ADAPTIVE STRATEGIC EXECUTION PROGRAMME

Influencing without Authority

Making Sense of Complexity

Design Thinking For Results

Building Effective Teams

Delivering Business Value

Driving and Influencing Change

Managing Critical Relationships

Aligning Work with Strategy

Duke
CORPORATE EDUCATION

STRATEGY
EXECUTION™

INFLUENCING WITHOUT AUTHORITY

3 DAYS

COURSE OVERVIEW

Influencing Without Authority equips participants with the skills needed to build credibility and effectively influence stakeholders, even if they lack the formal authority to make demands on resources. This course helps attendees understand the attitudes and behaviours of leaders who know how to get work done through influence and persuasion whether managing up, down, across, or diagonally within organisations.

Influencing Without Authority begins by placing the concept of influence within the larger context of environmental, organisational, network, relational, and interpersonal factors. It breaks influence down into a series of learnable skills, moving beyond the notion that influence is simply the product of personal charisma or charm, and instead, gives participants tools needed to negotiate the political landscape of organisations. Participants also learn how to build the personal credibility that serves as the foundation of effective influence and how to apply a powerful methodology for resolving performance challenges in an environment where power cannot be exerted by one individual over another. They also learn how to build networks by overcoming internal barriers to creating new contacts. Finally, Influencing Without Authority provides the tools necessary to be more influential on both a personal and more strategic level.

LEARN HOW TO

✔ Identify what it means to influence without authority and what you can do to be successful

✔ Read the larger context in which you wish to influence without authority

✔ Employ principles and tools to build your influence within your organisation

✔ Apply what you've learned to a series of specific situations where leading without authority is most required

COURSE TOPICS

Looking At The Context Model

- Formal/informal authority
- What is "influencing without authority?"
- Informal authority in the VUCA environment
- The context model

Reading The Context

- Reading the context: business dynamics and environment
- PESTEL analysis: political, economic, social, technological, environmental, legal
- How to be influential in the organisation
- Organisation analysis: four frames
- Reading the context: networks
- Relationship analysis: social exchange theory
- Reading the context: personal behaviour

Principles Of Influence

- Difference between power and influence
- Overview of the six influence principles
- Principle 1: liking
- Principle 2: social proof
- Principle 3: consistency
- Principle 4: scarcity
- Principle 5: expertise
- Principle 6: reciprocity

Dealing With Organisational Politics

- What does the term organisational politics mean?
- Why concern ourselves with politics?
- How good a politician are you?
- Methodology for influencing up
  - Political intuition
  - Political insight
  - Advance work
  - Positive politics

Gaining Credibility

- Two elements of credibility: confidence and competence
- The trust equation
- Tool: credibility grid:
- Building your credibility: focusing on behaviours
- The 13 behaviours: trust-based, competence-based, and trust & competence behaviours

Solving Performance Problems

- When performance problems arise: direct reports, supervisors, stakeholders, external parties
- How effective influencers work
- A model for dealing with performance problems:
  - Phase 1: prepare
  - Phase 2: engage
  - Phase 3: evaluate
  - Phase 4: resolve
  - When best efforts fail

Maintaining Networks And Relationships

- What do we mean by "networking"?
- Four key uses of networking
- Dispelling network myths
- Five rules of networking
- Three types of networks: operational, personal, strategic
- Steps to building a better network
- Tool for building a better network
- Tips for networking events

Persuading Others And Influencing Strategically

- What is/is not persuasion?
- Being persuasive: four elements
  - Element: establish credibility
  - Element: frame for common ground
  - Element: provide evidence
  - Element: connect emotionally
- What does "influencing strategically" mean?
- Stereotypes about senior stakeholders
- Four steps of strategic persuasion
  - Step 1: survey your situation
  - Step 2: confront the five barriers
  - Step 3: make your pitch
  - Step 4: secure your commitments
  - When issues arise

MAKING SENSE OF COMPLEXITY

3 DAYS

COURSE OVERVIEW

Making Sense of Complexity focuses on the very nature of our working contexts today, arguing that the work we do is more complex than ever and that this complexity demands new approaches. Participants will learn how to recognise, diagnose and respond appropriately to complex environments and situations in a highly interactive course setting. The course serves as an introduction and touch point to the rest of the courses in the ASE Programme.

