

The Board's Role in Strategy

Orlando, FL

March 14-15, 2018

This 1.5-day module delves into the art and science of strategy and the complementary roles board and management play in the strategic planning process. Directors focus on organizational differentiation and the impact of maintaining or changing their current course.

Module Objectives

- What is strategy? What it is not.
- Role of the board in the strategic planning process
- CEO/board relations in the strategic planning process
- The role of measures in strategic alignment
- Ensuring robust engagement in monitoring the strategic plan and value creation process

Premier Governance Series Overview

Directors of Farm Credit boards face complex challenges—from mergers and technology decisions to economic, commodity, political and global volatility. The Premier Governance Series (PGS) helps heighten board performance and individual competence by connecting directors with subject matter experts and peers sharing their perspective.

Guiding Principles

- Uphold a commitment to the pursuit of excellence in board governance through a certification process
- Uphold a standard of excellence and rigor through a certification process in which graduates complete consistent and extensive training in cooperative board governance
- Engage a group of like-minded organizations who band together to develop learning opportunities and strengthen them individually and collectively.

Ground Rules for Participation

- Participate as much as possible
- Be curious
- Ask questions
- Share your knowledge and experience
- Respect others opinions

THE BOARD'S ROLE IN STRATEGY

WEDNESDAY, MARCH 14

6:45 a.m. to 7:30 a.m.	Breakfast (Participants only)
7:30 a.m. to 8 a.m.	Welcome, Overview and Introductions Scott Binder and Eric Van den Steen
8 a.m. to Noon	Facilitated Discussion and Interactive Presentation: Strategy and the Board's Role* Dr. Eric Van den Steen
Noon to 1 p.m.	Lunch (Participants only)
1 p.m. to 5:15 p.m.	Facilitated Discussion and Interactive Presentation: Strategy Exercise and Competition Dr. Eric Van den Steen
5:55 p.m.	Meet in lobby for dinner at Hemispheres Restaurant
6:00 p.m. to 6:30 p.m.	Drinks and Appetizers (Participants only)
6:30 p.m. to 8:30 p.m.	Group Dinner and networking (Participants and Speakers only)

** Facilitators will determine the best times for breaks*

THE BOARD'S ROLE IN STRATEGY

THURSDAY, MARCH 15

6:45 a.m. to 7:45 a.m.	<i>Hotel Check out (Please complete hotel check-out before 7:45 a.m.)</i> Breakfast (Participants only)
7:45 a.m. to 8 a.m.	Day 2 Kick Off Scott Binder
8 a.m. to 10:15 a.m.	Facilitated Discussion and Interactive Presentation: Strategy and Execution Dr. Eric Van den Steen
10:15 a.m. to 10:30 a.m.	Break
10:30 a.m. to 11:30 a.m.	Association Group Discussion and Takeaways Dr. Eric Van den Steen and Scott Binder
11:30 a.m. to 11:45 a.m.	Wrap-up Scott Binder
11:45 a.m.	Adjourn

** Facilitators will determine the best times for breaks*

CERTIFICATE OF COMPLETION

Directors must attend the full duration of this program to receive the Certificate of Completion.

NOTE: The final session day is heavily dependent on all attendees remaining for the full program, so please keep this in mind when making your travel arrangements.

THE BOARD’S ROLE IN STRATEGY

CPE Credits



FCC Services is registered with the National Association of State Boards of Accountancy (NASBA) as a sponsor of continuing professional education on the National Registry of CPE Sponsors. State boards of accountancy have final authority on the acceptance of individual courses for CPE credit. Complaints regarding registered sponsors may be submitted to the National Registry of CPE Sponsors through its website: www.learningmarket.org.

CPAs requiring continuing education credits are required to sign in on the Sign-In sheet located at the back of each session room to receive CPE credits for that session. You must also complete and sign a Request for CPE Credits Form, available at the conference registration desk. CPEs can be awarded in the following categories (all sessions offered as Group-Live delivery method):

• Business Management	2.7 CPEs
• Finance	4.5 CPEs
• Management Advisory Services	4.5 CPEs
• Specialized Knowledge	1.2 CPEs
Total CPEs*	12.9 CPEs

*The total number of CPEs you receive for a session depends on you signing in for each session on the Sign-In Sheet. If you don’t sign in for each session, you will not receive CPE credits for that session.

