

Business at War



***The Adapted
Situational Analysis
Technique***



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The Adapted Situational Analysis Technique - Executive Summary

Introduction

Business Beyond Boundaries (BBB) in partnership with Battlefield® Management & Leadership Solutions (BMLS) has developed a unique, comprehensive and fully integrated business planning and management methodology that is described as "The Adapted Situational Analysis Technique" (ASAT).

ASAT encompasses processes and techniques derived from the exploitation of a combination of adapted military doctrine and proven best-practice business principles.

*"Vision without action
is merely a dream;
action without vision
just passes the time;
vision with action can
change the world."*

- Joel Arthur Barker

Unique characteristics

The power, flexibility and effectiveness of ASAT is based on four unique characteristics that differentiate it from a multitude of similar planning and management methodologies currently in use by businesses, consultants and academic institutions. These are:

- ❑ **Leadership** - A methodology based on standardised processes and techniques specifically designed to teach, promote, develop and enhance strategic and tactical leadership skills and situational awareness at all levels of management.
- ❑ **Collaborative Dialogue** - An extremely powerful analysis and reasoning technique structured in such a way that it is guaranteed to invoke lateral and creative thinking based on team work, mutual trust and a commitment to common purpose, and motivated by strategically focused participative leadership.
- ❑ **Standardised processes** - Distinctive processes that are easily mastered, applied and practised at all levels in a business and that are designed to enable the rapid realignment of strategy and tactics in order to maintain and enhance competitive advantage and speedily exploit new opportunities.
- ❑ **Effective communication** - Processes and techniques that create common understanding and real-time operational feedback based on "top down", "bottom up" and the "lateral" flow of critical information throughout a business.

Unique benefits

ASAT enables organisations of any size in both the private and public sector to:

- ❑ Address long-term (strategic) and immediate (tactical) planning requirements using standardised processes that are highly flexible and techniques that are easily understood, mastered and applied by all managers at every level throughout an organisation.



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- Formulate solutions to business problems that are guaranteed to be based on creative, lateral thinking and that deliver competitive advantage in any market or trading environment.
- Develop and implement optimal operational plans that can be effectively monitored and consistently evaluated for their effectiveness at all levels of the business.
- Develop and enhance inspired leadership and constant strategic and tactical awareness at all levels – from the CEO to the lowest levels of line management.
- Develop and support effective communication throughout a business that facilitates team work and the rapid realignment of strategic and tactical direction when and where necessary.

ASAT Solution Portfolio

The ASAT solution is delivered through a number of highly flexible, optional formats and service offerings, including:

- Insights:** A thought-provoking and motivational presentation that provides invaluable insights into the ASAT pedigree based on why military doctrine, management and leadership development techniques should be applied in the business world. The presentation can be delivered to a relatively large number of delegates in a single session spanning no more than 60 minutes.
- Client programmes:** Two specific programmes have been developed to support the successful implementation of ASAT as a planning and leadership development tool in business. They are:
 - **Management and leadership development:** A facilitated management and leadership development programme designed for executive and senior management teams. Delegates are briefed on how military principles have been adapted for the benefit of business and are then instructed on how to apply the BBB/BMLS methodology to strategic and tactical planning as well as other situations within their own organisation.
 - **Executive Management Battlefield Breakaway:** A programme designed as a highly motivational skills development and team building “breakaway” for business executives. Conducted on actual historical battlefields from the Anglo/Boer or Anglo/Zulu wars, delegates are coached on how to use the BBB/BMLS methodology using military case studies of the actual battles. These methodologies are then applied by delegates to situations in their business. The programme is conducted at one of four sites to be chosen by the client.
- Strategic and tactical planning:** A classic professional business consultancy service using ASAT methodology. Engagements are designed to provide executive management teams with practical and measurable outcomes to corporate planning and specific business improvement initiatives. Services are customised to address client requirements and designed to deliver measurable value and business benefit.



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Conclusion

Designed to incorporate processes and techniques that are applied to strategic and tactical planning, operational implementation and effective monitoring and evaluation, ASAT is a unique methodology that supports executive development, leadership training, team building and business improvement projects in today's complex and intensely competitive global trading environment.

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***“Good business leaders create a vision, articulate the vision, passionately own the vision, and relentlessly drive it to completion.*”**

- Jack Welch



The Adapted Situational Analysis Technique - Unique points of difference

Introduction

There are, quite literally, thousands of methodologies and so-called “best-practice” business planning principles in use and freely available in the public domain through sources such as the internet.

For development purposes, the BBB/BMLS team focused its research on a selection of documented mainstream methodologies put forward by leading international authorities, including professional consulting firms, world-famous business authors, academics and prominent business schools. These sources indicate that the most widely used and accepted methodology can be generally referred to as “Situational Analysis” designed to create “competitive advantage”.

“Planning requires the systematic and detailed analysis of all relevant factors in order to eliminate the possibility of groundless and biased decisions.”

- Military Staff College Manual

Situational Analysis methodology was popularised in business more than two decades ago and continues to be broadly based on a five-step cycle - analysis of the current situation; planning of the strategy to be pursued based on the outcome of the analysis; preparation of a business plan designed to support the strategy; implementation of the business plan; and finally a review process to help ensure the plan remains on track.

In practice, conventional Situational Analysis methodology has become overly reliant on statistical analysis with key steps in the overall process being ignored or undermined to the extent that it is now widely acknowledged that up to 70 percent of strategic plans fail because either the wrong strategy was developed in the first place or the business plan was poorly implemented and executed, or a combination of these problems.

Besides a preoccupation with statistical analysis, many experts attribute this alarming failure rate to a lack of understanding or the inability to apply or manage the processes required to successfully complete the planning exercise. Almost without exception, experts blame this weakness on the lack of effective strategic leadership, inadequate planning and poor implementation and communication.

The BBB/BMLS philosophy

Having studied the potential weaknesses of conventional Situational Analysis and other planning methodologies and researched the works of a host of recognised authorities on military strategy, tactics and leadership, the starting point for the development of ASAT was the Military Appreciation Process.