Making Sense of Complexity introduces participants to a number of models, all geared towards helping them understand the effects of complexity on our working environments, teams, projects and how we operate as individuals. Participants will learn to recognise the difference between complicated and complex and know when to switch between the mindsets necessary to navigate both contexts. It also relies on the PSC (perceiving, sensemaking, choreography) framework to help participants see responses to complexity as a matter of seeing the situation correctly, rewiring how you think and then reconfiguring what you do in iterative cycles of problem-solving. Participants will engage in a number of highly interactive exercises that will help them apply the tools, techniques and activities taught in the class.

LEARN HOW TO

✔ Describe why the kind of context you are in matters

✔ Explain the criteria for recognising the context in which your project-based work exists

✔ Utilise lenses and frames to diagnose the context within which our project-based work resides

✔ Identify opportunities to leverage the context for success

✔ Select the most successful approach to match your response to the environment

✔ Utilise mindsets, skill sets and tool sets that will enable success in working in complex environments

✔ Identify and align the stakeholders necessary for successful execution in complex environments

COURSE TOPICS

Putting Project Complexity in Context

- Data review
  - Business is increasingly complex
  - Project based work is increasingly complex
  - We need to be adaptive to navigate complexity
  - The SELF Model
  - Leadership skills are the key
  - Moving between technical and adaptive leadership

Identifying Your Operating Context

- Four operating contexts
  - Simple
  - Complicated
  - Complex
  - Chaotic
- Context characteristics, approaches, and derailers
- Crossing the complexity chasm

Operating in a Complicated Context

- Working the left side of the chasm
- Thinking fast and slow
- The decision making equation
- Odds and value decisions and why we get it wrong

- Making a complicated decision
  - Bias in complicated contexts
  - Challenges in complicated decision making

Leading in Complexity: A Brief Overview of PSC

- Complex contexts require new leadership
- Shifting your attention
- Introduction to the PSC model
  - Perceiving
    - Beginner's mindset
    - Overcoming blindness
    - Avoid default thinking
  - Sensemaking
    - Map the system and progression paths
    - Make sense of the system
    - Take abductive action
  - Choreography
    - Increase connectivity, reduce control
    - Informal network over hierarchy
    - Build collectives

Perceiving

- Defining perceiving
- Challenges of perceiving
- Key activity 1: framing and reframing
  - Rethink the question

- Ask five why's
- Apply multiple lenses
- Brainstorm bad ideas
- Key activity 2: gathering relevant data
  - I wish I knew
  - Overcoming the say / do gap
  - Peeling the onion
  - AEIOU
  - Active listening

Sensemaking

- Defining sensemaking
- Challenges of sensemaking
- Key activity 1: explore data and uncover emergent patterns/themes
  - The Iceberg model
  - Patterns, not facts
  - Use SIGHT
  - Make a map
- Key activity 2: generate insights and identify progression paths
  - Second order thinking
  - Create insight generation conditions
  - Insight validation checklist
  - Ask "insight to action" questions

Choreography

- Defining choreography
- Across the chasm (and back)

- Jazz mindset
- Challenges of choreography
- Key activity 1: determine highest leverage test-and-learn experiments
  - Recognise system characteristics
  - Identify system dynamics
  - Model systems components and dynamics
  - Look for leverage
- Key activity 2: engage the system and adapt to shifts
  - Map the stakeholder network
  - Focus on needs, not interests
  - Apply advocacy and inquiry for influence
  - Think expansively around objections

Putting It All Together

- Navigating two contexts
- The loop of complicated and complex
- Knowing when to shift
- The final word: embrace paradox

DESIGN THINKING FOR RESULTS

3 DAYS

COURSE OVERVIEW

Design Thinking for Results (DTR) engages participants in a discussion about an iterative design process which bridges imagination and implementation to help organisations rapidly and incrementally address complex challenges, create value and grow. Participants will explore the need for customer-focused thinking and learn that not all innovation involves product innovation. They will experience the value that innovating around processes and services can bring to an organisation and discover how to implement a test-and-learn mentality that capture more value for the organisation more quickly.