THE BOARD'S ROLE IN STRATEGY



Scott Binder

Scott Binder is the president and CEO of FCC Services. In his current role, he guides the organization's daily strategic direction and helps to provide training for the Farm Credit System and agricultural cooperatives in the areas of risk management and insurance, operational effectiveness, as well as training and development for executives and boards of directors. Scott finds great pride in preparing the organization's clients for change and in providing them new, innovative ways of approaching problems.

Prior to joining the team at FCC Services, Scott spent 13 years in senior management roles at Comcast; 10 years in accounting, finance, and management at Time Warner; and three years at the Arthur Andersen & Co. accounting firm in Denver.

Scott finds inspiration in his mom and dad—a couple who began a new business late in life after decades of serving others. His parents' venture causes him to consider what's possible if we can simply open our minds to the opportunities that present themselves, a sentiment that perhaps sheds some light on one of Scott's crowning out-of-work achievements: "World's Fittest CEO."

A veteran triathlete of thirty-plus years, Scott has had the opportunity to compete in six Ironman World Championships, including the 2007 Hawaii CEO Ironman World Championship. Here, he swam, biked, and ran his way 140.6 miles in 10 hours, 59 minutes, and 45 seconds to earn the World's Fittest CEO title. Scott's personal and professional philosophy speaks to his successes both in and out of the workplace: "We are born with very different natural abilities. We cannot control what gifts we are given. We can control the consistency of our effort and finding the things we do best. If we can be consistent and use our gifts, success will follow."

Outside of FCC Services events, Scott is available for speaking engagements in the following areas of expertise: accelerating change in the business environment, as well as planning for mergers and consolidation.

Scott graduated from the University of Nebraska with a Bachelor of Science in business and a focus in accounting.

THE BOARD'S ROLE IN STRATEGY



Eric Van den Steen

Eric Van den Steen is Professor of Business Administration and course head of the first-year Strategy course at HBS. He holds the Royal Little chair, established in honor of the founder of Textron. Apart from his role as course head of the first-year Strategy course, Professor Van den Steen also developed the second-year elective Creating and Sustaining Competitive Advantage. He has taught in several HBS executive education programs, including the Program for Leadership Development, Leading Change and Organizational Renewal, and Building and Sustaining

Competitive Advantage.

Professor Van den Steen's research studies the fundamentals of strategy and competitive advantage, the role of leaders in strategy, and the interaction between strategy and organization more broadly. He has also researched extensively the role of fundamental disagreement in organizations, with particular attention to its role in culture and managerial vision, and its effect on mergers and acquisitions.

Prior to joining the Business School, Professor Van den Steen worked in consulting, at Arthur D. Little -- founded by a cousin of Royal Little -- and McKinsey & Company, and was on the faculty of MIT. He holds a MS in Mechanical Engineering from the KULeuven (Belgium), an MBA from the University of Chicago, and a PhD from the Stanford Graduate School of Business. He lives with his wife and two sons in Belmont, MA.

THE BOARD'S ROLE IN STRATEGY

Session Descriptions and Objectives

Presentation Title

Strategy and the Board's Role

Presentation Description

This session explores the nature and role of strategy, how companies can create and sustain a competitive advantage, and the role of the board in strategy setting. The session is structured around a pair of case discussions and an interactive lecture. The discussions and lecture explore the strategies of some successful companies, in order to develop insights into what makes a set of choices into 'a strategy', what constitutes a competitive advantage, how companies can develop a competitive advantage, and what makes such advantage sustainable. The discussions also clarify the role of the board in strategy.

Objectives:

- Participants will learn what makes some set of choices into a strategy and what makes strategy effective.
- Participants will learn about the nature, important sources, and sustainability of competitive advantage.
- Participants will learn about the appropriate role of the board in the strategy process.

Presentation Title

Strategy Exercise and Competition

Presentation Description

This session delves into the sources of competitive advantage, the nature of an attractive business, and what that implies for the positioning of a company. The session starts with a case discussion to further explore the sources and sustainability of competitive advantage. It then follows this with a practical exercise on constructing and assessing value propositions, to apply lessons learned. The session closes with an interactive lecture on a framework to assess the attractiveness of a business, in the sense of a product-market combination.

Objectives:

- Participants will learn about additional sources of competitive advantage.
- Participants will learn how to develop and assess a value proposition.
- Participants will learn the basics of how to assess the attractiveness of some business, in the sense of a product-market combination.

