



# UNDAUNTED:

How successful leaders face up to wicked problems and avoid predictable surprises

A One-Day Course

2020 Dates for London:

January 27<sup>th</sup> February 24<sup>th</sup> March 23<sup>rd</sup> April 20<sup>th</sup>

Facilitated by:

**Andy Wilkins & Paul Barnett**

Co-Founders of BE Advisory

## An Insight-led One-Day Course

This course has evolved from a paper presented by Paul Barnett, Founder and CEO of the Strategic Management Forum and Co-Founder of BE Advisory, to a conference in London during December 2019. Organised by Warwick CG's executive doctoral candidates of business administration at the University of Warwick, Warwick Business School (UK), the conference explored *Reframing Impact: Driving Change Under Wicked Conditions*.

Paul's paper and presentation explored how successful leaders facing wicked problems, technology-based disruption, Black Swan events or regulation and deregulation issues, remained undaunted. How they distinguish between situations within their control and those beyond their control. And how they manage for resilience on the one hand and a state of preparedness on the other, so they are ready to respond decisively. They know the best solution is usually to innovate out of a crisis. Equally, they look for the opportunities that often accompany a crisis. And a focus on customer-value creation guides all their strategic thinking and choices at all times.

These are the insights Paul identified having read a number of cases, and during the developmental work he has been doing for a research-based initiative exploring *Predictable Surprises and How to Prevent Them*, to be launched by the Strategic Management Forum in the spring of 2020.



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About the same time Paul was working on his presentation, Andy Wilkins, Co-Founder of BE Advisory, was chairing a number of conferences on the topic of customer experience (CX), and how the discipline needs to evolve. Over and over he was hearing the same message from senior executives in corporations, the focus of CX is rarely customer value creation. It is value extraction from customers, to maximise the company's "share of wallet" from each customer. In other words, how to cross-sell, up-sell and use every means possible to extract as much value from each customer. Too often that is what businesses really mean when they say they are customer focused.

The CX executives Andy was engaging with know this approach is short-sighted and wrong. They know customer value creation is the way to earn and keep a customer, and profits are a by-product. But they told him boards, and too often CEOs, "don't get it". Their short-sightedness often ends in a crisis of their own making. Customer value focused challengers enter the market and disrupt the industry. Increasingly they are Amazon-like platform businesses - operators of customer value creation systems, both within and beyond their own operations.

Businesses face some genuinely wicked problems - problems that are difficult or impossible to solve because of incomplete, contradictory, and changing requirements that are difficult to recognize - but, most of

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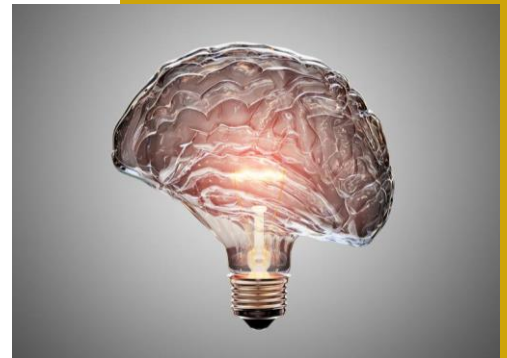
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the problems businesses face are self-inflicted, and the damage they cause leaves them unprepared to face the genuinely wicked problems when they must.

On the other hand, successful leaders stay customer focused to avoid self-inflicted problems. They also prepare to deal with wicked problems when they arise. And look for the opportunities to become disruptors themselves. They also remain undaunted.

During the course Paul and Andy will share the practical insights they have identified. They will introduce new ways of thinking, new methods and new tools. Each are the approaches successful leaders use to remain undaunted by the challenges that more and more business leaders find overwhelming.



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The one-day course will explore a number of key themes from a practical perspective:

1. Understand why problems seem daunting
2. How to stop feeling daunted
3. How to thrive on change
4. Introducing Valueism: principles & practices
5. Designing & implementing a value scheme
6. Organise for value creation
7. Lead change with a focus on value creation
8. Establish & maintain a value creation culture
9. Innovate to sustain value creation
10. Becoming a Valueist

The evidence suggests change seems daunting because of a failure to distinguish between situations within our control and those beyond our control. And because we badly manage both. We spend too much time on risks associated with the external factors: political, economic, social, technical, level and environmental issues - PESTLE issues- that are not within our control and, therefore, seem daunting. Whilst most corporate crises are actually the result of the management failings associated with issues that are within their control. When we understand this, and get the balance right, we can thrive on change by focusing on being prepared for real surprises, and on the real source of success, value creation - especially the creation of customer value through continuous innovation. We call this Valueism. It is a values-based approach with tools such as the Value Scheme, helping businesses and their leaders become, and stay, customer value focused Valueists - practitioners of Valueism.



