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# INTRODUCTION OF STRATEGIC THINKING TO JORDAN ENTERPRISE STAFF

REPORT OF THE JANUARY 16 - 2007 TRAINING  
WORKSHOP

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# **INTRODUCTION OF STRATEGIC THINKING TO JORDAN ENTERPRISE STAFF**

REPORT OF THE JANUARY 16 – 2007 TRAINING WORKSHOP

SUSTAINABLE ACHIEVEMENT OF BUSINESS EXPANSION AND  
QUALITY (SABEQ)

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ENTERPRISE STAFF

DISCLAIMER:

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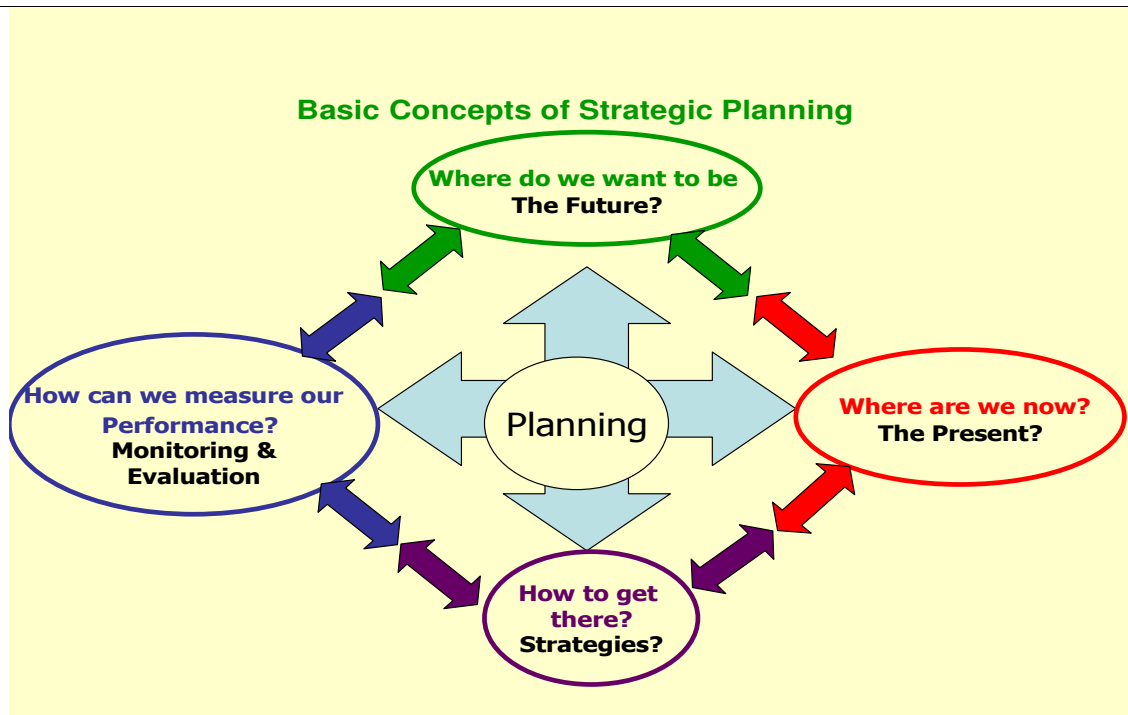
# 1. INTRODUCTION

## 1.1. WORKSHOP OBJECTIVES

- A step towards a shared vision of Jordan Enterprise (JE)
- A step towards team building
- Introduce & apply SP basic concepts

The trainer emphasized the fact that the top management of JE and the trainer were well aware of the fact that a considerable number of the participants possessed significant experience in the field planning. The above-mentioned objectives were stressed upon, as well as the fact that the intention was to agree on the key questions that would be used in the future in the context of the strategic planning process (see chart 1 below). Furthermore, emphasis was made that the training event would focus on using a direct and simple approach that would guarantee coming out with an applicable plan rather than an academic document that summarizes various SP, theories, tools and methodologies.