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This is a classical planning process crafted and mastered by successful military commanders over centuries and that continues to be taught at all military command and staff colleges throughout the world.

There are four critical and unique “points of difference” that we have made between Situation Analysis used as business best-practice and our interpretation and adaption of the unsurpassed benefits of the Military Appreciation Process.

These are:

- Leadership
- Collaborative Dialogue
- Processes, and
- Effective Communication

Leadership

Leadership in business is universally regarded and acknowledged as a non-negotiable component of building a vibrant, successful and sustainable commercial enterprise. However, in the commercial world there is often no consensus on how to develop leaders.

While there are a wide range of academic theories and training modules available that claim to teach leadership as a subject, there are no recognised professional qualifications that attest to the true competence of the individual as an inspirational leader.

Great strides have been made in recent years to develop the leadership qualities of senior executives. However, these efforts are inclined to be based on what can be described as “soft skills” using psychological assessments and delivered through personalised coaching of the individual, image consulting, and various motivational techniques.

According to Robert Kabacoff, the vice president of research at Management Research Group, a company that creates business assessment tools, the ability to plan strategically is the most important of all leadership skills.

ASAT – UNIQUE FEATURES AT A GLANCE

- ❑ **Leadership** - A methodology that promotes and develops strategic and tactical leadership skills at all levels of management.
- ❑ **Collaborative Dialogue** - An extremely powerful and creative analysis and reasoning technique focused on common purpose and applied throughout all processes.
- ❑ **Standardised processes** - Distinctive processes that are easily mastered and practised at all levels in the business for:
 - **Strategic and tactical planning**
 - **Implementation** of the strategy and supporting tactical plans
 - **Monitoring and evaluation** of performance throughout the business.

These standardised processes are designed to enable the rapid realignment of strategy & tactics in order to maintain and enhance competitive advantage.

- ❑ **Effective communication** - Processes and techniques that help ensure effective communication within the business - "top down", "bottom up" and the "lateral" flow of information and business intelligence.



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In a recent article published by Kabacoff in Harvard Business Review, he cites a 2013 study by his company in which 97 percent of a group of 10,000 senior executives said strategic thinking is the most critical leadership skill for an organisation's success.

In another study, he writes, 60,000 managers and executives in more than 140 countries rated a strategic approach to leadership as more effective than other attributes including innovation, persuasion, communication, and results orientation.

It is our contention - a view shared by many leading experts - that most leadership skills can be taught and that great leaders are not necessarily born with all the qualities that enable them to lead others.

“There may be born leaders, but there surely are too few to depend on them ... leadership must be learned and can be learned.”

- Peter Druker

It is also our contention that management and leadership are synonymous and inextricably linked – that executive management as well as all managers at every level in a business should be engaged intellectually and emotionally in the leadership process.

We believe that the ability of any manager to coordinate his or her team's fully-committed planning and implementation efforts, or resolve business issues, is the true art of leadership. ASAT has been uniquely designed to develop and enhance leadership skills in measurable, practical ways that can be mastered and consistently applied at all levels.

We know, based on personal experience, research and lessons from the military, that military leadership programmes are unrivalled. Military leaders are trained to lead from the front by example. Military leadership is based on:

- Uncompromising attention to detail that is placed on training and leadership development - from the top down to the most junior ranks.
- Training and mentoring that incorporates relentless teaching that is reinforced and entrenched through example and practical testing at all levels - throughout a leader's career.
- Unsurpassed comradeship, trust, integrity, fierce loyalty and, above all, total commitment to team work focused on common purpose - all qualities that are shared, adhered to, and demonstrated, most importantly, from the top down and from the bottom up.

Collaborative Dialogue

“Collaborative Dialogue” is a phrase uniquely coined by BBB/BMS to describe a technique used throughout the ASAT process – a technique that can be taught, mastered and applied at all levels throughout an organisation and that forms a critical component of successful planning, operational excellence and leadership development.



The Adapted Situational Analysis Technique



In the literal sense Collaborative Dialogue means exactly what the two components of the phrase suggest: “Joint discussion” or the “combined exchange of ideas”.

Often defined by different terminology, Collaborative Dialogue is firmly rooted in team work and common purpose. It is used by the military as a cornerstone for all strategic and tactical planning, implementation, and monitoring and evaluation processes at every level of command.

Collaborative Dialogue can be described as “a management team exercise in rational, robust reasoning” in which participants impartially appreciate, question, cross-examine and interrogate the views of their colleagues and information at their disposal under the objective chairmanship of the team leader (or of an independent facilitator which sometimes better suits some leaders).

“Planning envisages the maximum practical involvement of all staff (management) during the process ... in order to ensure that (they) feel themselves to be personally committed to the successful execution of the plan.”

- Military Staff College Manual

The Collaborative Dialogue technique as defined by BBB/BMLS is broadly based on “Socratic Dialogue” – a direct reference to the method of reasoning expounded by the legendary Athenian philosopher, Socrates (469 BC to 399 BC).

It promotes a logical conclusion being reached in a forum constituted by a combination of resources (a management team) so that the solutions generated by the thinking of the whole are guaranteed to be far greater than those generated by any individual.

It is, quite simply, “the dialectic practice of examining ideas logically as a team by question and answer”.

Practised and mastered in a team environment, Collaborative Dialogue as a technique will make a direct impact on the formulation of unique plans that will not only “surprise” but “astound” both the competition and delighted customers.

Collaborative Dialogue is also critical when it comes to bridging the divide between two common extremes in leadership style – the power of persuasion, or even the blatant intimidation tactics, of an autocrat and the conciliatory approach to appeasement and consensus-seeking used by a democrat.

“Nothing must be accepted summarily as being impossible. A stereotype approach must be avoided at all costs.”

- Military Staff College Manual

The extremes in both these styles are major contributors to the failure of Situational Analysis and other methodologies and the primary reason why Kabacoff and other experts consider the ability to think strategically and plan effectively as being almost entirely dependent on effective leadership.



