

Venturist 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 1-8	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 9-22	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

Cardinal Rules-- Planning	1:30 PM	The Cardinal Rules are the strategic principles which if followed in planning and execution raise probabilities of success. This presentation covers those especially apropos for planning. Slide Notes: Pages 47-52	55
Break	2:25 PM		15
Future Picture Reports	2:40 PM	Break out groups report Future Picture exercise results. Five (5) minutes per group plus general discussion.	45
Break	3:25 PM		10
Scope the Environment	3:35 PM	Scoping the environment is a discussion of the strategic context. Failure to understand and manage the operating environment is likely to be fatal to the enterprise. Slide Notes: Pages 59-66	55
Introduction to CEO Guide	4:30 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	10
Review	4:40 PM		10
Adjourn	4:50 PM		
Dinner	6:30 PM		3:00

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-- Measures of Merit	8:15 AM	Strategic measurement is essential. To be successful, it is imperative to have and use genuinely strategic measures. Slide Notes: Pages 29-38	55
Break	9:10 AM		15
Strategic Measurement--The Process	9:25 AM	Development and execution of strategic measurement plans for Key Descriptors, Centers of Gravity, Impact Plans, and End Games are a necessity if an organization intends to stay on the path to success. Slide Notes: Pages 39-46	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
Cardinal Rules-- Execution	11:25 AM	This presentation covers the Cardinal Rules especially apropos for execution but just as those for planning have great value in execution, these are also very useful to consider when planning as well. This presentation also includes a Cardinal Rules assessment methodology. Slide Notes: Pages 53-58.	45
Lunch	12:10 PM	Buffet Lunch in Venturist, Inc. Conference Room	45
Systems	12:55 PM	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 67-74	45
Break	1:40 PM		15

System Effects	1:55 PM	There are always two systems between you and achievement of your Future Picture--An External System (the Market which is your opponent) and an Internal (Your Organization) System. You must achieve system-wide effects on both these to be successful. This presentation focuses on altering the External System so as to achieve your Future Picture. Slide Notes: Pages 75-82.	45
External Desired System Effect Development	2:40 PM	Break out groups determine desired system effects for the external system.	1:15
Break	3:55 PM		15
Centers of Gravity	4:10 PM	Centers of Gravity are those handful of entities (targets) that when affected have disproportionate impacts on the whole system and facilitate movement toward the Future Picture. Slide Notes: Pages 83-96.	1:00
Strategic Measurement Reports	5:10 PM	Break out groups report results. Ten minutes per group followed by selected Key Descriptor Measure of Merit resolution and general discussion (30).	30
Review	5:40 PM		15
Adjourn	5:55 PM		

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.	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	Break out groups identify at least 15 and not more than 25 Centers of Gravity for their Internal (Organization) System with initial emphasis on Processes.	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
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 117-126	50
Lunch	12:00 PM	Buffet Lunch in Venturist, Inc. Conference Room	30

<p>Forward Look Assessment</p>	<p>12:30 PM</p>	<p>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 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 help estimate the length of time available to succeed. Slide Notes: Pages 135-142.</p>	<p>1:15</p>
<p>Break</p>	<p>1:45 PM</p>		<p>15</p>
<p>Parallel Operations Forward Look Assessment Reports</p>	<p>2:00 PM</p>	<p>Break out groups report results. Five (5) minutes per group and general discussion.</p>	<p>30</p>
<p>Phases and Master Effects Plans</p>	<p>2:30 PM</p>	<p>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 127-134.</p>	<p>45</p>
<p>Break</p>	<p>3:15 PM</p>		<p>15</p>

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
Strategic Impact Plans	4:20 PM	After identifying Centers of Gravity, the next step is to create a Strategic Impact Plan for each Center of Gravity that identifies WHAT must happen to each Center of Gravity, when it must happen, and how success will be measured. Slide Notes: Pages 97-106.	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		

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 Strategic Impact Plans for one center of gravity in each system ring (Internal and External).	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 143-150.	1:00
Break	10:30 AM		15
Campaign Process	10:45 AM	Tools and ideas for the execution of campaigns and development of Action Plans. Slide Notes: Pages 151-160.	55
Lunch	11:40 AM	Buffet Lunch in Venturist, Inc. Conference Room	40
Fractal Center of Gravity and Action Plan Presentation and Exercise	12:20 PM	The fractal process makes it easier to manage complex Centers of Gravity by breaking them down into their Five Ring component parts. Following a presentation on the concept, break out groups will develop a five ring system map for an assigned Center of Gravity, then select a fractal Center of Gravity for which they will build an Impact and Action Plan. Slide Notes: Pages 107-116.	1:15
Break	1:35 PM		15

Exit Planning-- Finish With Finesse	1:50 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 167-182.	1:00
Break	2:50 PM		10
Finish With Finesse Exit Planning Exercise	3:00 PM	Break out groups develop Exit Points and then build an Exit Plan for a selected Exit Point.	1:00
Guiding Precepts	4:00 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 23-28.	35
Review	4:35 PM	Review of concepts and work to date.	5
Adjourn	4:40 PM		
Dinner	6:30 PM	Dinner at Wynlakes Country Club. Group Photo.	2:00

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 161-166.	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 team exercise is designed to ensure Prometheus Academy attendees understand and can apply essential process elements of the Prometheus methodology . The introduction will identify exercise teams, introduce the case study and outline the exercise procedures.	10

Prometheus Process Practicum	9:40 AM	This 2 hour, 40 minute Practicum is designed to ensure Prometheus Academy attendees understand and can apply essential elements of the Prometheus Process strategic planning methodology. 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
Lunch	12:20 PM	Buffet Lunch in Venturist, Inc. Conference Room Working Lunch-As Required To Finalize Practicum Results	30
Prometheus Process Practicum Debrief	12:50 PM	At the conclusion of the Practicum, each team will compile its 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.	45
Red Team Concepts	1:35 PM	Every Strategy project should be subjected to a "Red Team" assessment where the entire plan is evaluated objectively for completeness, correctness, feasibility, and susceptibility to adverse events. Slide Notes: Pages 183-188.	20
Break	1:55 PM		15

Key Concepts	2:10 PM	A review of the Prometheus Process through the highlighting of KEY LESSONS and resources available to support Prometheus Planning and Execution. Resources include: CEO Guide, Concept Summaries, Prometheus Process Planning and Execution Guide, Planning Session Guidelines, Presentations, Process Worksheets, and Software. Slide Notes: Pages 189-192.	15
Critique Session	2:25 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	2:45 PM	Summary and review. Graduation.	15
Adjourn	3:00 PM		