A BUSINESS CURRICULUM FOR EXECUTING CHANGE, TRANSFORMATION AND OPERATIONAL EXCELLENCE

Capacity ○ Capability ○ Competency

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INTRODUCTION

To ensure change is sustainable, the consultant should never be anything more than the catalyst for change. This helps keep costs down and ensures business improvements are sustainable. Typically, a company will adopt one of three models when engaging external expertise:

1. Have the consultant do it to them.
2. Have the consultant do it with them.
3. Have the consultant do it through them.

Our training and education solution focuses on options 2 and 3 as it enables the organisation to actively engage with their transformation journey – at their own pace.

To assist participants to receive the maximum value from a course we adopt a flexible approach to the delivery of the material. Organisations and students can elect to:

1. Watch a narrated video where the content is presented lecture style.
2. Attend an online private session. The content is delivered live through Teams to a private or public audience. For a private audience, There is some opportunity for some customisation of the content and workshop activities.
3. Attend a face-to-face private session. The content is delivered in a 'classroom' to a private audience. There is substantial opportunity for customisation of the content, workshop activities, duration, deliverables. The benefits of a customised program include having material that:
   - Focuses on company specific issues.
   - Addresses the immediate and longer-term needs of the company.
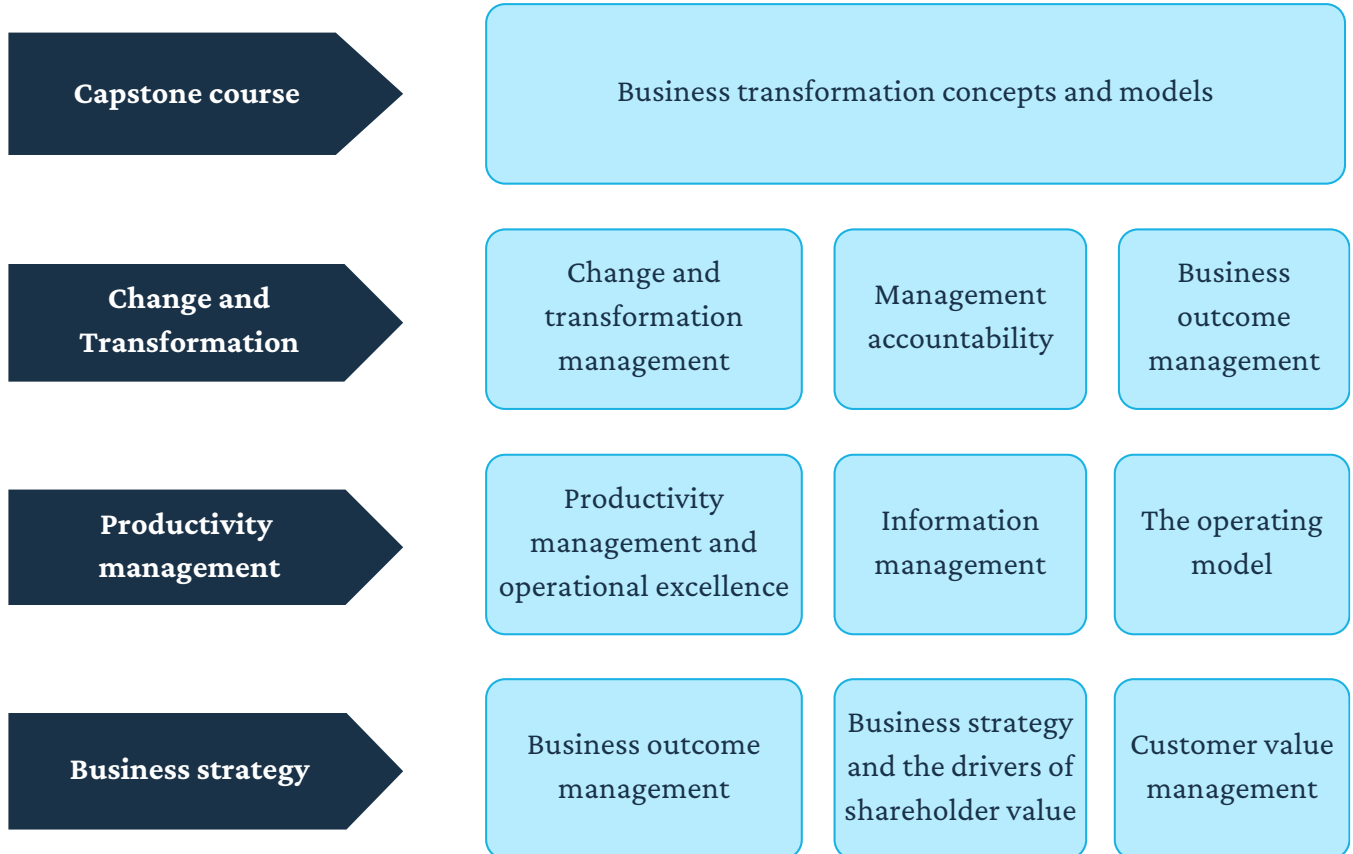   - Provides a faster return on investment than the content provided by public courses.