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In the Situational Analysis process, the autocrat is inclined to take statistical and other information at face value or according to his or her personal interpretation of fact and the “truth” to decide on a strategy and how the plan should be executed without taking into account the potentially invaluable views of others in the team. The democrat, on the other hand, will strive for consensus based on compromise.

Both leadership styles may result in the management team's deliberations degenerating into the psychological phenomenon described as “Groupthink”.

Groupthink refers to a mode of thinking engaged in when consensus-seeking by a democrat or simple agreement to appease or ingratiate an assertive autocratic leader in a group (a management team) overrides realistic appraisal of the situation. Groupthink seeks to foster nothing more than group harmony at any cost.

Collaborative Dialogue, managed by carefully honed leadership skills that are taught and mastered during the course of being engaged in the technique, avoids the pitfalls of both these flawed leadership styles.

As part of the Collaborative Dialogue technique, it is useful to consider three key phrases coined by three very different individuals for very different reasons over the ages in order to foster an understanding of an important objective of the technique:

- Socrates said: "Do you know what you do not know?"
- Former US Secretary of State Donald Rumsfeld said: "Unknown unknowns" (now a favourite with US military analysts), and
- Economics Nobel laureate David Kahneman said: "What you see is all there is."

All three phrases essentially convey the same message - there is often information and intelligence that cannot be known or uncovered. There is also information that is incorrectly considered to be unknown or mistakenly assumed to be fact.

ASAT – UNIQUE BENEFITS AT A GLANCE

- ❑ The ability to address long-term (strategic) and immediate (tactical) planning requirements using processes that are highly flexible and techniques that are easily understood, mastered and applied by all managers at every level throughout an organisation.
- ❑ The ability to formulate solutions to business problems that are guaranteed to be based on creative, lateral thinking and that deliver competitive advantage in any market or trading environment.
- ❑ The ability to develop and implement optimal plans that can be effectively monitored and consistently evaluated for their effectiveness at all levels of the business.
- ❑ A process and techniques that promote and develop inspired and effective leadership at all levels – from the CEO to the lowest levels of line management.
- ❑ Processes and techniques that support effective communication and team-work throughout an organisation and which facilitate the rapid realignment of strategic and tactical direction when and where necessary.



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Management teams therefore need to be constantly aware that unpredictable events will almost inevitably disrupt or impact on “the best laid plans of mice and men” (Robert Burns' poem *To a Mouse*, 1786).

The use of Collaborative Dialogue throughout ASAT processes therefore represents an invaluable tool when faced with the threat and consequences of unpredictable events.

Processes

In broad terms, processes used in ASAT methodology do not deviate radically from the conventional norms of those defined within the typical Situational Analysis or other well-known planning systems and theories.

However, specific steps adapted from the Military Appreciation Process have been carefully incorporated to avoid the flaws and weaknesses identified in Situational Analysis and other mainstream planning methodologies.

“The planning cycle will not, on its own, guarantee a good plan. What is required, instead, is an open mind, objective thought, thorough knowledge, validity, depth of argument, realistic conclusions, and an aggressive yet balanced approach.”

- Military Staff College Manual

The steps and techniques within ASAT promote a unified approach to planning and problem solving that can be clearly understood, mastered and applied at every level throughout a business.

These steps foster the maximum practical involvement and commitment of all managers. Used in conjunction with Collaborative Dialogue, ASAT processes are guaranteed to enhance leadership skills and invoke lateral, creative and unconventional thinking in support of team work, common purpose, and the achievement of the CEO's Intent or vision for the business.

Far more than a methodology used to develop strategic, tactical and implementation plans for any business, ASAT incorporates processes and techniques that are taught and practised to great effect by modern armies to deal with and overcome the complexities of conducting war in the 21st Century.

These aspects of the ASAT process are derived from what the military refers to as the relentless pursuit of “asymmetry” – the exploitation of surprise and the creative use of technology or novel methods of operation in an attempt to avoid an enemy's strengths and maximise their own advantages.

An army's ability to adapt to the complexities of war is, quite literally, the deciding factor between life and death and is based on real-time functionality and flexibility that is geared to be infinitely faster and conducted under more extreme conditions than is ever required in business.



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ASAT processes, that incorporate the monitoring and evaluation cycle, are designed to deal with constant improvement based on enhanced situational awareness and investments in preparedness for unforeseen disruption (unknown unknowns). The process, adapted from the military's "Adaptive Action" planning model, facilitates the rapid realignment of strategy, tactics and resources in order to maintain or enhance competitive advantage.

Critical for the survival and sustainability of any business, ASAT processes and techniques take into account what is often referred to in conventional planning methodologies as "opportunity analysis" or the search for "competitive advantage" and, more recently, as planning for "transient advantage" - all references to the military's search for asymmetry.

In a fast-changing, dynamic trading environment, ASAT enables businesses to rapidly deviate from - sometimes radically - what may be considered at any moment in time to be the "perfect" business strategy.

As the legendary Field Marshal Helmuth von Moltke (1800 - 1891) reminds us: "No plan of operations extends with certainty beyond the first encounter with the enemy's main strength".

Effective Communication

The focus we apply to Effective Communication has been identified by leading authorities as a critical component of team work and inspired leadership.

ASAT deals with "Effective Communication" at two specific levels:

- At a level that promotes a fundamental understanding throughout the business of exactly what is meant or intended by language used to describe standardised planning, implementation, and monitoring, and evaluation processes and techniques, and
- How to ensure the free flow of the right information in real-time to the right people in pursuit of attaining common strategic and tactical objectives.

This approach to effective communication, together with straight-forward standardised processes and techniques that are driven by inspired leadership throughout the business, facilitates the rapid realignment of strategic and tactical direction that is so critical in the fast-changing circumstances that characterise today's global economy.

"Leadership is the art of getting someone to do what you want - because he wants to do it."