THE BOARD'S ROLE IN STRATEGY

Presentation Title

Strategy and Execution

Presentation Description

This session explores, through a case discussion and interactive lectures, the drivers of strategy execution, with a focus on performance measures and corporate culture. The session starts with a case discussion on a specific performance evaluation using a balanced scorecard. The case discussion explores the role and use of non-financial performance measures and the criteria that define a good measure. This discussion is followed by an interactive lecture on strategy execution and organization, with a focus on corporate culture and on the role of the board in talent management.

Objectives:

- Participants will learn about the role of non-financial measures, such as balanced scorecards, in strategy and strategy execution.
- Participants will learn what makes for a good measure, both as a tool to communicate and as a tool to evaluate.
- Participants will also learn about corporate culture and talent management and the role of the board in each.

THE BOARD'S ROLE IN STRATEGY



Hyatt Regency Orlando Airport

9300 Jeff Fuqua Blvd.
Orlando, Florida 32827
T: 407.825.1234

Check-in: 4 p.m.
Check-out: Noon

[Hotel Website](#)

Reservations

Attendees must make their own room reservations. [Make your reservations online](#) or call the hotel directly at 407.825.1234 by February 20, 2017 and ask for the FCC Services room rate.

Room rate: \$199 single/double, plus applicable state and local taxes (currently 12.5%).

Cancellation Policy

Hyatt Hotels and Resorts offer guests the ability to cancel their individual reservations without penalty. Guest must call by 4:00pm EST; 24 hours prior to their scheduled arrival date to cancel the reservations to avoid being charged one (1) night room and tax. Any reservation that is not canceled and does not arrive will be charged (1) night room and tax to the guaranteed method of payment on the reservation.

Transportation and Parking

The Hyatt Regency is located inside the Orlando International Airport (MCO) and offers discounted parking rates for registered hotel guests when fees are charged to a room or suite.

Parking

\$4.00 (Self-Parking for event only)	\$12.00 (Self-Parking overnight)
\$7.00 (Valet Parking for event only)	\$16.00 (Valet Parking overnight)

THE BOARD'S ROLE IN STRATEGY

Rental Cars



Business Car Rentals – Be sure to take advantage of our National Discount Program with National and Enterprise. [Click here](#) to check rates and reserve a rental car using your organization's **assigned** discount code. Any reservation using these codes must be in the name of an employee or board of director of the applicable entity name. If you prefer to make your reservation over the phone, for National Car Rental call 800.328.4300, for Enterprise call 800.593.0505 and provide them with your organization's contract ID (a list is shown after you click on the "Click here" link above). If you do not see your entity listed, or have any questions please contact [Heather Tseng](#). Please keep these codes confidential (i.e., do not share on social media or with anyone outside Farm Credit).

Emerald Club: Learn about the benefits of the Emerald Club by visiting www.emeraldaisle.com. Please enjoy a complimentary enrollment into Emerald Club at: <https://www.nationalcar.com/offer/XZ12G01>. Your Emerald Club number will display after you complete the online enrollment and you can start renting immediately. You will receive your official Emerald Club card via mail. Note: If you have 'status' with Avis or Hertz, our account rep will match you to the equivalent status with the Emerald Club. Please enroll above and send an email to neal.s.massie@ehi.com with your Emerald Club number and status with the Hertz or Avis.



Leisure Car Rentals – If you are renting a vehicle for personal use, take advantage of our discounts with Alamo and National. If you make your reservations online, you don't need to enter any discount code – the code will automatically populate. If you click on the coupon link, the coupon code will also automatically populate if your rental meets the coupon criteria. The coupons provide additional savings off our already discounted rates. Example: With the class upgrade coupon you can reserve a compact through midsize vehicle and drive the next size larger at no additional cost.

Alamo: Visit our customized website at www.alamo.com/offer/FCCS (no code needed). If you prefer, you can contact them at 800.462.5266. Be sure to provide the **308635** discount code when making reservations via the phone.

THE BOARD'S ROLE IN STRATEGY

National: Visit our customized website at www.Nationalcar.com/offer/FCCS (no code needed). If you prefer, you can contact them at 800.462.5266. Be sure to provide the **5700069** discount code when making reservations via the phone.

Please keep these codes confidential (i.e., do not share on social media or with anyone outside Farm Credit).

If you have any questions, please contact [Heather Tseng](#).

Attire: Business Casual

[Average Temperature in Orlando](#)