**CHART 1: QUESTIONS OF THE STRATEGIC PLANNING PROCESS**



## **1.2. WORKSHOP RULES**

### **❖ WE WORK AS A TEAM:**

- ☐ Pursue group objectives
- ☐ No personal agendas
- ☐ We are all stars!! (equal opportunity for contributions)

### **❖ APPLY RULES OF GOOD COMMUNICATION:**

- ☐ Listen to your colleagues, reflect then respond
- ☐ Keep it Simple & Specific
- ☐ When presenting your ideas try to attract attention of participants and to motivate them to interact and discuss them.

### **❖ NO SMOKING**

### **❖ TURN-OFF MOBILE PHONES (OR CHOOSE THE SILENT MODE)**

## **1.3. WORKSHOP PARTICIPANTS**

The participants comprised a total of twenty six (26) staff members representing various managerial, administrative and technical levels. The participants were split into two groups over two days (12 participants in Day 1 and 14 participants in Day 2).

## **1.4. WORKSHOP PROGRAM**

The program sessions were implemented between 9 a.m. and 5 p.m. (including morning, lunch and afternoon breaks).

H.E. Mr. Y. Qudah, the Director General of JE launched the training workshop and addressed the participants stressing the need to work as a team as well as to benefit from the experiences of past when planning for a better future on the basis of a clear vision. H.E. assured the participants that there is (and will not be) no risk for staff members losing their jobs, and that the need is to benefit from the support provided by SABEQ and other parties to move confidently towards the future.

The workshop was IMPLEMENTED THROUGH the use of participatory interactive discussions in presenting, explaining and applying the relevant concepts. In this context, the participants were encouraged to use their personal cases (i.e. personal plans).

**The workshop comprised the following key items:**

- **Participatory Brainstorming Sessions To Identify:**

- ☐ Participants Fears and Expectations with Regard to the Merging process
- ☐ What do we need to have a Better Institution?

- **Presenting and Clarifying The Questions Of Sp**

A Groups Game (Diversity) To Explain The Different Thinking And Behavior Styles Within Any Team And The Need To Capitalize N Them As Positive Elements (We May Be Different From Each Other But We Need Not Be Against Each Other)

- **Workshop evaluation**

## 2. OUTPUTS OF THE BRAINSTORMING WITH PARTICIPANTS

Each of the participants was asked to document (on flash cards) his/her priority concerns ideas with regard to the following points:

### 2.1.PARTICIPANTS FEARS AND EXPECTATIONS WITH REGARD TO THE MERGING PROCESS

#### WHY DO WE NEED TO HAVE A BETTER INSTITUTION?

The cards were then collected, presented and discussed with the whole group to ensure clarity and objectivity of the understanding. The contributions are listed in the following sections and were grouped thematically by the consultant. The numbers following some of the ideas indicate the frequency (and hence the relative importance to the participants) in which the relative point showed on the cards.

#### 2.1.1.Participants Fears and Expectations with Regard to the Merging process

FEARS	EXPECTATIONS
<ul style="list-style-type: none"> <li>• Delays In The Merger Process</li> <li>• Performing As A Traditional Government Institution (2)</li> <li>• Staying In Limbo &amp; Absence Of Development</li> <li>• Failing On The Institutional Level / Inability To Implement Plans</li> <li>• Declining Performance On The Institutional &amp; Personal Levels</li> </ul>	<ul style="list-style-type: none"> <li>• Improved Productivity As A Result Of The Merger Process (3)</li> <li>• A Locally Distinguished Institution With International Standards (4)</li> <li>• Improved Performance On The Institutional &amp; Personal Levels</li> <li>• Improving National Economy/Improving Industrial Sector/Supporting Development &amp; Exports (4)</li> <li>• Changing External Perceptions And Image Of JE/Improved Confidence In JE (3)</li> <li>• Better Services To Clients (5)</li> </ul>
<ul style="list-style-type: none"> <li>• Loss Of Incentives And Salaries</li> <li>• Loss Of Jobs (Termination Of</li> </ul>	<ul style="list-style-type: none"> <li>• Improved Financial Incentives</li> <li>• Improved Employment Status (Financially,</li> </ul>