- General Dwight D. Eisenhower

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ASAT Client Programmes

Two specific management development and training programmes have been developed to support the successful implementation of ASAT as a planning and leadership development tool by businesses. They are:

- **Management and leadership development:** A facilitated management and leadership development programme designed for executive and senior management teams. Delegates are briefed on why and how military principles have been adapted for the benefit of business and are then instructed on how to apply the BBB/BMLS methodology, including processes and technique, to strategic and tactical planning as well as other situations within their own organisation.
- **Executive Management Battlefield Breakaway:** A programme designed as a highly motivational skills development and team building “breakaway” for business executives. Conducted on actual Anglo/Boer or Anglo/Zulu historical battlefields, delegates are coached on how to use the ASAT methodology using military case studies. The programme is conducted at one of four sites to be chosen by the client.

Subject to preliminary consultations and the preparation of a mutually agreed “brief” or scope of work, the Client Programme schedules (outlined below) can be tailored to address specific strategic planning requirements defined by the client.

Limited customisation of the programme and its delivery to delegates can be extended to incorporate exercises and team-based assignments that address actual business needs based on a situation currently faced by the management team.

Limited tailoring of the programme is conditional on all delegates being directly representative of a single business or legal entity. Programmes that include delegates from a diverse range of unconnected businesses or unrelated industries are excluded for reasons of confidentiality, relevance etc, unless otherwise agreed with BBB/BMLS.

Subject to confirmation, customisation of the programme could affect the duration of the programme with a requirement to extend the programme to additional sessions or days.

The ASAT Client Programmes are ideally suited as a precursor to any strategic planning or business improvement project that may be scheduled or contemplated by the business. The programmes provide an extremely powerful and motivating foundation for the management team to build on when it addresses these projects



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ASAT Management & Leadership Development Programme

Programme Description

Programme:	<ul style="list-style-type: none"> • Strategic and tactical planning and implementation processes. • Monitoring and evaluation planning and implementation. • The Collaborative Dialogue technique. • Strategic leadership development. • Effective communication.
Duration:	3 days.
Objectives:	<ul style="list-style-type: none"> • To provide delegates with an in-depth understanding and the skills required to successfully apply the BBB/BMS Adapted Situational Analysis Technique (ASAT) to strategic, tactical, and implementation planning and the resolution of a wide range of issues in business. • To foster and enhance leadership qualities among managers at all levels in a business.
Who should attend:	<ul style="list-style-type: none"> • Executive management teams. • Lower tier management teams.
Outcomes: This programme will enable delegates to:	<ul style="list-style-type: none"> • Address long-term (strategic) and immediate (tactical) planning requirements using proven processes that are highly flexible and techniques that are easily understood, mastered and applied by all managers at every level throughout a business. • Formulate solutions to business problems that are guaranteed to be based on creative, lateral thinking and that deliver competitive advantage in any market or trading environment.



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<p>Outcomes (continued):</p>	<ul style="list-style-type: none"> • Utilise the standardised ASAT processes and techniques to enable rapid realignment of strategy, tactics and resources in order to maintain, enhance and / or exploit competitive advantage and favourable opportunities as and when necessary. • Develop and implement optimal plans that can be effectively monitored and consistently evaluated for their effectiveness at all levels of the business. • Master processes and techniques that promote and develop inspired and effective leadership at all levels - from the CEO to the lowest levels of management. • Apply processes and techniques that support continuous effective communication and team-work throughout the business in pursuit of a common purpose.
<p>Learning Methodology:</p>	<ul style="list-style-type: none"> • The ASAT Management Development Programme is facilitated by a team of skilled and committed businessmen who collectively have extensive personal experience in the military and business. • The programme features a combination of facilitator presentations that are complemented by active delegate participation. • Delegates are introduced to unique planning concepts and methodologies based on the exploitation of military doctrine that has been combined with adapted best-practice business principles. • Practical exercises are designed to address issues faced by management teams in their business environment to enable delegates to experience the successful application of the skills and processes taught throughout the programme. Where appropriate delegates will work as teams in task-orientated syndicates. • The programme is designed to not only address planning and leadership skills but also as a motivational and team building exercise.



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ASAT Management & Leadership Development Programme

Summarised programme schedule

DAY 1		
Timing	Subject matter	Format
09h00 - 10h30	Business at War Insights - An introduction to the Adapted Situational Analysis Technique that provides insights into why military doctrine has been adapted for use in business best-practice.	Facilitator presentation followed by a question and answers session and group discussion.
Brief break		
10h45 - 11h45	Glossary of terms and definitions - The first critical step to help guarantee Effective Communication throughout the business. (Developing an understanding of the language that is used throughout the ASAT process and how to deliver the right information to the right people at the right time).	Group discussion based on a pre-programme handout that will be provided to all delegates.
11h45 - 12h30	ASAT - Points of departure - The unique features of ASAT and how these are applied based on a philosophy that delivers business value and measurable benefits to the business centred on: <ul style="list-style-type: none"> • Distinctive leadership skills • Collaborative Dialogue • Standardised Processes • Effective Communication 	Facilitator presentation followed by a question and answers session and group discussion.
Lunch		
13h30 - 15h15	ASAT - Points of departure (Continued)	Facilitator presentation followed by a question and answers session and group discussion.



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Timing	Subject matter	Format
15h15 - 16h00	<p>The Intelligence cycle -The process to be followed and the techniques to be used to ensure that quality business intelligence and effective communication drives team work and a common purpose throughout the business.</p> <p>(The nature of intelligence, information gathering and dissemination are ingrained and integrated in the entire ASAT process and therefore need to be understood and debated at outset).</p>	Group discussion based on a pre-programme handout that will be provided to all delegates.
16h00 – 16h30	Review of Day 1 - Facilitator summary and group discussion.	
DAY 2		
09h00 - 10h30	Strategic planning - The eight-step ASAT process that is applied to planning at a strategic and tactical level in business.	Facilitator presentation followed by a question and answers session and group discussion.
Brief break		
10h45 - 12h30	Strategic planning (continued) - The eight-step ASAT process that is applied to planning at a strategic and tactical level in business.	Facilitator presentation followed by a question and answers session and group discussion.
Lunch		
13h30 - 16h00	Strategic implementation planning - The process to be followed and the techniques to be applied to ensure that the strategy developed can be successfully implemented.	Facilitator presentation followed by a question and answers session and group discussion.
16h00 - 16h30	Review of Day 2 - Facilitator summary and group discussion.	