This course is a highly interactive experiential workshop. Participants will learn about a real-life business need, then engage in a design-thinking process that asks them to change their thinking about the problem, make sense of the model for capturing value from their ideas, prototype their ideas and develop a plan for rapidly testing and evolving the solution. They will engage with and provide feedback to their fellow participants, reinforcing the notion of iteration and feedback throughout the process. Along the way, they will learn about different types of innovation that organisations benefit from in the modern business context and how to develop responsive and flexible business models for implementation.

LEARN HOW TO

✔ Describe how the application of a design thinking process can yield offerings that create, deliver and capture sustainable and differentiated value in the marketplace

✔ Apply a customer-centric approach to elicit the needs of the customer

✔ Define innovation and its multiple sources

✔ Apply an ideation approach to ensure broad diversity of thought and perspective into the development of a concept

✔ Build a business model canvas to address the marketplace and matrix sides of the value chain in moving from idea to revenue capture

✔ Apply an iterative prototyping approach to refine and streamline concepts into offerings that are novel, desirable, defensible, doable and profitable

✔ Define a test-and-learn model to implementation of ideas

✔ Present offerings in a clear, concise and compelling manner

COURSE TOPICS

The Design Thinking Process

- The design thinking context
  - Four tensions: desirability, doability, defensibility, profitability
- The design thinking process
  - Perceiving
  - Sensemaking
  - Choreography

Perceiving—Reframing What You See

- Reframing problems
- The need for empathy in uncovering latent needs
- The progression of economic value
- Comparing and contrasting offering types
- Defining customer personas
- Empathy and context mapping
- Design challenge statements

Sensemaking—Ideating and Innovating

- Where good ideas come from
- The importance of innovation
- Defining innovation
- Ten types of innovation
- Utilising multiple types of innovation

Sensemaking—Building The Business Model

- Defining the business model canvas (BMC)
- The market side of the BMC
  - Customer segments
  - Value propositions
  - Channels
  - Customer relationships
  - Revenue streams
- The matrix side of the BMC
  - Key resources
  - Key activities
  - Key partners
  - Cost structure

Choreography—Informing and Improving the Offering

- The importance of prototypes
- Prototype and pitch: the spot approach
- Testing and learning: the tip approach
- Design thinking as infinity loop

BUILDING EFFECTIVE TEAMS

3 DAYS

COURSE OVERVIEW

Building Effective Teams focuses on how to implement practices for leading highly effective teams in unstable and often distributed environments. Participants will learn how to build and guide diverse teams that can navigate the impact of external and internal forces as well as how to form, coach and lead teams who are resilient and responsive to complex work and volatile contexts.

The course begins with an exercise that reinforces the difficulties we encounter when working in teams. Participants are then introduced to the Building Effective Teams model which underpins and organises the rest of the course. Next, the course explores the external environment, context and culture that all teams operate in, and that always surrounds and affects team functioning. We move to a discussion of what makes "real" teams highly effective and distinguishes them from working groups. Following this, the course covers a number of factors that drive highly effective teams, including direction, structure, relationships, leadership and self-governance. Along the way, teams explore how these factors work in the complex and unpredictable contexts we work in today. Additionally, in each module, participants are encouraged to think about their own work context and how to apply what they are learning to an actual team they work in or lead.

