

Strategic Thinking

"It is more important to know who you are than to know where you are going, for where you are going will change as the world moves around you." - Jim Collins, 'From Good to Great'

A business can outperform its competition only if it can establish a difference which customers actually perceive as adding value and are prepared to pay for and which the organization can maintain. The strategic leader understands that to be competitive, you have to be different. The essence of successful strategy is selecting, implementing and executing activities differently than rivals do. The challenge in a fast-changing global business environment is to determine your strategy, stick to it in the face of adversity when necessary but also be flexible enough to respond immediately to changing market conditions. The strategy challenge and responsibility lies clearly with the executive and strategic leadership team. Proactive leaders who are willing to make choices are essential.

The key objective of this workshop is to begin bring leaders together to engage in robust dialog to stretch and challenge your thinking. We believe many of the answers are there already, awaiting only the right questions to unlock them. These choices include rigorous discussions around the company's uniqueness and value proposition, key trade-offs to be made and how all activities 'fit' together.

Objectives

At the end of this workshop, the participants will be able to:

- clearly describe how the external environment, stakeholder expectations and the organization's core capabilities have shaped the business strategy.
- communicate their organization's unique value proposition to customers, employees, shareholders and business partners memorably and succinctly.
- review the current business strategy, identify appropriate strategic options and set strategic objectives and targets with key performance indicators
- implement the business strategy by introducing key initiatives in the areas of systems, structures, people and culture.
- apply the business strategy to provide direction and focus, guide day-to-day decision-making and make choices / trade-offs in their own group or team

Content

- External and internal drivers of strategy
- Formulating the value proposition
- Linking strategy and performance through balanced scorecard
- Reviewing the strategy with gap analysis
- Identifying strategic options
- Strategy and change
- Implementing a business strategy and plan

Learning Methodology

The participants will be expected to do some preparation in advance of the program and describe some key strategic choices they are facing.

The workshop will involve experiential-based learning activities, dialog with senior executives, lecturettes, group activities and discussions.

The participants will be expected to commit to a specific action plan or initiative to implement a strategic objective in their own group or team.

Workshop

This is a three-day workshop for a group of 16 participants working with two Clarion Learning consultants at an off-site location.