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DAY 3		
Timing	Subject matter	Format
09h00 - 10h00	Tactical implementation planning - The processes to be followed and the techniques to be applied to ensure that business objectives defined by the strategy are successfully executed.	Facilitator presentation followed by a question and answers session and group discussion.
Brief break		
10h15 - 12h30	Monitoring and evaluation - The processes to be followed and the techniques to be applied to ensure that all strategic and tactical plans remain appropriate and relevant to business success.	Facilitator presentation followed by a question and answers session and group discussion.
Lunch		
13h30 - 16h00	ASAT Exercise	Syndicated ASAT exercise to practise the process steps and techniques.
16h00 - 16h30	Closing: Programme review - Facilitator summary and group discussion.	

NB: The programme schedule outlined above may be subject to change and will be confirmed prior to commencement.



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Battlefield Case Studies - Management Team Breakaway

Programme Description

Programme:	<ul style="list-style-type: none"> • Planning processes and techniques. • Strategic leadership development. • Team building.
Duration:	2 to 3 days.
Objectives:	<ul style="list-style-type: none"> • To provide delegates with an understanding of the processes and skills required to successfully develop strategic, tactical, and operational plans based on the Adapted Situational Analysis Technique (ASAT) in a battlefield environment. • To foster and enhance team work aimed at achieving common purpose. • Leadership development.
Who should attend:	<ul style="list-style-type: none"> • Executive management teams. • Divisional / senior management teams.
Outcomes: This programme will enable delegates to:	<ul style="list-style-type: none"> • Address long-term (strategic) and immediate (tactical) planning requirements using proven processes that are highly flexible and techniques that are easily understood, mastered and applied by all managers at every level throughout a business. • Formulate solutions to business problems that are guaranteed to be based on creative, lateral thinking and that deliver competitive advantage in any market or trading environment. • Master processes and techniques that promote and develop inspired and effective leadership at all levels.



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Learning Methodology:	<ul style="list-style-type: none"> • The Battlefield Management Team Breakaway Programme is facilitated by a skilled team with extensive experience in the military and in business. • The programme features a combination of facilitator presentations that are complemented by active delegate participation. • Group exercises based on task-orientated objectives carried out in syndicates on the field of battle using historical case studies are designed to support strategic and tactical thinking that can then be applied by delegates to situations in their business. • The programme is designed to not only address planning and leadership skills but also as a motivational and team building exercise.
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Breakaway destinations

The following is a summary of the destinations that can be selected by the client:

Battle	Location	Approx driving time from JHB	Conflict
Nooitgedacht	Magaliesberg Mountains	1½ hours	Anglo/Boer War [guerrilla phase]
Magersfontein	Kimberley area	6 hours	Anglo/Boer War [early phase]
Spioenkop	KZN Midlands	5 hours	Anglo/Boer War [early phase]
Isandlwana	Newcastle area of KZN	6 hours	Anglo/Zulu War

Note: Delegates need have neither prior military knowledge in military tactics nor any knowledge of the history pertaining to the respective battles. Strategic and tactical military problems will be addressed in the form of tutorials with the aim of consolidating knowledge on the Adapted Situational Analysis Technique and then relating these new-found skills to the business environment.



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An example of a typical Battlefield Case Study Breakaway Programme Schedule

DAY 1		
Event	Timings	Remarks
<ul style="list-style-type: none"> Travel from Johannesburg to the battlefield hotel venue. Lunch and check in. Client CEO's welcome address Discussion on the ASAT strategic / tactical planning process using the situational analysis reasoning and collaborative dialogue technique. Freshen up, dinner & drinks. 	07h30 to 12h30 12h30 to 13h40 14h00 to 14h30 14h30 to 17h30 17h30 →	Assumes a 5 hour drive to the venue.
DAY 2		
<ul style="list-style-type: none"> Breakfast. Move to battlefield. Tutorials on the battlefield, discussing and solving with delegates (in syndicates) the strategic and tactical problems as confronted by the commanders in the actual battle. Lunch. Relating the military problems to the business environment using the same reasoning processes and techniques. Tour of the battlefield, covering the actual events of the battle and comparing the military solutions made by the delegates to those of the commanders of the opposing armies at the time. Return to the hotel. Freshen up, dinner & drinks. 	07h00 to 08h00 08h00 to 08h30 08h30 to 13h00 13h00 to 13h45 13h45 to 15h00 15h00 to 17h00 17h00 to 17h30 17h30 →	



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DAY 3		
Event	Timings	Remarks
<ul style="list-style-type: none">• Breakfast and check out of the hotel.• Business case study using the situational analysis technique, applying principles and techniques discussed in the “battlefield dialogue”.• Leave the hotel.	07h00 to 08h00 08h00 to 11h00 11h30 →	<i>[Including a comparison between typical Military and Business Factors].</i>

Optional add-ons

A range of optional team-building, motivational presentations and social entertainment events can be arranged as after-hours activities during the breakaway and tailored to client requirements.

NB: Cost estimates and terms and conditions applicable to client programmes available on request.



The Adapted Situational Analysis Technique



ASAT – Strategic and Tactical Planning & Business Consultancy Services

The BBB/BMLS team applies its collective knowledge and extensive practical experience to providing advice, guidance and implementation support services to organisations that wish to review and improve business performance.

Based on the Adapted Situational Analysis Technique the team provides a comprehensive range of services focused on the health, enhanced profitability and long-term sustainability of a business through the provision of independent, objective and value-driven consultancy and implementation services.

Services include:

- Business consultancy and counsel – at an overall business level or within specific areas of operation
- Strategy reviews
- Facilitation of strategy planning workshops
- Sales and key account management
- Marketing and communications
- Business restructuring, including mergers and acquisitions
- Cost management
- ICT system design and implementation
- Project management – implementation services in support of mission-critical projects identified in the course of business and operational consultancy engagements.

