



Developing and Implementing Strategic Planning

PIK790-0925 USA-OR-1



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**If you can't train them,
you can't blame them!**

Short Description:

In the early 20th century, business and organisational researchers highlighted two critical factors that differentiate high-performing organisations from those that are less successful: 1. Strong Strategic Management. 2. Visionary Leadership. The transition from conventional management, which emphasises operational decision-making, to strategic leadership has never been more vital. Without a compelling vision and a skilled leadership team to steer the organisation towards that vision, even today's successful organisations may struggle to survive in the coming decade. Effective strategic leadership is essential for the future success of any organisation, beginning with the establishment of a clear strategic vision. This vision articulates the leadership team's strategic intent for the organisation and its various business units. It is imperative that this vision be translated into a practical agenda for action, which goes beyond a mere "strategic plan." Instead, it should provide comprehensive guidelines or a roadmap that delineates the organisation's direction, enabling managers at all levels to make informed decisions in alignment with the organisation's goals. Moreover, it is essential for organisations to foster a shift from transactional management to transformational leadership. True strategic management requires leaders at all levels to cultivate the mindsets and behaviours necessary to evolve the organisation from its current state to the new strategic paradigm outlined by the vision. This approach will emphasise the strategic thinking and leadership behaviours required for high-performance organisations to navigate successfully toward a sustainable future.

Course Overview:

The Goals

This intensive five-day program will help you to learn how to:

1. Develop the three key strategic agendas: Intellectual, Managerial, and Behavioural to drive organisational success.
2. Enhance both personal and organisational strategic thinking to envision compelling strategic futures.

3. Foster effective strategic thinking across all levels within the organisation.
4. Identify and balance Operational Excellence with Breakthrough Strategic Performance to maximise effectiveness.
5. Prioritise critical strategic issues and opportunities based on their potential for real value creation and lead teams in complex environments.

The Benefits:

Following completion of this unit, you will know:

1. Analyse the internal and external factors that are influencing future developments.
2. Create a comprehensive strategic plan that includes a well-defined vision and strategic intent statement.
3. Determine the skills and abilities that characterise organisations that are strategically agile and successful.
4. Understand your own approach to strategic leadership as well as that of others, aligning leadership styles with the strategic needs outlined in the roadmap.
5. Efficiently prepare and lead your organisation, department, or team toward achieving the vision.

The Results:

This unit has been designed to assist you to develop your ability and capabilities to:

1. Think strategically about your organisation's future and identify important issues and opportunities that may arise.
2. Interpret the current strategic implications affecting your organisation and consider their potential impact on the future.
3. Articulate a clear strategic vision and statement of intent, translating this vision into a roadmap for your organisation's future.
4. Recognise the necessary mindsets and behaviours to achieve the vision, and communicate effective strategic implementation plans.
5. Develop your own strategic leadership style while fostering leadership qualities in others to motivate breakthrough performances.

The Core Competencies:

This unit will assist you to understand and enhance your strategic behaviours around:

1. **Analytical Strategic Thinking** - Employ critical thinking skills to assess situations and develop strategic approaches.

2. **Strategic Visioning and Communication** - Articulate a plausible future for the organisation, unit, or team, and effectively communicate the strategic intent and roadmap.
3. **Implementation and Team Structuring** - Create effective implementation plans and structure strategic teams and systems for optimal performance.
4. **Leadership and Development** - Display strategic leadership while balancing immediate performance demands with long-term success; develop strategic leadership within units and teams.
5. **Motivation and Resource Allocation** - Motivate and influence individuals to achieve strategic success, and allocate resources strategically for maximum impact.

Program Outline:

DAY 1: Grasping the Strategic Landscape

1. Comprehending the strategic leadership framework – Intellect, Management, and Behaviours.
2. Identifying and interpreting dynamics within the strategic landscape.
3. Evaluating and prioritising strategic challenges.
4. Crafting a strategic vision and articulating strategic objectives.
5. Constructing a strategic roadmap.

DAY 2: Exploring Strategic Models and Frameworks

1. The strategic journey – prevalent models and frameworks for strategic thought (from Ansoff to Hamel, including Porter and Mintzberg).
2. Recognising strategic horizons and applying the 7S framework.
3. Identifying and cultivating traits of strategic agility.
4. Comprehending Strategic Competences and Skills.
5. Utilising Strategic Competences effectively.

DAY 3: Successful Strategic Execution

1. Tools and frameworks for strategic execution.
2. Structures and systems that promote strategic agility and performance.
3. Oversight and adaptation.
4. Measurement and analysis.
5. Management of knowledge.

DAY 4: Strategic Leadership

1. Anticipating future developments.
2. Effective styles and practices for leading strategically.
3. Identifying, analysing, and enhancing your own and others' strategic leadership styles.
4. Fostering inspiration and motivation.
5. Conveying the roadmap and rallying support.

DAY 5: CASE-STUDY

1. IMI: Engineering Advantage – strategy in action.