As an extension to the above and to support the transfer of skills to client staff we offer a supporting consulting program that seamlessly integrates the lessons into a cohesive business improvement program. This program can be tailored to deliver specific business outcomes.

PHILOSOPHY

Our college offers tailored training for all stakeholders involved in a business improvement journey. The philosophy that underpins our curriculum and course construction can be summarised as "turning theory into practice". The focus of each course is on "what, why and how".

3. CURRICULUM

Sixfootfour offers the following curriculum. The curriculum is aligned to three learning streams.

Capstone course	Business transformation concepts and models		
Change and Transformation	Change and transformation management	Management accountability	Business outcome management
Productivity management	Productivity management and operational excellence	Information management	The operating model
Business strategy	Business outcome management	Business strategy and the drivers of shareholder value	Customer value management

The above schematic does not represent a hierarchy or imply prerequisites. Please see the later section for details on each course and the relationship between the courses.

*Wisdom is not a product of schooling but of the lifelong attempt to acquire it." — **Albert Einstein**.*

4. CERTIFICATION

Each student receives a certificate of completion for each course completed. In addition, the student can elect to complete a full learning stream and the associated exercises using real world examples from their business and apply for an Australian nationally recognised Advanced Diploma of Leadership and Management via recognition of prior learning.

5. TARGET AUDIENCE

The target audience is staff who are leading or participating in a business improvement program.

This includes:

- Line management.
- Program office and change leads.
- Business analysts.

Each course balances the business dimension with the necessary technical aspects of the course. Having said that, depending on the composition of the audience, a course can be orientated towards either the business or technical elements of the subject.

6. COURSE DELIVERY FORMATS

The courses can be delivered in three formats.

- **Face to face**

  This format is includes workshop activities and other exercises to support improved comprehension of the topics. The course can be customised to suit the specific business objectives of the client. Each student receives a workbook.

- **Remote live**

  This format refers to delivering courses through Teams or Zoom. It can be delivered as a private or a public course and can include scaled down exercises.

  Typically, a workbook is not provided, but we will work with the training coordinator to provide workbooks if possible.

- **Pre-recorded video**

  This is a narrated lecture. The participants listen to the pre-recorded video lecture through the Sixfootfour learning portal (Sixfoot4.talentlms.com) and make their own notes.

7. RECOMMENDED COURSE PARTICIPANT NUMBERS

The recommended maximum attendees per course is as follows.

- Face to face 8 - 10.
- Remote live session 12 - 15.
- Recorded video - self paced.

There is no minimum number of attendees, and it is recognised that students will have a better learning experience when they participate in a class with higher student numbers.

8. COURSE CROSS REFERENCE

There are no formal prerequisites for any course and many of the courses reference each other. For example, the Strategy Management course does include a section on Business Outcome Management. But it only summarises the content to the extent required by Strategy Management. A student would need to complete the Business Outcome Management course to gain a full understanding of the methodology in detail.

The following relationships exist between the courses.

Primary course	Content is referenced in the following courses
Business transformation and change management	• Business transformation concepts and models
Management accountability	• Business transformation concepts and models • Business transformation and change management • Productivity management • The operating model • Business outcome management • Business strategy and the drivers of shareholder value • Customer value management
Information management	• Business transformation concepts and models • Business transformation and change management • The operating model
Productivity management and operational excellence	• Business transformation concepts and models • Information management • The operating model
The operating model	• Business transformation concepts and models • Business transformation and change management • Management accountability • Information management • Productivity management • Business strategy and the drivers of shareholder value • Customer value management
Business outcome management	• Business transformation concepts and models • Business transformation and change management • Business strategy and the drivers of shareholder value
Business strategy and the drivers of shareholder value	• Business transformation concepts and models • Business transformation and change management • The operating model • Customer value management
Customer value management	• Business transformation concepts and models • Business strategy and the drivers of shareholder value

9. TRAINERS

Garth Holloway and associates

Garth has 25 years' experience in educating and helping organisations resolve a diverse spectrum of complex challenges associated with business transformation and change projects, across a wide range of industries and sectors.