The Core Team

Available on request: Brief business biographies of the core team of executives who deliver the business improvement consultancy and management development services offered by BBB/BMLS.

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The Adapted Situational Analysis Technique



About Business Beyond Boundaries & Battlefield® Management & Leadership Solutions

The Adapted Situational Analysis Technique represents a joint venture between Business Beyond Boundaries (BBB) and Battlefield® Management & Leadership Solutions focused on business improvement consultancy services operated by an integrated team of businessmen with proven track records gained in the military and in careers as senior executives with leading local and international organisations across multiple business sectors.

The team applies its collective knowledge and extensive practical experience in assisting clients to focus on the health, enhanced profitability and long-term sustainability of their business through the provision of independent, objective and value-driven consultancy services ranging from high-level reviews, strategic planning, and leadership development to the implementation of operational and business improvement processes and projects.

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APPENDIX A

White Paper

Business at War



***Insights into the
Adapted Situational
Analysis Technique***



**Business at War
White Paper**



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Business at War White Paper



Business at War

Introduction

Business in today's global economy can be directly compared to warfare – the challenge of fighting extremely complex campaigns and battles across a multitude of “fronts” in a trading environment that is characterised by dynamic and constant change.

The purpose of war according to Mao Tse-tung, one of the world's all-time greats in the art of conflict, is “to preserve oneself”.

Self preservation in military terms is defined by a single AIM – to win the war.

Self preservation in business terms is defined by a single AIM – to create wealth for all stakeholders.

Mao goes on to state what may be regarded as being blindingly obvious: “Self preservation is achieved by destroying the enemy.” He qualifies this by saying that “to destroy the enemy means to disarm him or deprive him of the power to resist and does not mean to destroy every member of his forces physically.”

Based on this philosophy, the purpose of business is to preserve wealth by outperforming competitors in the market. It does not mean to destroy them physically or to disable them unethically.

The ultimate consequence of failure in military terms is death.

The ultimate consequence of failure in business is bankruptcy.

The business of war

Successful military commanders have been managing self preservation and the art of war for centuries. They do so by applying tried, tested and proven standardised processes and techniques to every aspect of what today constitutes a global “industry” that is conservatively estimated at being worth more than US\$5-trillion a year. History shows that those military commanders who failed – who lost the war – did so because they did not apply themselves to the basics of military doctrine that help to guarantee success on the battlefield.

Businesses address the art of self preservation by outperforming competitors using a wide variety of processes, methodologies and techniques that will more often than not differ significantly from one manager to another, at different levels within a company, between companies and throughout industry sectors.

The military planning process is universally defined as the “Military Appreciation”.

The business planning process is generally described as the “Situation Analysis”.



Business at War White Paper



Despite what may at first glance appear to be an obvious parallel, any similarity between the two techniques is almost inevitably purely coincidental.

However, what is particularly significant is that business has identified the military as an extremely valuable reference point when it comes to a number of issues.

For proof of this look no further than the ubiquitous “Vision” and “Mission” statements that were first popularised as “cutting-edge” management tools among professional consultants and business academics in the business world in the 1980s.

Hijacked from very specific and clearly defined military terminology, “Vision” and “Mission” statements in business have been corrupted to the point where they have become virtually meaningless. Generally speaking they represent little more than a collection of highly creative and emotional statements that attempt to inspire staff and to convince customers of how great the company is and how it would like to be perceived in an ideal world.

***“Above all be of single aim,
have a legitimate purpose
and devote yourself
unreservedly to it.”***
- James Allen

Similarly, business has adopted or plagiarised other military terms that have passed into the lexicon of “business speak” and corporate jargon without any thought having been given to the true meaning of the term concerned or how it should be applied.

The most obvious of these are words such as “strategy” and “tactics”.

The word “strategy”, for example, according to its origins and its most narrowly defined meaning is: “The art of the general.” The definition of tactics owes its roots to: “The craft of the soldier.”

In many instances business people are unable to understand the difference between strategy and tactics, despite these words as well as other phrases with a military pedigree having become firmly entrenched in the vocabulary of business leaders, MBAs, academics and strategy consultants.

Clem Sunter, former chairman and CEO of Anglo Gold and Mining and one of South Africa’s most admired “captains of industry”, offers the following explanation of the difference between “strategy” and “tactics”:

“Strategy is direction. Tactics is how to get there.”

While this very simple definition goes a long way towards explaining the fundamental difference in meaning between the two words, it is nothing more than a starting point when it comes to developing a clear, in-depth understanding of how strategy and tactics should be developed and applied in business.



Business at War White Paper



And while on the subject of Clem Sunter, let us not forget that he has built an international reputation as one of the leading “scenario planners” of his time. What few people may know or appreciate is that scenario planning as a technique has a direct parallel in military doctrine that has been an integral part of the Military Appreciation process for several centuries.

Common misconceptions

Despite selected aspects of military terminology and doctrine having been used as a model for business for many decades, there are several reasons why military principles often have only a limited positive impact when applied to business.

These reasons relate primarily to the following misconceptions:

- ❑ Many who try to translate military thinking into business practice fail to understand and successfully apply various very specific processes and techniques used in the military. Instead, they take general concepts of how the military operates and then attempt to translate and apply these to selected aspects of business in a totally different, often inappropriate context.

This is, perhaps, best illustrated by the corruption of terminology such as “Vision” and “Mission” but can, more importantly, be directly attributed to a totally misguided perception that military style “command and control” has absolutely no place whatsoever in the business world.

Many business people, including top executives, consultants and academic institutions, firmly believe or assume that the military operates according to a male-dominated, top-down command structure based on blind, unquestioning obedience to “orders” that are handed down and strictly enforced by authoritarian discipline that is delivered via the parade square, the assault course and, ultimately, a court martial.

Nothing can be further from the truth in the modern military.