LEARN HOW TO

✔ Describe what a high performing team is and establish the conditions that must be in place to create one

✔ Discover the structure and elements that comprise high performing teams and apply tools that can be used to build them

✔ Define the most important drivers of team performance in almost any environment

✔ Employ leadership behaviours and actions to improve the performance of your teams

COURSE TOPICS

Focusing on Teams

- Defining project management
- Building effective teams model
- Teams and trust

Context and Culture

- Definition of context and culture
- Assessing context volatility and uncertainty
- Understanding external context
- The effects of VUCA
- Findings on culture
  - Improving culture
  - Cultural factors and artifacts
- Leading knowledge workers
  - Characteristics
  - Motivation
  - Challenges
  - Barriers for knowledge workers

Team Performance

- What we know about teams
- Dysfunctional teams
- Team performance curve
- Real teams
  - Characteristics
  - Attributes

Direction

- Defining direction and problem
- Problem framing

- The problem with problem solving
- Problem reframing: seven steps
- Benefits and elements of clear direction
- Change happens when…
- Change vision is essential

Structure

- Defining structure
- Structural fundamentals
  - Centralisation
  - Formalisation
  - Hierarchy
  - Specialisation
- Basic configurations
  - Mechanistic
  - Organic
- Tools for team structure
  - Mission
  - Goals
  - Roles
  - Norms
  - Boundaries
- Team charter canvas

Relationships

- Defining relationships
- Four building blocks for great relationships
  - Communication
  - Feedback
  - Trust
  - Safety

Leadership

- Defining leadership
- What effective leaders focus on:
  - Managing the team process
  - Coaching the team members
  - Collaborating widely in and across organisations
  - Measuring performance
- Managing conflict styles
- Managing virtual teams
- Site visit best practices
- A framework for coaching
- Why doesn't collaboration always work?
- Conditions for success
- Collaborator's toolkit
- Measuring team effectiveness

Governance

- Defining governance
- Organisational evolution: Interdependent collaborative cultures
- Creating a shared governance culture
- Components of governance:
  - Sponsor direction
  - Team selection
  - Charter
  - Operating agreement
  - Action plan

DELIVERING BUSINESS VALUE

3 DAYS

COURSE OVERVIEW

Delivering Business Value provides an overview of the financial and business acumen and analysis skills needed to ensure that project-based work results in true value for the business. Not only do participants gain the insights and skills for financial planning while leading project-based work, they also learn how to make smarter financial decisions that lead to improved business outcomes.

Many organisations today struggle to capture full business value from the execution of their strategy, whether due to the strategy itself, the selection of the portfolio that enables the strategy, or the actual execution of project-based work that makes the portfolio a reality. Delivering Business Value seeks to teach the mindset and tool sets that enable all of those engaged at the strategic, portfolio and work levels of leadership to make decisions that create the maximum possible business value from their work. The course begins with a focus on defining value in terms of finance, strategy and business benefits and helps participants see how they contribute to creating value from their role. It also provides a first look at some of the financial concepts that are essential to understanding value-driven decision-making.

Participants then learn to focus on the different drivers they can use to create value and leverage financial, strategic, planning and risk concepts so that they can fully understand the actions they can take in order to drive value. The course uses discussions, calculation exercises, case studies and business simulation to create an engaging and effective learning experience.

LEARN HOW TO

✔ Explain the fundamental principles of time value of money and financial management

✔ Define value creation and what drives it

✔ Describe the composition of financial statements and assess information from selected corporate financial statements

✔ Explain the importance of forecasting and create effective forecasts

✔ Evaluate project risk

✔ Incorporate intended benefits into the overall leadership of work

COURSE TOPICS

Business Value and Strategy

- Defining value
- The value triangle
- What is project benefits management?
- What impedes Strategy Execution and value creation?
- Four cornerstones of value creation
- A case study in strategy and value creation

Time Value of Money

- Value triangle connection
- Time value of money (TVM) is the foundation of finance
- Why is TVM important?
- What can TVM tell us?
- TVM timelines and notation
- The three rules of time travel
  - Only compare at the same point in time
  - Compounding
  - Discounting
- Multiple cash flows
- Annuities and perpetuities
- Deriving business value from TVM

