Prometheus Academy

Day 1 - Monday			
Session Title	**Time**	**Synopsis**	**Duration**
Breakfast	**7:30 AM**	**Buffet breakfast in Venturist, Inc. conference room.**	**30**
Welcome and Introduction	**8:00 AM**	**Introduction of participants, outline of agenda, and explanation of handouts.**	**30**
Prometheus Overview	**8:30 AM**	**Overview of the Prometheus Process to provide the backdrop for subsequent detailed strategy discussion and demonstration. Slide Notes: Pages 1-10**	**1:00**
Break	**9:30 AM**		**15**
Case Study And Process Introduction	**9:45 AM**		**15**
Future Picture	**10:00 AM**	**The Future Picture is the objective, measurable beacon towards which all activity is directed and is the first substantive step in creating strategy. Slide Notes: Pages 23-34**	**1:00**
Future Picture Development	**11:00 AM**	**Break out groups develop a Future Picture for the Case Study by drafting clear, concise and measurable Key Descriptors statements. This Future Picture will stay with group through the week.**	**1:00**
Lunch	**12:00 PM**	**Buffet Lunch in Venturist, Inc. Conference Room**	**45**
Future Picture Development (continued)	**12:45 PM**	**Break out groups develop a Future Picture for the Case Study by drafting clear, concise and measurable Key Descriptors statements. This Future Picture will stay with group through the week.**	**45**
Guiding Precepts	**1:30 PM**	**A crucial part of strategy is agreeing on the general philosophy of operations and the rules of conduct to be followed. Slide Notes: Pages 53-58**	**30**
Break	**2:00 PM**		**15**
Future Picture Reports	**2:15 PM**	**Break out groups report Future Picture exercise results. Five (5) minutes per group plus general discussion.**	**45**

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Cardinal Rules (A)	**3:00 PM**	**The Cardinal Rules are the principles which if followed raise probabilities of success in both planning and execution. This presentation covers 6 of the 16 Rules. Slide Notes: Pages 59-62** **General discussion follows presentation.**	**20**
Break	**3:20 PM**		**10**
Scope the Environment	**3:30 PM**	**Scoping the environment is a discussion of the strategic context.** **The world in which we operate is radically different from a few years ago and the pace of change is accelerating. Failure to understand the implications of change can be catastrophic. Slide Notes: Pages 11-22**	**45**
Scope the Environment Exercise	**4:15 PM**		**25**
Introduction to CEO Guide	**4:40 PM**	**The CEO Guide addresses the human and cultural aspects of creating a Promethic organization. Homework: Read the CEO Guide in preparation for CEO Guide Exercise on Day 5.** **On Friday morning teams will participate in a Prometheus Process Practicum to reinforce Prometheus concepts learned during the week. Before Friday morning familiarize yourself with the Practicum Instructions**	**5**
Review	**4:45 PM**		**10**
Adjourn	**4:55 PM**		
Dinner	**6:30 PM**	**Dinner**	**2:00**