- ❑ This misguided perception of how the military command structure works and operates also explains why the business world tends to ignore or totally dismiss the uncompromising attention to detail that the military places on leadership training and development at every level – from the General Officer Commanding, through all ranks to the lowest level of enlisted soldier.

While leadership qualities are regarded and widely acknowledged in the corporate world as being the ultimate key to success, the development of these qualities among executives and managers at all levels is subjected to an almost limitless array of so-called “interventions” – training, development and mentoring programmes that attempt to cover everything from scientifically-based psychological assessments of the individual to team-building exercises based on adventure activities.

Leadership and leadership development in the military is a vital line management function and is built on trust, integrity, fierce loyalty and, above-all, team work.



Business at War White Paper



- ❑ A perception that the military is involved in nothing more than the glorification of war based on killing and mass destruction tends to persuade business people that the military can offer only limited value when it comes to any other aspect of operations.

What is very seldom realised or acknowledged is that the military applies standardised planning processes and techniques to every aspect of its existence - many of which do not involve warfare. These include activities ranging from human resource recruitment, training and development; financial management; the procurement and logistical supply and management of equipment, fast-moving spares and perishable goods; to the building and maintenance of leading-edge technological systems and large-scale infrastructure such as roads and bridges.

The “winds of change”

As famously coined by British Prime Minister Harold McMillan in the early 1960s, the “winds of change” are blowing through the corridors of academia and the corporate world when it comes to the military and the role that can be played by the adaptation of military principles for use in business.

Interest in the concept has reached unprecedented heights. World-famous educational institutions in the United States, including Ivy League schools such as Harvard, Yale, Princeton and Columbia as well as the Wharton School of Business at the University of Pennsylvania, City University of New York, and Ohio State University, are actively recruiting retired military officers to deliver lectures and seminars on leadership and problem solving to students.

The seminar circuit on American college campuses includes General Stanley McChrystal, former four-star general in the US Army who served as the commander of Special Forces in Iraq and as commander of the International Security Assistance Force and US forces in Afghanistan; Admiral Mike Mullen, the former chairman of the Joint Chiefs of Staff; Admiral Eric T. Olson, the former head of the military’s Special Operations Command; and David H. Petraeus, a former US Army General and ex-director of the Central Intelligence Agency.

The New York Times reports that McChrystal’s seminar at Yale on leadership is “nearly as hard to get into as Yale itself”.

These as well as a growing legion of former high-ranking military officers are being engaged by leading corporations all over the world to provide expert counsel, professional advice and business consultancy services in order to improve efficiency and gain competitive advantage in the market.

Other organisations such as the Institute of Directors (UK), are actively promoting the use of military principles as being at the cutting edge of executive training and best-practice business methodology in today’s global economy.



Business at War White Paper



Leading multinational corporations such as Walmart, Pepsico and General Electric are actively and aggressively targeting military personnel for their value as fully-trained and experienced leaders. And although this trend has received widespread coverage in leading publications such as Harvard Business Review and Fortune Magazine in recent years and months, two of the world's premier information technology brands, IBM and SAP, have pursued this policy with outstanding success for several decades.

The BBB/BMLS solution - background

It is against this background that BBB, in association with BMLS, has created a unique and comprehensive management development and leadership programme and business improvement consultancy methodology.

The team behind the development of the programme and the consultancy service methodology was drawn from individuals with extensive business experience across multiple business sectors at both local and multinational level in executive positions.

The group included individuals who served as high-ranking, commissioned officers in Commando, Special Forces and Military Intelligence units in combat in high-intensity, extremely complex battle situations and who then moved on to pursue successful careers in business.

Professional expertise within the BBB/BMLS team also includes attorneys, chartered accountants, advertising and marketing communications specialists, engineers, distribution, supply chain, manufacturing, and information and communications technology professionals.

Based on these resources the combined BBB/BMLS team carried out extensive research into the question of how to adapt and apply military principles to business.

Research included, among other sources, the following:

- Personal archives incorporating comprehensive notes and training manuals from leading Military Command and Staff colleges. Additional material to provide invaluable insights into military doctrine and management practices was sourced from countries such as the United States, the United Kingdom, Israel, Germany, South Africa and other selected countries in the British Commonwealth of Nations.
- Extensive reading and research based on the published works of pre-imminent authors of international best-sellers on business, economics, leadership and other topics as well as leading international business magazines such as Harvard Business Review and Fortune Magazine. This research also extended to military history and the works of world-famous wartime leaders such as Winston Churchill, Dwight D Eisenhower, Montgomery, Patton, Moa Tse-Tung, David Petraeus, von Moltke, Carl von Clausewitz, and many others.



Business at War White Paper



- Business case studies compiled by members of the BBB/BMLS team and associates based on personal experience as former executives of industry-leading blue-chip companies and as professional consultants to major companies and enterprises in South Africa.

The Adapted Situational Analysis Technique

The BBB/BMLS research and development team focused its efforts on the creation of a planning and management leadership development methodology that is now described as the “Adapted Situational Analysis Technique” (ASAT).

ASAT represents a unique and comprehensive integration of carefully-selected, standardised processes and planning techniques that have been adapted from both the military and business. Use of the word “adapted” is a polite way of saying that the methodology ruthlessly exploits the very best of what both worlds have to offer.

The outcome is a solution that enables executive teams and line managers in virtually any private or public sector organisation to successfully resolve business problems, including strategic and tactical planning.

ASAT very specifically addresses and overcomes all the major historical issues that may have hindered the successful application of military principles to business best practice. As outlined in “Common misconceptions” (above), this includes how to overcome false perceptions about how the military deals with issues such as effective communication, planning processes, command and control, monitoring and evaluation, and leadership.

“Comprehensive planning is dependent on a simple, standardised procedure (determined beforehand & known to all) in order to ensure maximum simultaneous action and minimise the waste of time.”

- Military Staff College Manual

The design incorporates aspects of the business “Situation Analysis” methodology - a process pioneered by Cynthia Montgomery and fellow Harvard Business School professor Michael Porter in the 1980s and 90s and subsequently copied or advocated by virtually all business “gurus” for more than two decades.