His expertise includes

- **Leading Change and Transformation:** own, lead, and execute comprehensive change and transformation programs.
- **Operating Model:** Designing and implementing operating models incorporating people, processes, technologies, governance frameworks and regulatory compliance. Working with senior executives to drive the adoption of the new operating model.
- **Benefits Realisation:** working with organisations to achieve tangible benefits from change programs.
- **Performance Improvement:** a comprehensive understanding of the Management Operating System, its relationship to business process and how to improve productivity, process efficiency and customer service.
- **Business Process Improvement:** defining and capturing value chains and modelling processes down to detailed steps and work instructions. Includes calculating the cost to serve and resource profile by process.
- **Digital Twin:** Design, develop, and implement a digital twin.

His experience and background enable him to examine problems from multiple perspectives and coach and mentor senior executives to clearly understand and address their underlying issues.

10. DETAILED COURSE OUTLINES

Description

This course is a capstone course and an aggregation of all the other individual courses. It is designed to cover a broad range of business disciplines to support the student to deliver increased shareholder value through transforming the organisation to deliver improved productivity, business management practices, and operational excellence.

**On successful completion you will understand:**

1. The drivers of shareholder value.
2. How to understand the voice of the customer and build market demand for the organisation's products and services.
3. How to meet the increased demand without increasing production costs.
4. How to improve productivity and increase the returns on capital employed.
5. The operating model and how to increase the returns from the information assets.
6. How to prepare for and execute a business transformation program.

Content

- Module 1. Information Management.
- Module 2. Business Strategy Management.
- Module 3. Customer Value Management.
- Module 4. Management Accountability.
- Module 5. The Operating Model.
- Module 6. Productivity Management.
- Module 7. Transformation Management.
- Module 8. Business Outcome Management.

Duration

- Face to face - 5 days.
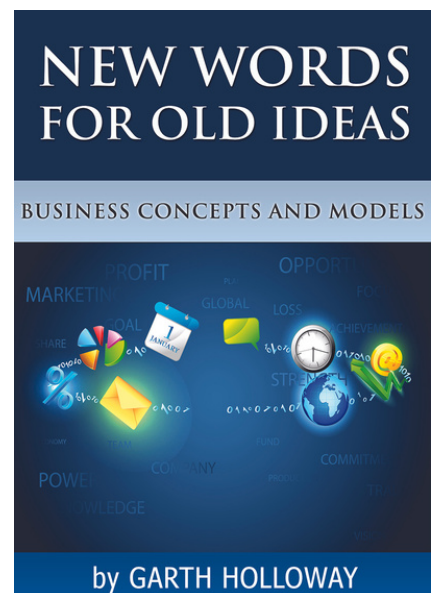
10.2 Change and transformation management.

Description

The business consultant cannot change the business. Only the business can change the business. This course will guide the student in what is required to cause management and staff to enlist in and own, the change program.

This course is designed for change leaders and managers at all levels who want to develop their skills to better meet the challenges faced through the course of a business transformation.
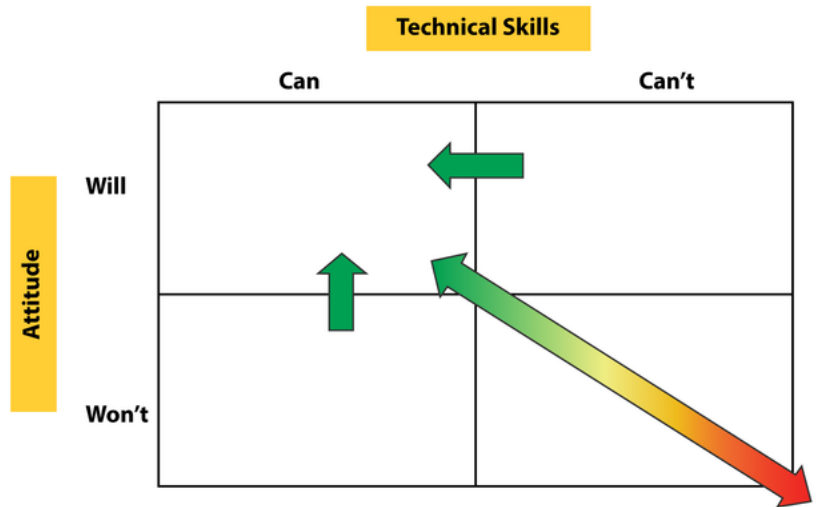
On successful completion you will understand:

1. Understand the nature and impact of change the determine the organisational readiness for change.
2. How to build a change strategy and establish the governance structure.
3. How to execute the change strategy and the foundations of a learning strategy.