Financial Statement Analysis

- Value triangle connection
- Three types of financial statements
- The cash flow cycle
- Income statement: Key items & ratios
- Balance sheet: Key items and ratios
- Deriving business value from financial statement analysis

Value Creation

- Value triangle connection
- The difficulty of maintaining value in the marketplace
- The value creation rramework
  - Spread
  - Growth
  - Competitive advantage
- Spread (ROIC less Cost of Capital)
- Focus on cash flow, not earnings
- Drivers of valuation
- Key value drivers
  - Innovation
  - Expectations
  - Clarity of vision
  - Business model
  - Market opportunity
  - Competitive advantage
  - Risk
  - Barriers to implementation
- 7 Deadly investment sins

Forecasting

- Value triangle connection
- Capturing value in the project based work lifecycle
- Strategic planning
- NPV and alternatives
- Real options analysis
- Deriving business value through forecasting

Understanding Risk

- Value triangle connection
- Definition of risk
- Types of risk
- Organisational risk tolerance framework
- Key issues for risk management
  - Risk and value horizons
  - Organisational culture and risk
  - Risk and reward
  - Portfolio risk
- Deriving business value from risk analysis

Zodiak Simulation

- Business simulation
- Debrief

DRIVING AND INFLUENCING CHANGE

3 DAYS

COURSE OVERVIEW

In the complex and volatile context within which we work, most organisations must be able to respond to change on a continuous basis. Yet many are left wondering how to get work done, execute strategy and succeed when the parameters keep shifting. Through facilitated discussion, lively activities and relevant case study exercises, Driving and Influencing Change invites participants to explore how change has impacted their own lives and discover what it means to adopt an adaptive mindset. By applying change models in their own business context, examining the attributes of a successful change driver and influencer, as well as learning to help others through the change process, participants will obtain the knowledge, tools and dispositions to become true practitioners of driving and influencing change.

LEARN HOW TO

✔ Define the new normal in the VUCA world driving the need to have an adaptive mindset

✔ Practice applying a model for change using a business case example and your own business context

✔ Explore the attributes of a successful change driver and influencer

✔ Make the case for change for others while helping them through the process

COURSE TOPICS

Change is the New Normal

- Business context of change
- It's a VUCA world
- What does change from the centre look like?
- Your strategic role: Architect-Translator-Doer
- Adaptive mindset
- Technical problems vs. adaptive challenges
- Considering change
- Connecting the dots

Foundations for Change

- The cycle of organisational change and PBW
- Tools of the trade

Attributes and Behaviour of Change Leaders

- The leadership foundation
- Attribute 1: Establish an authentic leadership identity
- Leader's shadow
- Attribute 2: Building relationships & networks

- The concept of social currencies
- Active listening
- Attribute 3: Collaborate and influence for results
- Collaboration
- Advocacy and inquiry model
- Attribute 4: Facilitate complex decisions
- The PSC Model
- Decision making model
- Sensemaking Tool - AEIOU
- Relationships? values?
- Dilemma analysis process
- Attribute 5: Maintain personal resilience
- Resilience
- Growth mindset
- Fixed mindset vs. growth mindset
- Energy Audit – self-awareness
- Attribute 6: Being a driver and influencer of change
- How can you make a difference
- Culture vs. climate

Change Process

- Change model
- Change begets change

- Plan for a change
- The value of routines
- Preparing for change
- Taking care of personal routines

The People Side of Change

- People impact deep change
- If only it were that simple
- Model of people change
- Roles in change
- Activities to help with people change
- Aligning models
- Old and new – resistance
- Adjusting your mindset: resistance as a resource
- Approaches to using/addressing resistance
- Which approaches address which sources of resistance?
- Conscious thought model
- Change and conscious thought
- Premortems

MANAGING CRITICAL RELATIONSHIPS

3 DAYS

COURSE OVERVIEW

Managing Critical Relationships provides delegates with the skills and tools necessary to master the intricacies of relationship management in the contemporary work context. It begins by understanding the implications for teams and individuals that cooperate and those that don't. It does so with a particular focus on identifying different types of stakeholders in critical relationships. Based on this identification, the stakeholders are analysed to determine their level of support and their most important issues, in order to create an engagement plan that is customised to each stakeholder's needs.