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Day 2 - Tuesday

Session Title	Time	Synopsis	Duration
Breakfast	**7:30 AM**	**Buffet breakfast in Venturist, Inc. conference room.**	**30**
Review	**8:00 AM**		**15**
Strategic Measurement	**8:15 AM**	**Strategic measurement is essential. Organizations that confuse tactical for strategic measures are unlikely to be successful over any period of time. To be successful, it is important to The first step is to understand and use the concept of strategic measurement. Slide Notes: Pages 35-44**	**55**
Break	**9:10 AM**		**15**
Strategic Measurement Process	**9:25 AM**	**Development and execution of strategic measurement plans for Key Descriptors, Centers of Gravity Strategic, Phases, and End Games is a necessity if an organization intends to stay on track. Slide Notes: Pages 45-52**	**45**
Strategic Measurement Development	**10:10 AM**	**Break out groups will develop one strategic measurement plan for 3 assigned Future Picture Key Descriptor statements previously developed.**	**1:00**
Break	**11:10 AM**		**15**
Strategic Measurement Reports	**11:25 AM**	**Break out groups report results. Ten minutes per group followed by selected Key Descriptor Measure of Merit resolution and general discussion (30).**	**20**
Systems	**11:45 AM**	**Everything happens in the context of a system; failure to understand systems and to deal with entire systems reduces significantly the odds for long-term success. Slide Notes: Pages 73-80**	**40**
Lunch	**12:25 PM**	**Buffet Lunch in Venturist, Inc. Conference Room**	**45**
System Effects	**1:10 PM**	**There are always two systems between you and achievement of your Future Picture--An External System (Your Market) and An Internal (Your Organization) System. You must achieve system-wide effects on both these systems to be successful. Slide Notes: Pages 81-88**	**45**
External System Design and Desired System Effect Development	**1:55 PM**	**Break out groups outline their external system and define the desired system effects for the external system. Capture findings on flip charts.**	**1:15**

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Break	**3:10 PM**		**15**
Centers of Gravity	**3:25 PM**	**Centers of Gravity are those handful of targets that when affected have disproportionate impacts on the whole system.** **Slide Notes: Pages 89-102**	**1:00**
External System Design Reports	**4:25 PM**	**Break out groups report results. Five minutes per group followed general discussion.**	**30**
Review	**4:55 PM**		**5**
Group Photo and Adjourn	**5:00 PM**		

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Day 3 - Wednesday			
Session Title	**Time**	**Synopsis**	**Duration**
Breakfast	**7:30 AM**	**Buffet breakfast in Venturist, Inc. conference room.**	**30**
Review	**8:00 AM**		**20**
External Center of Gravity Development	**8:20 AM**	**Break out groups identify at least 15 and not more than 25 centers of gravity for their External (Market) System with emphasis on Leadership and Processes. Capture findings on template charts.**	**1:00**
Break	**9:20 AM**		**15**
External Centers of Gravity Development Reports	**9:35 AM**	**Break out groups report results. Five (5) minutes per group and general discussion**	**15**
Internal (Organization) System Centers of Gravity Development	**9:50 AM**	**Review the concept of Internal Centers of Gravity and Desired System Effects.** **Break out groups identify at least 15 and not more than 25 centers of gravity for their Internal (Organization) System with emphasis on Leadership and Processes. Capture findings on template charts.**	**45**
Internal (Organization) System Centers of Gravity Reports	**10:35 AM**	**Break out groups report results. Five (5) minutes per group.**	**20**
Break	**10:55 AM**		**15**
Campaign To Win--Parallel Operations	**11:10 AM**	**Creating rapid and lasting system change will be a function of whether an organization operates serially or in parallel. Serial operations allow external and internal systems ample time to react adversely whereas parallel operations properly conceived make adverse reaction far less likely.** **Slide Notes: Pages 119-130**	**50**
Lunch	**12:00 PM**	**Buffet Lunch in Venturist, Inc. Conference Room**	**30**