<p>Contracts)</p> <ul style="list-style-type: none"> <li>• Demotion</li> <li>• Failure To Improve Staff Conditions (Financial &amp; Job Security)</li> <li>• Absence Of Clear Career Path</li> </ul>	<p>Socially &amp; Academically) (5)</p> <ul style="list-style-type: none"> <li>• Promotion/Career Development/Improved Prospects</li> </ul>
<ul style="list-style-type: none"> <li>• Unclear Future Vision After The Merger Is Completed (3)</li> <li>• Negative Outcomes Of The Change Process</li> </ul>	<ul style="list-style-type: none"> <li>• Working On The Basis Of A Clear Vision (2)</li> <li>• A Number Of Staff Capable Of Understanding &amp; Fulfilling The Future Vision As Well As Dealing With The Change</li> </ul>
<ul style="list-style-type: none"> <li>• Continue individualistic approach to work/Refusing to work as a team</li> <li>• Absence of coordination &amp; unified vision amongst staff</li> <li>• Decisions remain to be taken on the basis of favoritism &amp; nepotism not on merits (7)</li> <li>• Inability to adapt to the new situation</li> <li>• Weak cooperation between management &amp; staff on all levels</li> </ul>	<ul style="list-style-type: none"> <li>• Stable &amp; promising work environment</li> <li>• Improved communication, knowledge &amp; opportunities</li> <li>• Improved work coordination &amp; organization/Working with the relevant institutions supporting the industrial sector</li> <li>• Decisions are not based on the whims of top management or personal considerations</li> <li>• Occupational Support</li> <li>• Improved performance based on skills &amp; experiences gained from colleagues (3)</li> </ul>
<ul style="list-style-type: none"> <li>• The new reorganization effort is a repetition of the past &amp; brings nothing new</li> <li>• Unfair distribution departments &amp; staff in the new structure</li> <li>• Many layers away from top management (Weak influence on decision making)</li> <li>• Wrong person in the wrong place (4)/Being assigned to a department or post that I do not like &amp; hence can not add real value</li> <li>• Staff are not given suitable opportunities (2)</li> <li>• Staff capabilities remain not fully utilized</li> </ul>	<ul style="list-style-type: none"> <li>• Capacity building/Improved chances for learning &amp; personal development</li> <li>• Improved knowledge in the field of management</li> <li>• To be in the right position that would allow me to add value</li> <li>• Clear &amp; specific job description</li> </ul>

<ul style="list-style-type: none"> <li>• Overlapping &amp; complicated tasks</li> <li>• No transparency (2)</li> </ul>	
<ul style="list-style-type: none"> <li>• Resignations continue (brain-drain) which would negatively affect JE</li> <li>• Discontinuation of donors support to JE</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing support (sustainable) by government &amp; donors</li> </ul>

### 2.1.2.What do we need to have a Better Institution?

- **GENERAL LEVEL:**
  - ☐ Develop strategic plans by specialized persons to move the national economy forward (so that those plans would inform/set the direction for the strategic planning in the government institutions)
  - ☐ Activate/strengthen the role of private sector in the economic process
  - ☐ Tax and custom exemptions for production inputs as a means to improve production and competitiveness in the face of imported **goods**.
- **PREVAILING PERCEPTION & IMAGE OF JE:**
  - ☐ Build and market JE as a brand
  - ☐ Improve image of JE internally and externally (!!)
- **VALUES:**
  - ☐ Fairness and Equality (2)
  - ☐ Transparency
  - ☐ Strengthen mutual trust between management and staff and amongst staff themselves
  - ☐ Decisions related to staff are Merit-Based (3)
  - ☐ Positive work environment
  - ☐ Team work
  - ☐ Loyalty to the institution
  - ☐ JE is a learning organization: we learn from our mistakes (and of others)
- **TASKS AND SERVICES:**
  - ☐ Revise tasks and services to comply with the current law of JE
  - ☐ Provision of high quality services