## Contact

## Course Agenda

- 8.30 Registration
- 9.00 Welcome
- 9.10 Why problems seem daunting &  
how to stop being daunted
- 9.50 How to Thrive on Change &  
An Introduction to Valueism
- 10.30 Designing & Implementing a Value  
Scheme
- 12.00 Moderated Dialogue
- 12.30 Lunch
- 13.30 Organising for Value Creation
- 14.10 Leading for Value Creation
- 14.50 Establishing a Value Creation Culture
- 15.30 Innovating to Sustain Value Creation
- 16.30 Moderated Dialogue
- 17.00 Becoming a Valueist
- 17.30 Cocktail Reception
- 18.00 Ends

There will be a maximum of 30 participants, so each course can be very interactive. And 2x30min dialogues during the day will focus on the practical application of the ideas being presented.

No coffee breaks are included in the agenda. Coffee and other refreshments will be available throughout the day.

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## Course Leaders



**Andy Wilkins**, CEO of BE Advisory and a Founder Member and Fellow of the Strategic Management Forum, has been a speaker at international conferences on innovation and the use of Valueism in strategy and service design. He has applied the thinking to strategies for the development of Smart Cities, and recently applied the Valueism and Value Scheme concepts in his thinking about the way healthcare delivery will be transformed over the next 10-15 years, as part of an 18month research project for the UK's NHS. He regularly works with Telco and Banking sectors clients.



**Paul Barnett**, Founder & CEO of the Strategic Management Forum, coined the terms Valueism and Value Scheme. He has spoken at international conferences on the use of the concepts as a way to link strategy and innovation. Previously Paul was a senior executive of the business that doubled revenues from key customers in one financial year without any additional investment, by practicing what he now calls Valueism.

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## Who Attends?

The course is designed for the directors and executives of businesses and organisations of all types. It will interest anyone who wishes to feel less daunted by the current business climate, and sees the wisdom focusing on customer value creation as a way to keep a prioritised focus. The courses will certainly benefit directors and senior executives, especially those involved in corporate strategy, finance, accounting and resource management, operations, business development, change and transformation, executive development and corporate learning.

## Venue

The Institute of Directors (IoD).  
116 Pall Mall  
London  
SW1Y 5ED



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## Post Event Opportunities

### Director Briefings

We offer short presentations to help senior executives and directors make board's aware of the issues and opportunities highlighted in the course for details

[contact@beadvisory.com](mailto:contact@beadvisory.com)

### Workshops

Each of the topics on the one-day course agenda is the theme of a focused workshop which will be offered publicly by open enrollment and privately for individual businesses, either individually or as a series. For dates of the open enrollment workshops or to enquire about in-company sessions.

See [related workshops](#)

### Related Initiatives

The Predictable Surprises research initiative is being launched by the Strategic Management Forum in spring 2020. It will include a launch event, a series of director dialogues and an inaugural annual summit. The purpose is to better understand the causes of predictable surprises and how to overcome them. For detail see [related initiatives](#)

### Community & News

To support further discussion of the issues raised in the course, and in our related initiatives, we have created the Predictable Surprises [LinkedIn group](#). The whole programme is also supported by a website and the news section.

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## Taster Events

We will be running a regular programme of Taster Events designed to introduce the course, give you a chance to ask questions, and let you meet the course presenters. They are two-hour sessions at a cost of £50 which will be discounted from the costs of the full one-day course if you choose to sign-up within 5 days after the taster event. Future [Taster Event](#)

## Price

The standard price for the course is £495. Various discounts are available including early bird discounts and discounts for groups, members of partner organisations etc. For full details request an application form: [contact@beadvisory.com](mailto:contact@beadvisory.com)

## Registration

Registration is by invitation or application only. This is to ensure the group for each one-day course represents a range of business types and corporate functions and is as well balanced as possible. In the first instance please email an “Expression of Interest” (please make this your email title) to: [contact@thesmfglobal.com](mailto:contact@thesmfglobal.com)

## Enquiries

If you require any further details or have any other questions, please email us: [contact@thesmfglobal.com](mailto:contact@thesmfglobal.com)

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