning

It is now time to implement Best Practices in terms of our organizational processes so that the results we desire can actually be *achieved* and the momentum maintained. To move beyond what we are doing now into the future state that will see us realizing our goals, we have to take a structured approach, build in accountability for non-action and strengthen our leadership capabilities. We have to record all Workshop output into a formal strategy document that NBKA can be proud of; a record that testifies to the quality of our business acumen, our ability to analyse and strategize, and therefore create the climate for optimum results.

Approach to Achieving Workshop Objectives

With a mind to achieving positive outcomes from the Workshop, all managers voiced the need for a positive approach to identifying road-blocks to success. Their desires are echoed in the Japanese saying 'Fix the problem, not the blame'. As the Workshop organizer, I am certain we have limited time in which to create a unified Strategy Plan and move forward with it. It will serve no positive purpose to spend huge amounts of time laying blame at each other's doors, or as one participant put it 'throwing stones', and then more time recovering from feeling slighted, defensive and therefore unproductive. This Workshop is about fixing our problems in such a way that we ask what we need from each other. This will be conducted through a structured positive process that does not refer to the past and any conflicts we may have had. We are seeking to work as a team; we want to move forward in an integrated way so that we carry each other forward. With team-building elements built into the program, we will approach our tasks in this way.

Team-Building Elements to Include Subordinates

It was suggested that the sales team be invited to participate in part of the same Workshop as top-level management i.e. in giving their input to barriers to success when trying to achieve organizational targets.

While I understand their very constructive motivations for suggesting this, I do not think it to be a financially sound, or productive idea.

1. The sales (and after-sales) team attended 'Customer Service Fundamentals' training with the GTM November 2012-January 2013 and identified many of the road-blocks to customer service which comprise a lot of the issues that NBKA are struggling with at the moment. These road-blocks will be shared at the managerial Workshop when we more formally cover the SWOTS.
2. Subordinates will be intimidated by top-level management and so will not voice their real opinions.
3. It will be an expensive exercise that will not yield any real value as it was suggested that +/- 30 members of the sales team stay overnight at the Sea Line Beach Resort (the proposed venue for the Workshop).

However, I do suggest that a second Team-Building program for all subordinates and managers, lasting for one or two days, a short time after the managerial Workshop, would produce stronger working teams.

THE WAY FORWARD

After speaking with all five key managers, hearing their concerns and listening to their suggestions, I have arrived at the following conclusions:

- All want the same positive outcomes: to meet higher targets, to improve customer experience, and to create a more positive image of NBKA in the workplace talent pool and to Daimler.
- All are keenly aware of the gaps between where we are now and where we need to get to.
- All are supportive and willing to get behind the COO and GTM in making this project successful.
- Not all know how to get there, and not all realize how **critical** a structured, tightly-integrated approach is when it comes to planning and execution.
- Therefore, the COO/GTM suggested Workshop content should remain as it is, with all the elements of Best Practices embedded, fitting of the NBKA Vision of the future.
- The Workshop should last three days, beginning on a Thursday morning and ending on a Saturday evening (as suggested due to difficulties in getting senior managers away for three consecutive working days).
- Team-Building elements should be embedded into the three days to build the foundation for an integrated team effort.
- A Team-Building programme that includes both subordinates and their managers should be organized at a later date, as part of the Action Plans to strengthen the overall effort.

APPENDIX 1: WORKSHOP OBJECTIVES AND OUTCOMES (SEE ORIGINAL DRAFT DOCUMENT 16/12)

STRATEGIC LEADERSHIP WORKSHOP (FEBRUARY 2014: DATES TO BE CONFIRMED):

WORKSHOP DURATION:

Approximately 3 days dependent upon workshop content and recommendations by external training provider. In the final half-day of the Workshop, each department will give a presentation to the COO on their Action Plans for 2014.

PROPOSED WORKSHOP VENUE:

Sealine Beach Resort Multi-Purpose Hall. NBKA Management Team will stay overnight at the hotel for the duration of the Workshop.