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Parallel Operations Forward Look Assessment	**12:30 PM**	**The Parallel Operations Forward Look Assessment is a tool that is useful for evaluating Probabilities of Success for your overall Grand Strategy and individual Master Effects Plan phase operations.** **Following a short presentation on the concept, break out groups conduct the assessment by identifying internal and external events that may occur within the scope of your Future Picture horizon, their probability, the magnitude of their effects on your operations, and the probable time frame when they will occur. Use the resultant time frame to establish the length of time available for parallel operations. Overlay the Time Value of Action curve on this time frame along with the estimated time required to affect Internal and External Centers of Gravity to establish your overall probability of success.** **Slide Notes: Pages 173-182**	**1:15**
Break	**1:45 PM**		**15**
Parallel Operations Forward Look Assessment Reports	**2:00 PM**	**Break out groups report results. Five (5) minutes per group and general discussion.**	**30**
Phases and Master Effects Plans	**2:30 PM**	**It will often be the case that an organization finds that it cannot affect all of the Centers of Gravity simultaneously in which case Phases of attack should be developed to reduce as much as possible decline into the serial world. After Phases are developed, the organization assigns Centers of Gravity to the Phases in the form of a Master Effects Plan. Slide Notes: Pages 131-138**	**45**
Break	**3:15 PM**		**15**
Master Effects Plan Development	**3:30 PM**	**It is very rare that there are sufficient resources to bring all the Centers of Gravity under simultaneous attack. Thus, it is necessary to create a phased approach carefully designed to start organization and market system change. To do this, determine the required characteristics of the external and internal System states that must exist to reach the Future Picture. Then, assign the Centers of Gravity into phases that satisfy the time imperatives for external and internal system change within the resource constraints of the organization.**	**50**

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Desired Effects and Impact Plans	**4:20 PM**	**After identifying Centers of Gravity, the next step is to create a Strategic Impact Plan, Strategic Measurement Plan and Action Plan for each Center of Gravity that identifies WHAT must happen to each Center of Gravity, WHEN it must happen, HOW it will be accomplished and HOW success will be measured.** **Slide Notes: Pages 103-112**	**55**
Master Effects Plan Phase Reports	**5:15 PM**	**Break out groups report results. Five (5) minutes per group and general discussion**	**20**
Review	**5:35 PM**	**Review of concepts and work to date.**	**5**
Adjourn	**5:40 PM**		

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Day 4 - Thursday			
Session Title	**Time**	**Synopsis**	**Duration**
Breakfast	**7:30 AM**	**Buffet breakfast in Venturist, Inc. conference room.**	**30**
Review	**8:00 AM**		**15**
External and Internal Center of Gravity Strategic Impact Plan Exercise	**8:15 AM**	**1) Break out groups develop partial (Desired Effects and Time frame) Strategic Impact Plans for one center of gravity in each system ring (Internal and External). Groups capture results on COG Strategic Impact Plan template charts. 90 minutes** **2) Break out groups report results to entire group. Five (5) minutes per group, ten (10) minutes general discussion.**	**1:00**
Break	**9:15 AM**		**15**
Campaign Orchestration	**9:30 AM**	**For ease of management and for assignment of responsibility, operations against the Centers of Gravity are done via one or more campaigns that each have assigned people and Centers of Gravity. The campaigns are then orchestrated to achieve desired results within agreed and established time frames.** **Slide Notes: Pages 139-148**	**1:00**
Break	**10:30 AM**		**15**
Campaign Team Process	**10:45 AM**	**Tools and ideas for the execution of campaigns and development of Action Plans by Campaign Teams.** **Slide Notes: Pages 149-160**	**55**
Cardinal Rules B	**11:40 AM**	**Presentation on the next 5 Cardinal Rules.** **Slide Notes: Pages 63-66**	**20**
Lunch	**12:00 PM**	**Buffet Lunch in Venturist, Inc. Conference Room**	**40**
Fractal Centers of Gravity And Impact Plan Exercise	**12:40 PM**	**1) Break out groups will develop a five ring system map for an assigned Center of Gravity from one of the External or Internal centers of gravity for which a Strategic Impact Plan was previously created.** **2) Select one center of gravity from the fractal system and develop a Partial Strategic Impact Plan for it: Desired Effect, Time frame; and an Action Plan.** **Capture results on flip charts. Debrief in break out rooms.**	**1:00**
Break	**1:40 PM**		**15**