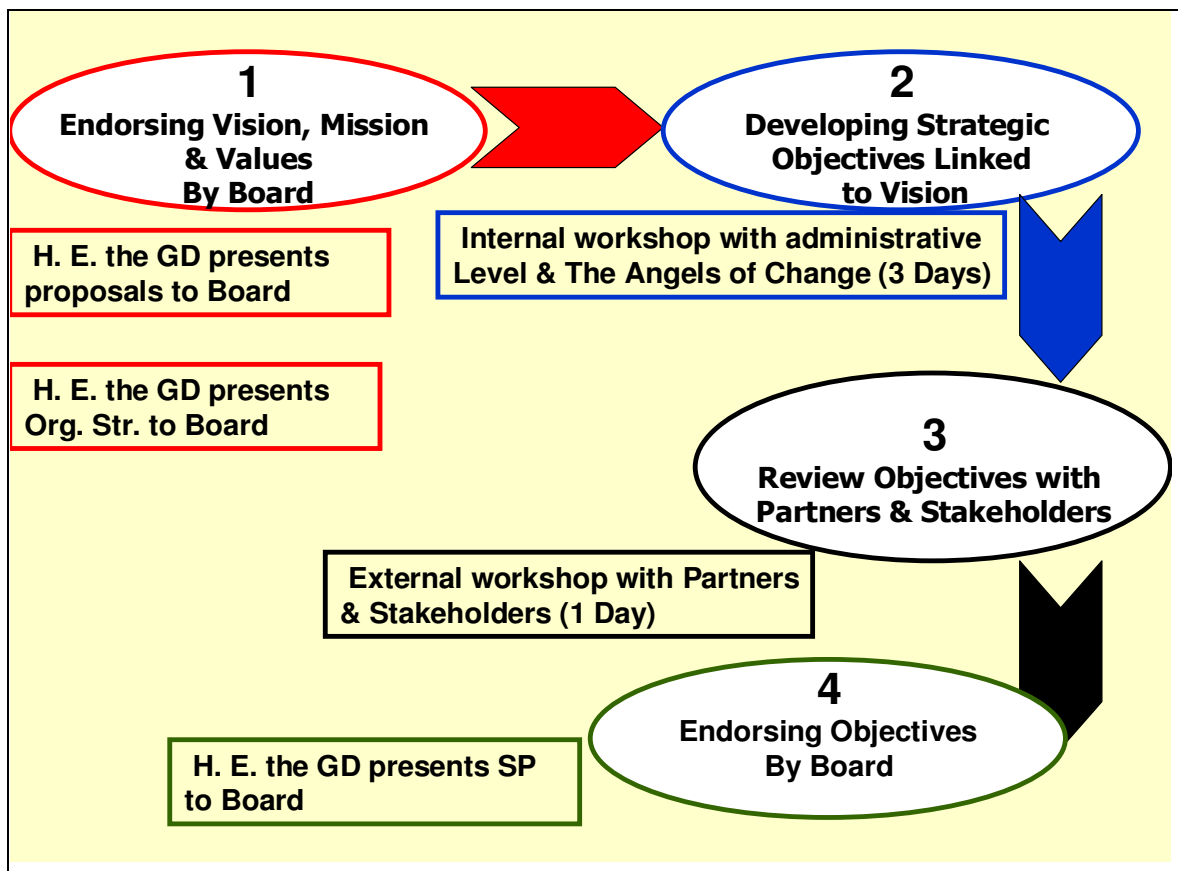
- **ORGANIZATIONAL STRUCTURE: SYSTEMS AND PRACTICES**
  - ☐ Finalize the merger process ASAP
  - ☐ Finalize the new organizational structure and jobs titles in a professional way that observes integrity and the best interests of the work
  - ☐ Assign staff to their positions according to the new organizational structure
  - ☐ Clear specification of tasks and responsibilities for all levels/Specific job descriptions outlining responsibilities and rights (7)
  