Content

- Module 1. The foundations of change management.
- Module 2. Understand the organisation.
- Module 3. Defining the nature of change.
- Module 4. Building the change strategy.
- Module 5. Executing the change strategy.
- Module 6. The learning organisation.

Recommended prerequisites

- Management accountability.
- Strategy management.
- Business outcome management.
- Information management.

Duration

- Face to face - 1 day.
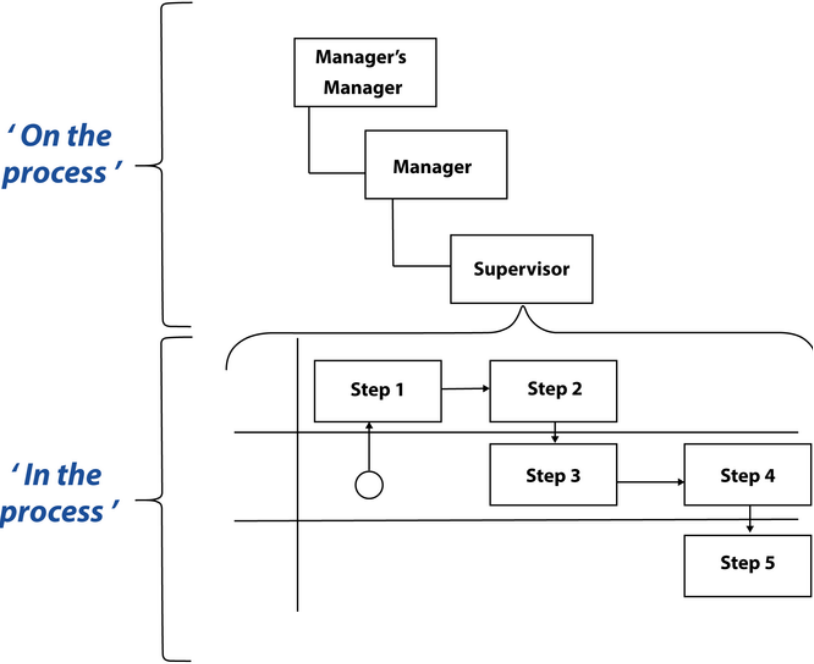- Remote live - 1 day.
- Recorded video - half day.
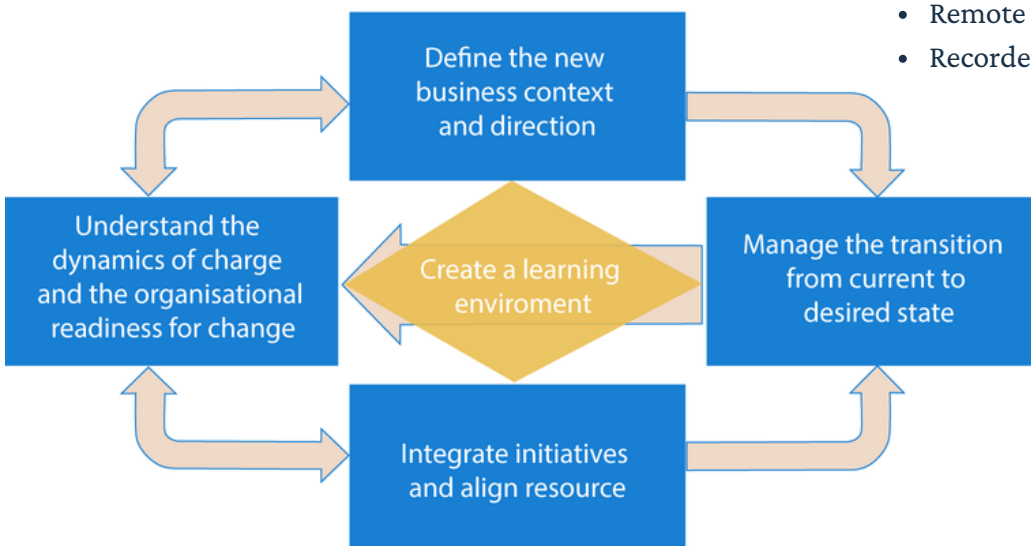
10.3 Management accountability

Description

It is widely recognised that change is not sustainable without tangible support from the senior stakeholders and that getting senior managers to change their daily routines, habits, and behaviours is very difficult.

