

The Strategic Management Workshop

INTRODUCTION

Gain insight into what top management is thinking and why, so you can better perform in your organisation! This powerful new programme offers an overview and introduction to strategy for those who are not directly involved in strategy formation, but who want to expand their perspective and understanding of strategy's impact on their work lives and the success of their company. It is designed to provide a perspective and vocabulary about strategy that enables the participant to constructively support the strategic direction of the firm. In this programme you will learn how to:

- Better communicate with the leadership of your organisation
- Understand your job in the broader context of strategy implementation for the firm
- Understand the interactions between your organisation and the environment in which it operates
- Recognise strategic moves of competitors and industry patterns that influence strategy success
- Contribute to strategic success in your daily actions
- Add value to your position: stay on top of external trends
- Understand why your company undertakes a change

ILM CERTIFICATION

The Certified Strategic Planner is endorsed by the Institute of Leadership and Management (ILM). Delegates will complete an assessment at the end of the programme and, if successful, will become certified with the ILM. The assessment will focus on the topics covered by this programme.

WHO SHOULD ATTEND?

- This programme is suitable for professionals who are required to make strategic decisions as well as give other professionals an understanding of how these are made

PROGRAMME OBJECTIVES

- Provide a Strategy Vocabulary that Enables you to "Talk the Talk" with a Manager or Executive of your firm
- Expand your understanding of how Strategic Thinking has developed and evolved over the past forty years
- Develop your appreciation of Strategy Formation and Implementation within your organisation
- Link the Strategy of a firm with the Desired Outcomes of Revenues, Profits, and Growth through Value Creation and Market Focus
- Link your Daily Activities to Your Strategic Direction so that you can locate yourself in the Strategic Process of your own firm
- Recognise factors that induce change in strategy and what change might mean to your firm
- Expand your ability to ask strategic questions and contribute to the Strategy Formation of your organisation

PROGRAMME OUTLINE

DAY 1 - Strategy Concepts

- Recognise strategies within your firm as they are communicated and implemented
- Recognise the pervasiveness of strategy in organisations
- Identify the key strategies for every firm
- Distinguish between the process of creating strategy and the content of strategy

DAY 2 - The evolution of Strategic Thinking

- Follow the progression of strategic thinking in business and anticipate where strategy may next develop
- Speak to the different conceptual frameworks from which strategic thinking has developed and identify which are active in your organisation
- Recognise the commonalities that exist relative to different approaches of developing and implementing a strategy
- Articulate the conceptual framework of strategy that your firm uses today

DAY 3 - Strategy Formation: A process for creating strategy

- Recognise different approaches to creating strategy within an organisation
- Identify the applicability of a particular approach with the characteristics of a firm and of the environment the firm faces
- Match different processes to specific issues or situations that could develop in your firm
- Strategy in the organisation
- Connect the relationship between strategy formation and implementation and day-to-day activities
- Recognise how strategy is created and implemented at multiple levels of the organisation
- Assess how strategy formation relates to the complexity of your organisation and organisational structure and decision making

DAY 4 - Strategies for growth, profitability and value creation

- Articulate the traditional view of growth and profitability and how that has changed in the last decade
- Identify means by which an organisation can grow and determine which means your organisation is using at the moment
- Relate Profitability to Value Creation for the customer
- Strategy as the daily focus of the firm
- Recognise Strategy as it is delegated through the organisation into daily activities
- Relate Action Plans to strategic initiatives and individual performance
- Create conditions that foster Achievement of Strategic Initiatives within the firm when strategy changes
- Recognise and communicate to others the drivers for strategic change within your organisation
- Use insights from past experiences with business and personal change to support the process of strategic change in your company
- Increase the potential for strategic change in your organisation by managing your business in alignment with the strategy direction of the firm

DAY 5 - Engaging the organisation in Strategic Thinking

- Ask Strategic Questions that relate to your work to the organisation's direction and strategic initiatives
- Formulate Strategic Hypotheses that suggest directions for the firm to consider
- Carry on Strategic Conversations that you want to have when you return to your workplace

ASSESSMENT

Following attendance on the programme you are required to complete an analysis on the area of the organisation for which you have responsibility, as to how it deals with competitors. You should bear in mind the topics covered on the programme.

The analysis should be accompanied by explanations to substantiate each claim or recognition of specific characteristics and indicate how these may influence future strategy in the organisation.