- **MANAGEMENT:**
  - ☐ Activate the planning and supervisory roles of the management board (4)
  - ☐ Finalize approvals for the regulations of JE (2)
  - ☐ Modern financial and administrative system (2)
  - ☐ Institutionalized management practices (rather than practices based on personal considerations)
  - ☐ Delegation of authorities to management and staff to facilitate execution of tasks
  - ☐ Provision of resources (financial, technical and human) needed for using authorities in implementation (2)
  - ☐ Accountability system to monitor the use of authorities
  - ☐ Retaining staff in managerial positions long enough to allow them to pursue the achievement of objectives within their responsibilities
  
- **TRAINING AND CAPACITY BUILDING (5):**
  - ☐ Short-term: Training needs analysis linked to the new services to be provided by JE
  - ☐ Systematic building of managerial, administrative and technical capacities
  - ☐ Training staff according to their fields of specialization
  
- **HUMAN RESOURCES:**
  - ☐ Performance-Based incentives system (3)
  - ☐ Institute a fair rewards and penalties system
  - ☐ Strengthen relations amongst staff
  - ☐ Job rotation system so that staff become aware of all the services of JE

## 2.2. CONSULTANT'S NOTES

- The outputs of the workshop clearly shows that the major challenge facing top management is how to convince staff (in the practical sense) that a new performance-based management philosophy (thinking) is in place and is leading JE's actions now. This should convince them that any negative past practices (actual or presumed) no longer exist.
- The remark made by three of the participants that they have no fears since things can not become any worse than they are now is a clear indication of the state of frustration and disenchantment with the whole situation.
- The financial dimension was expressed under the expectations and fears; however, it was preceded by issues related to managerial practices, values and the organizational structure as well as job descriptions, distribution of tasks and delegation of authorities.

## 2.3.NEXT STEPS

The Following Chart Represents the Next Steps in the SP Process in JE



### 3. PROPOSED CANDIDATES AS "ANGELS OF CHANGE"

The selection of the candidates for the *angels of change* team was based on the consultant's assessment of the participants' demonstration of the following parameters:

- Readiness to take initiatives
- Communication skills (mainly ability to listen – reflect/analyze – seek clarifications-respond)
- Appropriate understanding of the required roles from the team; i.e. the team's key task is to act as internal facilitators for the planning and change process
- Ability to maintain focus on the objectives and striving to achieve them in the most direct ways. In this way we ensure that the SP method chosen is a tool to the objective and not an objective by itself.

Accordingly, the consultant recommends the following names to be included in the team:

1. Mr. Ghaith Bakri
2. Mr. Riyad Khatib
3. Mr. Ammar Al-Kurdi
4. Mr. Ma'moun Abu Shawar
5. Ms. Hana Ureidi
6. Mr. Tareq Ammari
7. Mr. Khaled So'ub
8. Mr. Laith Qudah
9. Mr. Nidal Zakaria
10. Mrs. Fatima Homsy
11. Mr. Asaad

## 4. WORKSHOP EVALUATION

### A) EVALUATION BY PARTICIPANTS IN DAY 1

	Needs Improvement	Acceptable	Good
Trainer	0	3	9
	(0%)	(23%)	(69%)
Venue	5	7	1
	(38%)	(54%)	(8%)
Interaction/ Participation	0	7	6
	(0%)	(54%)	(46%)
Organization	0	9	3
	(0%)	(69%)	(23%)
Time	7	6	0
	(54%)	(46%)	(0%)
Content	4	5	6
	(31%)	(38%)	(46%)
Tools	0	6	7
	(0%)	(46%)	(54%)

### A) EVALUATION BY PARTICIPANTS IN DAY 1

	Needs Improvement	Acceptable	Good
Trainer	0	10	13
	(0%)	%46	%54
Venue	9	9	3
	%43	%43	%14
Interaction & Participation	3	18	3
	%12	%76	%12
Organization	4	11	5
	%20	%55	%25
Time	10	8	4
	%48	%34	%18
Content	5	6	10
	%25	%28	%47
Achieved results	6	12	3

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