

Driving the Future:

Introduction to the Power of Adaptive Business Strategy [ABS®]

Tuesday 7th December | Clarion Hotel, Liffey Valley, Dublin.

Wednesday 8th December | Clarion Hotel, Lapps Quay, Cork.

Thursday 9th December | Clayton Hotel, Ballybrit, Galway.

“Today’s challenges need tomorrow’s solutions”

Old strategies won’t work in the coming decade – the most uncertain, volatile and vulnerable decade in over 70 years. Your success depends on looking at your business in fresh, new and non-conventional terms.

Join us for an **exciting and challenging day** to introduce the ABS model and help you work through a basic analysis of your business/division/unit using the model. You will come away with a ***draft action strategy*** based on a range of new perspectives.

The ABS model is built on the experience of some of the worlds most successful and dynamic companies, including: IBM, Southwest Airlines, Hewlett-Packard, Dell, Boeing and Microsoft. It also incorporates some key strategic perspectives from the science of futurology and social psychology.

The programme is delivered by Gerard Doyle, a highly experienced and respected business consultant with 30 years practice in devising and implementing strategic plans in the private and voluntary sectors.

The Need

Entrepreneurs and small business owners along with managers in large companies are facing the greatest series of challenges to the business model since the Industrial Revolution. Old ways of creating effective business strategy won’t work in the coming decade – described as the most uncertain, volatile and vulnerable decade in over 70 years.¹

Even without the financial meltdown the challenge of creating and sustaining viable business models had become daunting. Many companies are coming to realise that paradoxically “success breeds failure; the tactics and habits of earlier triumphs so often leave companies — even the biggest, most profitable and most admired companies — unable to adapt.”²

The old paradigm of predicting, planning, making, selling, controlling, counting and profiting is too slow and cumbersome to stay relevant in the current environment. Instead we need to understand the inner psychology of our

¹ Dr Bob Johansen, futurologist with the Institute of the Future

² Steve Lohr in the *New York Times* quoting George F. Colony of Forrester Research, January 26, 2006.

business not just its processes. We need to be aware of trends not just customer needs. We need to understand success in terms of value for the customer and ourselves not just profit. We need to know when to switch from competition to cooperation. We need to easily and quickly convert information to useful intelligence. In simple terms we need to be adaptive rather than merely efficient.

We need to move from strategy as a plan of action to strategy as a way of responding to change and customer trends, defining opportunity and creating long-term flexible capacity – strategy as a way not just to define success but deliver it.

Many of the recent business innovations – TQM, LEAN, Six Sigma, WCM, JIT – have been effective process improvements but have often been implemented without changes in either company or people mindsets. Most companies still rely on the ‘heroic model’ of management³ – counting on exceptionally talented people to break the rules without breaking too much glass.

The Solution

ABS® takes a totally new look at business strategy. This isn’t your standard SWOT analysis followed by a planning process. It’s a complete examination of your business from a range of interesting and revealing new perspectives. Where you look dictates what you see and what you do.

What You Will Learn

The ABS® model helps you to learn:

- What you know about your business, what you don’t know – and what you think you know and why that may be inaccurate. Learn how to gather real business knowledge – decisions made on faulty information can be disastrous.
- How to see and describe the business in fresh, new and non-conventional terms, such as Scale, Scope and Speed, and Adaptability.
- Is your business a Defender, Prospector or Analyser?
- Where is your business on the Adaptive Business Scale: Commitment, Capital/cash, Customers, Competence, Coopetition, Creativity, and Communications.

³ Bruce Harreld of IBM coined the phrase “[the heroic model](#)” of management – counting on exceptionally talented people to break the rules without breaking too much glass.

- Define your business success in terms of value returned to all the stakeholders not just the shareholders.
- What are your failure recovery strategies?
- How adaptive are you personally, your people, and your systems?
- How can you develop techniques of *Personal Excellence* in yourself and your colleagues?
- What are the key elements of an Adaptive Business Strategy that you can quickly implement: Elements based on adaptive people not just effective processes, driven by responsive systems not just financial targets, co-owned by appreciative customers and committed stakeholders, and flexible enough to adapt to short-term change while holding the promise of long-term growth.

Participants will receive a free copy of the book *Adaptive Business Strategy* by Gerard Doyle and the *ABS Toolkit* – a step-by-step guide to implementing Adaptive Business Strategy.

The Programme

This exciting and challenging one-day programme will introduce you to the ABS model and help you work through a basic analysis of your business, division, or unit using the model. You will come away with a draft *action strategy* based on a range of new perspectives.

The ABS model is built on the experience of some of the worlds most successful and dynamic companies, including: IBM, Southwest Airlines, Hewlett-Packard, Dell, Boeing and Microsoft. It also incorporates some key strategic perspectives from the science of futurology and social psychology.

Who Should Attend?

The programme is suitable for entrepreneurs, small business owners, and managers in large corporate entities. You must be in a managerial capacity (or preparing for one) with some level of involvement or responsibility for strategy either for a business unit, a team, a product/service, or for an entire business entity. 'Business' is broadly defined and can include non-commercial or social, voluntary or public enterprises.

Costs

The cost is €265 payable by cheque, bank transfer or credit card. Simply email susan.kelly@creative-change-ireland.com or phone her on 045-902790 and she will finalise your registration.

Dates - Locations

Tuesday 7th December | Clarion Hotel, Liffey Valley, Dublin.

Wednesday 8th December | Clarion Hotel, Lapps Quay, Cork.

Thursday 9th December | Clayton Hotel, Ballybrit, Galway.

Start with a light breakfast at 8am. Lunch 12-1pm and finish at 4pm.

Background to Adaptive Business Strategy [ABS®]



Adaptive Business Strategy is grounded in my own search for effective success strategies in business and life. As a management consultant, trainer and coach I have spent 30 years helping others identify the best ways to change, grow, develop and make a success of life, business, and career. I have learned a great deal and helped a little. Over the past two years I have reflected on that work and undertaken extensive research on business systems, change initiatives, futurology, social psychology and even elements of philosophy.

“I am convinced that the solutions for our current challenges are to be found in fresh thinking and highly innovative and creative approaches – and that’s what ABS offers.”

Gerard M. Doyle, FIMCI, ACBS specializes in change management, coaching, personal and business development. He has worked with organizations such as Diageo, Novartis, Abbott Laboratories, Boston Scientific, Hertz, Braun, the Irish Management Institute, Skillnets, Bank of Ireland, the United Nations Staff College, European Commission, and the Irish Ministries of Defence and Finance. For ten years he was a core Faculty Member of the European Chambers of Commerce Executive Academy.

He is a former CEO of the National Youth Federation of Ireland, the Impact Measurement Centre, PARTAS, the South Dublin Chamber of Commerce and the Asia-Ireland Chamber of Commerce. He has worked for American and Swiss multinationals in the Middle East and Asia and has lectured and consulted in the United States, UK, France, Belgium, Poland, Hungary, Italy, Thailand, and Malaysia.

He is the author of *Adaptive Freedom* a self-improvement manual for life change (to be published by Balboa Press, a division of Hay House, in the United States in January 2011), an NLP Master, a Reiki Master-Teacher, a Fellow of the Institute of Management Consultants of Ireland, and a professional member of the Association for Contextual Behavioral Science. He divides his time between family and work, gardening, golf and watching rugby, and between working in Ireland, France and the United States.