Senior stakeholders can be relied on to show an interest in a change or business improvement program when it starts, but their interest often fades as "business as usual" issues dominate the day-to-day operations.

'On the process'

'In the process'

Manager's Manager

Manager

Supervisor

Step 1 → Step 2

Step 3 → Step 4

Step 5

This course will take the student through advanced concepts around accountability models. It highlights why the traditional R.A.C.I. model is inadequate and explores how using an extended accountability model will engage management in a manner appropriate to their position in the company. The natural consequence is increased engagement and ownership of the business outcomes by management.

On successful completion you will understand:
1. The types of accountabilities and when to use them.
2. The importance of working on the business rather than in the business.
3. How accountability changes between service functions and operations.
4. How to apply the model to large transformation programs.

Content
- Module 1. Foundation concepts.
- Module 2. Extending and challenging the traditional models.
- Module 3. Management accountability and change management.

Duration
- Face to face - 1 day.
- Remote live - 2 hours.
- Recorded video - 90 minutes.

10.4 Information management

Description

There is no such thing as an 'IT' strategy. Rather you have an 'I' strategy and a 'T' response. This foundation course describes the attributes of Information and how a clarity of thought on the attributes drives accelerated value, performance management, and reporting. It discusses the importance of time to information and why it's impossible to make an informed decision in the absence of time.

The value of this course is that it provides a framework that will inform all other business improvement activities. Certain elements can be used in everyday business, but the intent is to provide irrefutable foundation principles for the manager and business analyst to challenge and transform the business.

On successful completion you will understand:

1. How information is a key enabler to the business and the competitive strategy.
2. The six quality attributes of information.
3. The four physical attributes of information.
4. The four business domains.
5. The four types of time.
6. The application of the study of information within the business.
7. How to use the study of information to drive business improvement strategies.
8. The relationship of information to technology.

Content
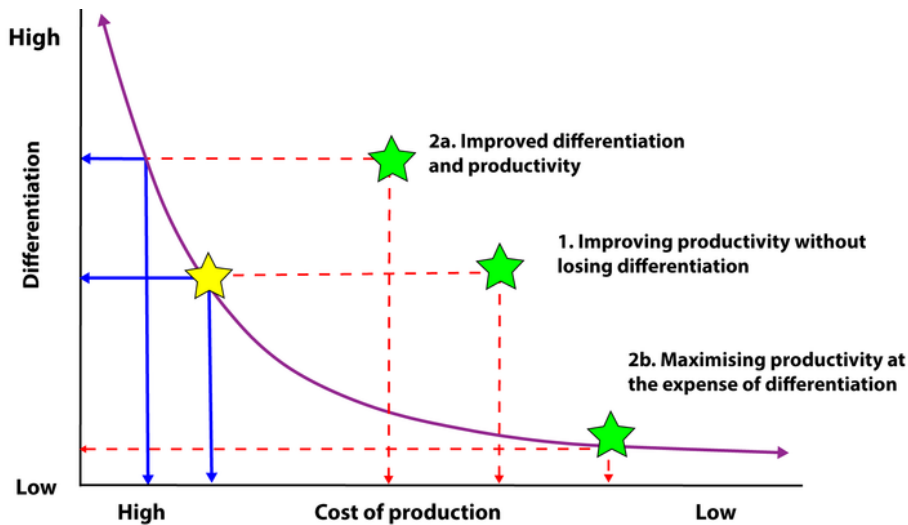
- Module 1. Foundation concepts.
- Module 2. The science of information.
- Module 3. Information and the operating model.

Duration

- Face to face - 1 day.
- Remote live - 2 hours.
- Recorded video - 60 minutes.

10.5 Productivity management and operational excellence

Description

Competition forces organisations to seek a strong and defensible competitive position in the marketplace. A key strategy is maximising the productivity of the organisational assets and resources. This requires active supervision and efficient business processes.

This course covers the elements of improving productivity and business process management. It includes content on effective supervision and how to set effective and relevant key performance indicators.

On successful completion you will understand:

1. The process of management.
2. The principles of active supervision.
3. Elements of a management operating system.
4. How to define and analyse a business process.
5. How to calculate the cost to serve.
6. How to establish effective KPIs.

Duration

- Face to face - 1 day.
- Remote live – 1 day.
- Recorded video - half day.