Based on this foundation, the course then uses a blend of facilitated discussions, activities and case study exercises to help identify each delegate's primary and secondary communication styles and how to use conversational cues to better gauge the communication styles of others, all with the goal of promoting better dialogue around critical issues. This in turn helps the learner to determine common sources of conflict, avoid useless confrontations and employ a robust model for managing opposing ideas. Managing Critical Relationships concludes by giving participants the tools and concepts necessary to conduct successful negotiations in high-stress environments by exploring options, changing the frame and pushing thinking in order to uncover true "win-win" solutions.

LEARN HOW TO

✔ Identify your key stakeholders

✔ Formulate an effective plan for managing stakeholder and customer relationships

✔ Communicate effectively with others who have different communication styles

✔ Manage conflict and overcome obstacles in programme project relationships

✔ Negotiate for mutual gain

COURSE TOPICS

Identifying Stakeholders in Relationships

- The VUCA environment (Volatility, Uncertainty, Complexity, Ambiguity)
- The implications for project-based work
- The importance of focusing on relationships
- Defining different types of stakeholders

Aligning Stakeholders

- Stakeholder analysis: level of support and key issues
- Stakeholder mapping
- Power / interest grid
- Types/attributes of power
- Building support
- Influencing strategies

Communicating with Stakeholders

- Sources and characteristics of communication styles
  - Analytic
  - Driver
  - Amiable
  - Expressive

- Perceptions of communication styles
- Types of questions
- Asking/framing good questions
- Advocacy and inquiry
- Engaging others
  - Start with why
  - What vs. why
- Preparing your pitch

Conflict Management

- Sources of conflict
- Types of conflict
- Conflict management styles and attributes
  - Competing
  - Collaborating
  - Compromising
  - Advocating
  - Accommodating
- LCS technique: likes, concerns, suggestions
- Managing opposing ideas
- Opposing dynamics in conversations
- Managing roles and responsibilities
- Managing personalities and relationships

Negotiating for Mutual Gain

- Defining negotiation
- Negotiation process:
  - Prepare
  - Open conversation
  - Explore options
  - Find/sign agreement
  - Implement
- Prepare:
  - BATNA/ZOPA
  - Negotiation worksheet
- Open conversation:
  - Options for opening
  - Learning about your partner
- Explore options:
  - Changing the frame
  - Pushing the frame
  - Managing an idea session
- Find/Sign agreement and implement:
- What Makes an expert negotiator

ALIGNING WORK WITH STRATEGY

COURSE OVERVIEW

Aligning Work with Strategy sensitises participants to the mindset necessary to think and act strategically as they lead and execute work in their organisations. Attendees focus on the mutually supportive skills of translating the larger organisational strategy to their own work and architecting their own strategies for executing this work. Additionally, participants learn the importance of having a strategic frame of reference that maintains alignment of strategy with the critical domains of work and people to enable effective execution.

The course introduces multiple viewpoints on strategy and illustrates how today's complex environment requires a more adaptable, responsive, and fluid concept of strategy. It reinforces the need for a more tightly coupled feedback loop between strategy and execution. Participants also learn various ways to maintain alignment between their own local level strategies and the larger overarching organisational strategy that they are ultimately responsible for implementing.

LEARN HOW TO

✔ Describe global trends that make today's work environments different.

✔ Explain the importance of translating and aligning project-based work to organisational strategy.

✔ Identify areas of misalignment in your organisation and team that impede strategic execution.

✔ Utilise a framework model to identify domains that must be aligned to improve chances of project and programme success.

✔ Assure that project-based work success serves the goals of the organisation.