It’s worth noting that Montgomery recently conceded that the methodology she worked on with Porter all those years ago concentrated too much on statistical analysis and did not pay enough attention to issues such as techniques, leadership and the importance of processes.

The BBB/BMLS methodology avoids such mistakes. It applies adapted military doctrine to both analytical and practical strategic planning based on inspired leadership.

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CLIENT TESTIMONIALS



Client testimonials - BMLS Battlefield breakaways

Of particular interest and value to the delegates was the BMLS problem solving approach to business management issues. This approach is based on the unique BMLS adapted situational analysis and reasoning technique – by using proven military principles and applying these to solving business problems.

I would certainly recommend the BMLS approach to strategic planning and problem-solving.

A.G. Miller
Managing Director
IMPERIAL TOYOTA



The key objectives of the BMLS programme were: Improved team synergy, effective internal and external communications, and effective business analysis and planning for sales managers. All these objectives were achieved. The extensive knowledge and experience displayed by BMLS engendered a lot of respect and admiration from all delegates.

I would highly recommend the professional and dedicated services of BMLS.

Christa Rheeder
Group Customer Services Manager
Group Environmental Officer
Group Programme Co-ordinator
IMPERIAL TOYOTA

BMLS facilitated an executive “bosberaad” for UTi. The BMLS material was original and stimulating and alerted our managers to numerous markers of value that will give any business a distinct edge in dealing with problems in the modern business world.



The unusual environment in which BMLS delivered their material was an innovation and provided a great deal of stimulus for all delegates. They benefited immensely from their exposure to BMLS.

I want to thank BMLS for the invaluable insights and assistance provided in enabling the management team to see the correlation between business and military decision making. Each and every one of the team only had positive things to say about BMLS. We look forward to working with BMLS again in the future.

George van der Merwe
Managing Director
Uti Sun Couriers



CLIENT TESTIMONIALS



The 'Magersfontein Metaphor'

The BMLS course based on the Magersfontein battlefield case study was an incredibly interesting experience and showed vividly how the analysis of military operations can highlight important principles in leading business operations.



SCHOOL OF MECHANICAL,
INDUSTRIAL & AERONAUTICAL
ENGINEERING



The tour of battle sites on the route leading up to the Magersfontein Battle, and the visit to the Magersfontein site, with the detailed description and discussion of the battle itself, were fascinating. It was very revealing for our group of senior business people to then analyse the battle in terms of business leadership principles, which highlighted many universal lessons that are crucial to the leadership of any competitive organisation.

Professor Emeritus T. John Sheer Pr. Eng.

Visiting Professor
Centre for Mechanised Mining Systems
School of Mechanical, Industrial & Aeronautical Engineering
University of the Witwatersrand, Johannesburg

I was part of a group of 10 delegates who attended the "Magersfontein Metaphor" management course held over 2.5 days centred on the Anglo-Boer War battle site at Magersfontein.

The presentation incorporating situational analysis and concluding with the business analogy on the actual battlefield was an extremely exciting, practical and informative method of presenting management and leadership training. It was a memorable learning experience.

Besides the management training, one has the additional bonus of leaving with a further understanding of our country.

Dave Hodgskiss

Director
ARB Inc

The "Magersfontein Metaphor" experience was thoroughly enjoyable and very professionally organised and presented. The idea of using military case studies to illustrate the use of standardised business strategic and tactical analysis techniques and processes was most interesting.

I have no hesitation in recommending BMLS to any potential client who wishes to approach their business strategy and team building exercises from a different and very unique perspective.

Adrian Lloyd

Managing Director
Stonehaven Management Solutions



**Chartered Accounts (SA)
Registered Auditors**



APPENDIX B



CLIENT TESTIMONIALS



We have enlisted the services of BMLS on two occasions and have recommended the same to both clients and prospective clients.

We found their military approach to problem solving, strategic decision making and the execution thereof both interesting and thought provoking.

Visiting the battle sites was absorbing in itself but leading our teams through the footsteps of history, being made intimately aware of the build-up, the strategic decisions made and their execution made it absolutely fascinating.

Applying this to our own, and prospective clients, particular circumstances ensured these battlefield visits were very rewarding.



Malcolm Turner
Director
Mi3 Business Solutions

The strategic break-away in Kimberley, facilitated by BMLS, was focused on similarities between military strategic reasoning, and business strategy. Included in the presentation was a visit to the Anglo Boer War battle field of Magersfontein.



Producers of Aggregate for Construction

The sessions were both insightful and interesting from an historical and strategic view point. The outing was enjoyed by the entire management team, and I have no hesitation in recommending this event to other businesses.

Chester Aldridge
Managing Director
Raumix Aggregates

The BMLS approach is unique in that it makes one try to anticipate the moves of the opposition and then evolve a strategy to counter them.

Daily company selling and marketing is very much like planning a real live battle and out-maneuvring the opposition is the fun part of the strategy.

Based on real battles makes the course so much more interesting as one can use hindsight to change your strategy for the better. What makes the course even more enjoyable is that it's run by real veterans.

Roley Hurter
Chief Executive Officer
Broadreach Consulting

APPENDIX B



CLIENT TESTIMONIALS



The military has produced some outstanding leaders who have successfully transposed their knowledge into another battlefield – that of commerce and industry. One of the most successful that I have come across is Pat Armstrong.



I have had the privilege of operating with BMLS on a number of occasions and more recently have employed them to augment my courses on leadership. Pat has a distinct “presence” which captivates the delegates and his point of difference is that he utilises actual historic battlefield sites as case studies to illustrate his leadership, business situational analysis and collaborative dialogue techniques.

This unique practical angle serves to entrench information and make the entire exercise a whole lot more interesting than the normal rhetoric of the board-room scenario.

The course content is well structured and includes topics drawn from his vast experience both in the military and corporate scenarios.

Ian Scott

CEO of Scott's Leadership and Teambuilding and author of “The Captain's Journey”

Business improvement consultancy clients:



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