Content

- Module 1. Foundation concepts.
- Module 2. The process of management.
- Module 3. The principles of active supervision.
- Module 4. Elements of a management operating system.
- Module 5. How to define and analyse a business process.
- Module 6. How to calculate the cost to serve.
- Module 7. How to establish effective KPIs.

Capacity
Capability
Competency

10.6 The operating model

Description

The operating model is the anchor for the enterprise and is critical to the organisations ability to successfully compete in the marketplace and grow shareholder wealth. This course will contextualise the competitive environment and show how it influences the design of the operating model and it will describe each of the major elements of the operating model and their relationship to each other.

On successful completion you will understand:

1. The design strategic design drivers for the operating model.
2. The choices associated with building organisational capability.
3. Each of the elements of the operating model and how they combine to create the operating model.

Content

- Module 1. Foundation concepts.
- Module 2. Organisational capability and the go to market model.
- Module 3. Building the operating model.

Duration

- Face to face - 1 day.
- Remote live - 1 day.
- Recorded video - half day.
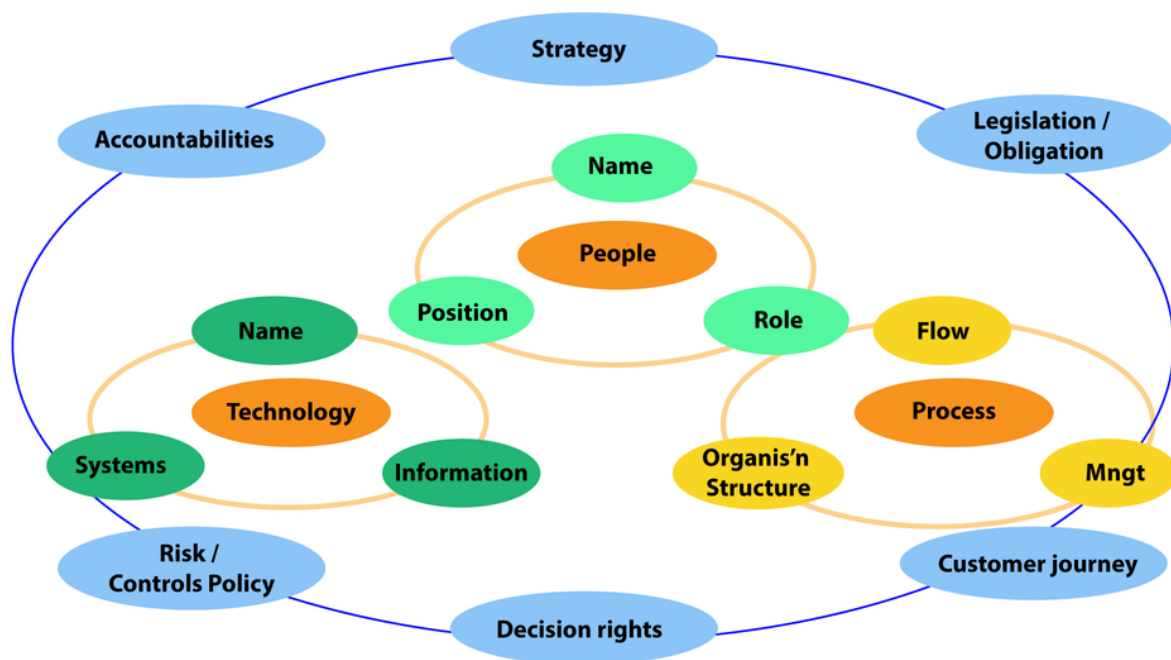
10.7 Business outcome management

Description

One of the most difficult tasks for any manager is the execution of strategy. This task is made more difficult when senior management do not have a common understanding of the 'end game' and disagree on how the strategic outcomes will be measured.

This course will teach the student how to facilitate a workshop that will deliver a business plan, developed in a manner that delivers:

1. A common understanding of the issues facing the business.
2. A common understanding of the end game and outcomes that must be achieved.
3. Ownership of a focused and inclusive business plan.
4. Understanding of the impact of changes to the scope of the program.

### On successful completion you will understand:

1. How to prepare for and run a business outcome management workshop.
2. How to prepare and present a business outcome management roadmap.
3. How to complete the supporting documents and obtain buy in from the management team.

Content

- Module 1. Introduction and objectives.
- Module 2. Preparing for and running the workshop.
- Module 3. Prepare and present the business outcome roadmap.
- Module 4. Operationalising the business outcome roadmap.