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Finish With Finesse	**1:55 PM**	**Development and execution of end games for success or failure is one of the most difficult aspects of strategy and is rarely done well. It is essential to develop end games at the start of the planning process where participants can make rational decisions. The object is to finish with finesse.** **Slide Notes: Pages 183-202**	**1:00**
Break	**2:55 PM**		**10**
Finish With Finesse Exercise	**3:05 PM**	**1) Break out groups develop Exit Points for the Grand Strategy for their Case Study company.** **2) Break out groups complete one Exit Plan for a selected Exit Point.** **3. Debrief in break out rooms.**	**1:05**
Cardinal Rules (C)	**4:10 PM**	**The last 5 Cardinal Rules.** **Slide Notes: Pages 67-70**	**20**
Review	**4:30 PM**	**Review of concepts and work to date.**	**10**
Adjourn	**4:40 PM**		
Dinner	**6:30 PM**	**Dinner at Wynlakes Country Club**	**2:00**

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Day 5 - Friday			
Session Title	**Time**	**Synopsis**	**Duration**
Breakfast	**7:30 AM**	**Buffet breakfast in Venturist, Inc. conference room.**	**30**
Review	**8:00 AM**		**5**
Organization	**8:05 AM**	**Organization structure must meet strategy requirements to include interaction with external (market) systems. Failure to have the right organization can make it difficult to impossible to realize a Future Picture. Slide Notes: Pages 161-172**	**40**
CEO Guide Exercise	**8:45 AM**	**Each individual selects one point in the Guide as being particularly valuable, explains why, and explains how and when it should be used. Approximately 1 minute per individual followed by a 10-15 minute general discussion.**	**45**
Prometheus Practicum Introduction	**9:30 AM**	**This 2 hour, 40 minute practical team exercise is designed to ensure Prometheus Academy attendees learn to apply essential process elements of the Prometheus Process strategic planning methodology during their Academy participation. The introduction will identify exercise teams, introduce the case studies and quickly review the exercise procedures.**	**10**
Prometheus Process Practicum	**9:40 AM**	**This 2 hour, 40 minute practicum is designed to ensure Prometheus Academy attendees learn to apply essential process elements of the Prometheus Process strategic planning methodology during their Academy participation.** **The practicum is conducted on Friday by teams of participants. Teams will be determined on Friday morning and will not necessarily reflect teams used for break out exercises during the week.** **Each team will be provided a Case Study as the basis for the practicum. Each Case Study will contain sufficient data to complete the assignment. This is an OPEN BOOK exercise--all Prometheus Process presentations and literature may be referenced during the session. Teams should READ THE PRACTICUM and CASE STUDY completely before beginning.**	**2:40**

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Lunch	**12:20 PM**	**Buffet Lunch in Venturist, Inc. Conference Room** **Working Lunch-As Required To Finalize Practicum Results**	**25**
Prometheus Process Practicum Debrief	**12:45 PM**	**At the conclusion of the practicum, each team will compile their worksheets for briefing to the remainder of the Academy class. Each team member should be prepared to brief some portion of the practicum results.** **Each team's practicum results will be evaluated by both the instructors and OTHER Teams.**	**35**
Red Team Concepts	**1:20 PM**	**Every Strategy project should be subjected to a "Red Team" assessment where the entire plan is subjected to an unfettered review and if deserved, criticism.** **Slide Notes: Pages 203-208**	**15**
Break	**1:35 PM**		**5**
Key Concepts	**1:40 PM**	**A review of the Prometheus Process through the highlighting of KEY LESSONS and resources available to support Prometheus Planning and Execution.** **Slide Notes: Pages 209-216** **Resources include: CEO Guide, Concept Summaries, Prometheus Process Planning and Execution Guide, Planning Session Guidelines, Presentations, Process Worksheets, and Software.**	**15**
Critique Session	**1:55 PM**	**Groups address three (3) areas:** **1) What are the three (3) aspects of the Prometheus Process that are most valuable?** **2) How will you (group consensus) apply what you have learned to your own organizations?** **3) What would you do to improve this course?** **Capture results on Template charts.**	**20**
Summary, Review and Graduation	**2:15 PM**	**Summary and review. Graduation.**	**15**
Adjourn	**2:30 PM**		

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