✔ Architect the alignment of necessary elements for strategy execution.

✔ Translate the organisation's strategy to the work of the department, team and individual.

COURSE TOPICS

Perspectives on strategy and execution

- Your strategic role: architect-translator-doer
- Setting the global business context
- A brief history of economic growth
- A brief history of technological adoption
- The interdependent age
- Volatility, uncertainty, complexity, ambiguity (VUCA)
- The VUCA vortex
- The origins of strategy
- Strategy rests on unique activities
- Framing strategy
- Five perspectives on strategy
    - Porter
    - Hambrick
    - Martin
    - Mcgrath
    - Courtney
- Synthesising strategy

Framing for alignment

- The importance of strategy execution
- Strategy isn't enough
- Project execution isn't enough
- From project execution to strategic execution
- Rewards of effective strategy execution
- Work and strategy must be aligned
- ATD: playing the translator role
- Leading work for strategic execution
- Overcoming execution myths
- Factors for strategic execution

- A framework (SEF) for diagnosing strategic execution
    - The external environment
    - Ideation
    - Nature
    - Vision
    - Engagement
    - Synthesis
    - Transition
- Organisational alignment and misalignment examples

Aligning ideation, culture, and structure

- Ideation helps you point north
- The ideation domain
    - Purpose answers "why"
    - Identity
    - Long range intention
    - Intention examples
- The nature domain
    - Culture introduction
    - Four core cultures
    - Core cultural traits
    - Structure has two sides
    - Formal organisational structures
    - Functional hierarchy
    - Weak matrix
    - Strong matrix
    - Skunk works
- Aligning formal structure and culture
- Structure and culture in the uncertain world
- Types of networks

- Assessing your networks
- Roles in networks
    - Central connectors
    - Boundary spanners
    - Peripheral players
- Working through networks
- Factors for influencing culture and structure

The measuring stick: applying goals and metrics for results

- The vision domain
- Defining goals and metrics
- Goal alignment
- Goals cascade…. Strategies don't have to
- Cascaded goals
- Smart goals
- Clear goals
- Metric stack / cascade
- Measure what matters to customers
- Countervailing or "paired" metrics
- Qualitative metrics
- Accountability is the key to goal achievement

Strategy execution mapping

- Organisational strategy drives project-based work (PBW)
- Strategy execution map (SEM): a visual alignment
- SEM characteristics and essentials
- SEM template and category definitions
    - Customer outcomes

continued...

COURSE TOPICS

- - Broad competitive objectives
  - Core objectives
  - Strategic link to goals and metrics
  - Execution capabilities
  - PBW and operations
- SEM process
- Organisational linkage

Interpreting the larger strategy to form your strategy

- ATD: playing the architect role
- Forming strategy for project-based work
- Mindsets of strategic work leaders
- Mindsets of successful strategic teams
- Turning work outputs into business outcomes
- Plan for transition as part of strategy
- Practices for a clean handoff to operations
- Setting your strategy for PBW

Maintaining alignment

- ATD: using feedback to maintain alignment
- Aligning leadership and management
- Prerequisites for maintaining alignment
- How to maintain alignment
- Alignment workshops
- Baseline alignment package and reviews
- Metaphors for leading strategy execution: the classical vs jazz approaches
- Nine strategy implementation points to consider

STRATEGY
EXECUTION™

For further information contact the relevant regional offices below

Germany
info@strategyex.de
+49 (0)69 244 327 3795
www.strategyex.de

Italy
solutions@esi-italy.it
+39 02 83847 263
www.esi-italy.it

Sweden
info@strategyex.se
+46 (0)8 555 403 80
www.strategyex.se

Middle East
info@strategyex.ae
+971 (0)4 311 6188
www.strategyex.ae

Spain
info@esi-sp.com
+34 91 700 48 70
www.esi-sp.com

United Kingdom
info@strategyex.co.uk
+44 (0)20 3743 2910
www.strategyex.co.uk