Duration

- Face to face - half day.
- Remote live - 2 hours.
- Recorded video - 90 minutes.
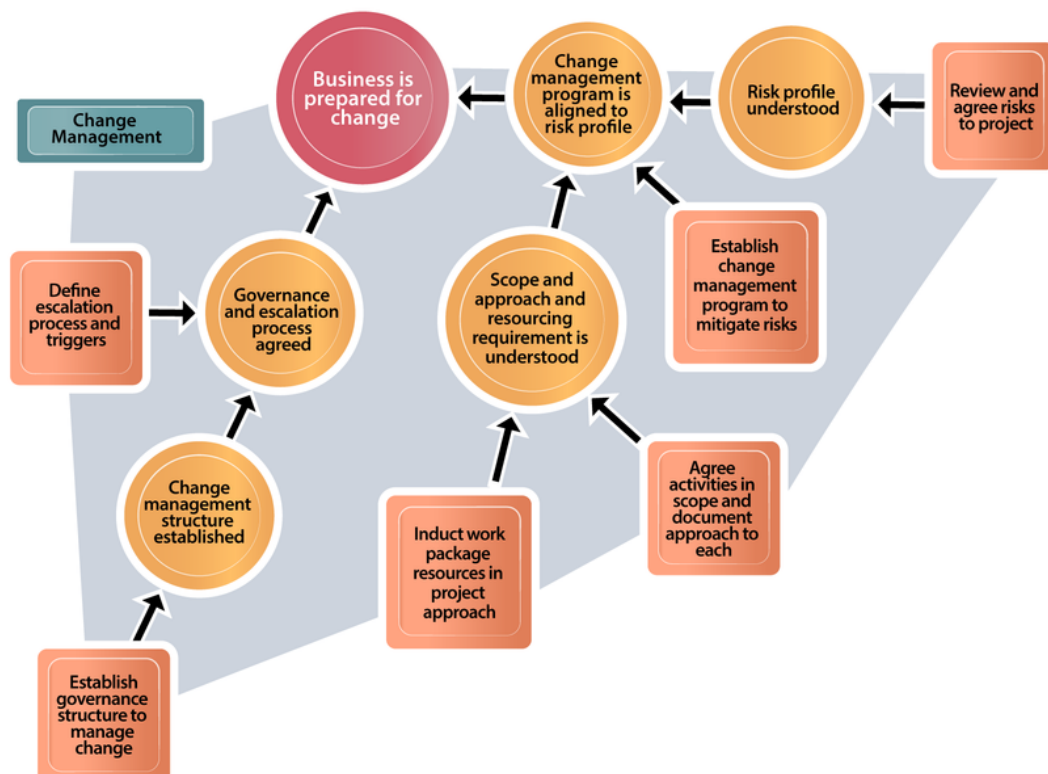
10.8 Business strategy and the drivers of shareholder value

Description

Developing strategic leadership requires an understanding of the importance of, and the alignment between, the drivers of shareholder value and the business strategy. This course will provide the student with a rich understanding of the options for building a competitive strategy and what is takes to align the business to the strategy.
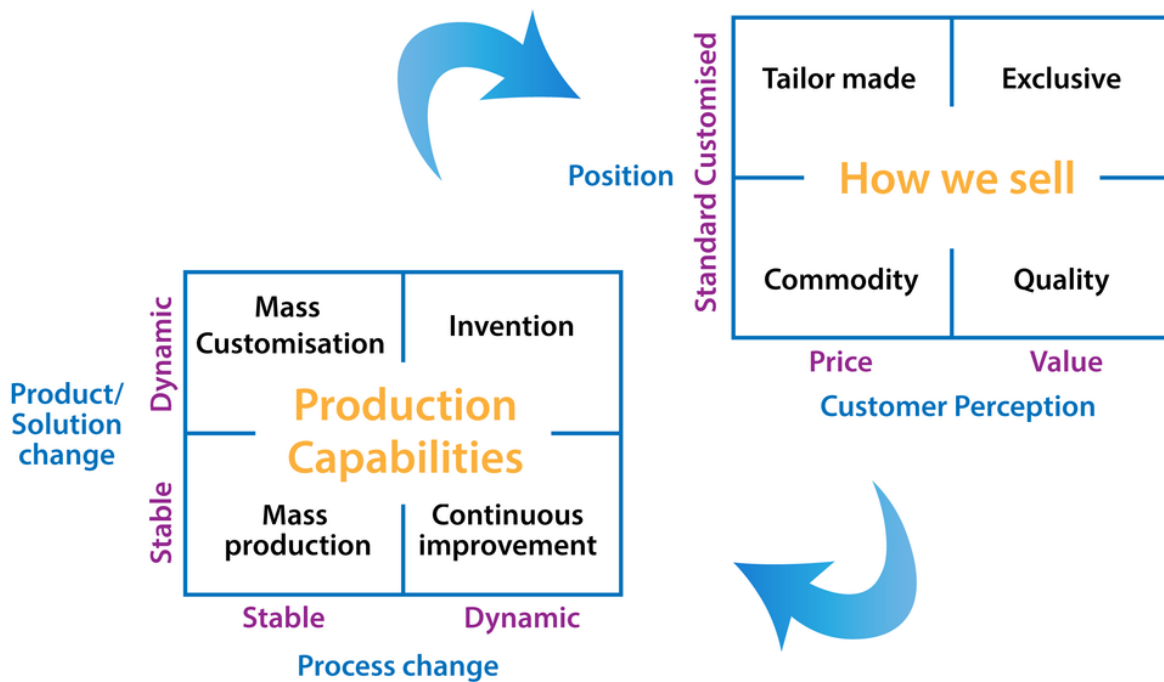
On successful completion you will understand:

1. The drivers of shareholder value (for private and public businesses).
2. How manipulate each driver through the business strategy.
3. How to evolve the operating model (people, process, technology) to meet the business strategy.

Content

- Module 1. Drivers of shareholder value.
- Module 2. Understanding the profitability driver.
- Module 3. Understanding the growth driver.
- Module 4. Understanding the productivity driver.
- Module 5. Understanding the economic cash flow.
- Module 6. Planning the strategy execution.

Duration

- Face to face - 1 day.
- Remote live - Half day.
- Recorded video - 120 minutes.

10.9 Customer value management

Description

This course discusses what is required to create a competitive advantage through understanding the voice of the customer and how an improved customer experience drives shareholder value. It includes identifying and understanding the 'moments of truth' and the options for changing the operating model to deliver on the customer promise.

It includes a deep dive into Zeithaml's 5 gap service model and describes what is required to close each gap and materially improve customer service. It further discusses how to translate the voice of the customer into a customer journey map and its relationship to the business process and underlying technology.
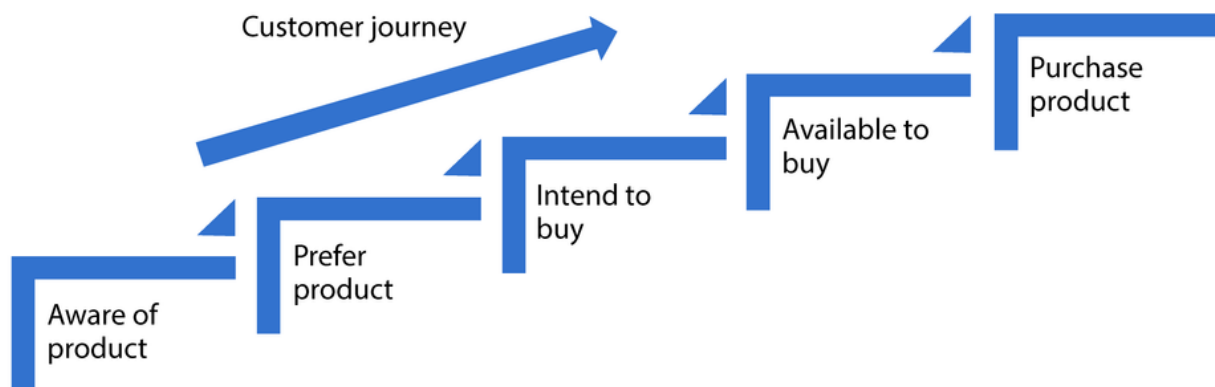
On successful completion you will understand:

1. The principles of customer value management.
2. How to run a customer value management workshop.
3. How to prepare a customer journey map.
4. How to translate the voice of the customer into the business.
5. Zeithaml's 5 gap service model.
6. How to reengineer the business process to increase customer delight.
7. How to apply the model to large transformation programs.

Content

- Module 1. The customer experience and the drivers of shareholder value.
- Module 2. Customer value management and moments of truth.
- Module 3. Customer value management and aligning the operating model.

Duration

- Face to face - 1 day.
- Remote live - Half day.
- Recorded video - 120 minutes.

Welcome to the Sixfootfour learning portal

Getting started.

To start your learning journey please navigate to https://sixfoot4.talentlms.com/.

Contact us.

For more information please contact us at education@sixfoot4.com.au.

Or call on +61 (0) 409 840 738.

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