COO OBJECTIVE:

To Create a Formal Strategy to Increase Sales Figures from 150 vehicles pm to 225 vehicles pm.

This Kick-Off Session: In coming together for an in-depth planning session, we will determine what NBK Automobiles is going to achieve in the next 12 months, how it is going to get there and how we will know if we are successful in our objectives.

This planning process will provide an opportunity for managers across sales, after-sales and financial control to establish a joint vision of success, agree on sales targets, set specific SMART goals that will ensure success is achieved, determine deadlines, and specify Service Level Agreements which will result in smoother business processes to improve the customer experience.

APPENDIX 2: SUGGESTIONS FOR WORKSHOP CONTENT (SEE ORIGINAL DRAFT DOCUMENT 16/12)

GROUP TRAINING MANAGER (GTM) SUGGESTIONS FOR WORKSHOP CONTENT
DIAGNOSTICS
<p>MODULE 1: EXAMINE THE HEALTH OF THE BUSINESS:</p> <p>This involves performing a formal SWOT analysis to focus on the overall health of the business and, to assist in this process, will examine the Daimler Audit Report to pinpoint where changes are needed on internal weaknesses to business areas which were discussed in the report. We will also extend our discussions to areas which were not included in the report as it was limited in scope anyway since it focussed only on CV Sales. This module will also analyse the Policy, Process and Work Environment Barriers to Customer Service and Recommended Solutions as revealed on the GTM's 9 'Customer Service Fundamentals' training programs to NBKA Nov. 2012-Jan. 2013.</p>
<p>OUTCOMES OF MODULE 1:</p> <p>This systematic and realistic diagnosis of each of the business departments through the SWOTS will uncover both weaknesses and opportunities. It will inform the management team of the obvious, as well as, subtler barriers to target accomplishment; it will identify which departments need to improve their service to each other. Areas for SLAs will be established.</p>
CREATING AN NBKA 2014 STRATEGIC PLAN
<p>MODULE 2: SETTING OBJECTIVES</p> <p>Each department in Sales and After-Sales will set Objectives that help them to achieve their sales targets which may include training objectives, facilities objectives, CSI objectives etc. CRM, Finance and Marketing will also set objectives to enable the Sales Teams to reach those targets, and also create a smooth and speedy customer experience.</p>
<p>OUTCOMES OF MODULE 2:</p> <ol style="list-style-type: none"> 1. Focus on achievement of 2014 sales targets. 2. Set goals to clear obstacles to sales growth (e.g. processes, sales competence, gaps in CRM etc). 3. Set objectives to create improved services to enhance customer experience & increase sales 4. Deadlines to produce and sign Service Level Agreements. 5. Set KPIs.
<p>MODULE 3: DEVELOPING 2014 DEPARTMENTAL ACTION PLANS FOR CASCADE</p> <p>If the Objectives are the destination, the Action Plan is the path taken to achieve them. Some Action Plans address more than one part of the business. For example:</p> <ul style="list-style-type: none"> • NBKA Marketing Action Plans affect the behaviour of the Sales Team • NBKA Finance Action Plans affect the sales effort and the customer experience <p>Therefore, each department's Action Plan will not be dealt with in isolation. Since the Strategy in one department may have a direct or indirect impact on another, each will be developed and communicated to the other departments in this Workshop.</p>
<p>OUTCOMES OF MODULE 3:</p> <ol style="list-style-type: none"> 1. Each Organizational Goal will be broken down into Departmental Action Plans comprised of Strategies, Activities (incl. Person Responsible and Deadlines), Milestones, KPIs and Outcomes. 2. Monitoring & Evaluation process and tool established. 3. Detailed record presented of who is going to do what & by when (see Departmental Action Plan) 4. Action Plans presented for each Occupational Group with KPIs. 5. Deadlines set for cascading to ground-level (i.e. sales consultants, service advisors, accountants) 6. Presentation of Departmental Action Plans to all present incl. GM & COO. Input invited from all. 7. Identification of 'Implementation Monitor' (GTM) and 'Project Champion' (NBKA GM).