

Applying Strategic Thinking to Operational Management - 3 Days

Course 3310 Overview

- You Will Learn How To**
- Leverage strategic thinking at the operational level to add organisational value
 - Maximise operational core competencies to implement organisational strategy
 - Bridge the gap between organisational and operational goals
 - Foster an innovative culture to overcome strategic challenges
 - Develop an effective change process that satisfies stakeholder needs
 - Secure the commitment of key stakeholders
- Course Benefits** Successful operational managers use strategic thinking to move beyond reacting to day-to-day events, ensuring that their decisions are aligned with organisational values, vision and goals. In this course, you gain the practical skills to effectively integrate strategic thinking with daily operations. You learn to apply strategic thinking, innovate to create opportunities, plan for change and meet stakeholder needs.
- Who Should Attend** Frontline managers wishing to apply strategic thinking to their operational management skills. Management experience at the level of Course 290, "Management Skills ", or Course 906, "Management Skills for an IT Environment ", is assumed. Those interested in strategic planning should take Course 252, "Strategic Planning".
- RealityPlus** An interactive and evolving case study immerses you in a challenging environment where you explore the concepts and methods behind implementing strategy at the operational level. Activities include:
- Enhancing strategic thinking traits
 - Prioritising stakeholder relationships
 - Building a core competencies matrix at the operational level
 - Activating strategic processes to realise strategic intent
 - Assessing the impact of change
 - Optimising operational factors through scenario planning
 - Implementing an innovation framework
 - Proactively addressing strategic changes
 - Presenting your case to gain commitment from stakeholders for enacting operational strategy

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Course 3310 Outline

Introduction

- Strategy: everyone's concern
- Identifying the strategic challenges facing operational managers
- What strategy means to operational managers

Defining Strategic Thinking

The key aspects of strategic thinking

- Distinguishing between strategic thinking and strategic planning
- Identifying the impact of strategy on operational activity
- Aligning the organisation's vision with reality
- Creating sustainable competitive advantage

Creating value for stakeholders

- Recognising the importance of stakeholders in the strategy process
- Satisfying the needs of the stakeholders

Applying strategic-thinking tools

- Positioning yourself within the four cycles of operational effectiveness
- Decoding your environment with PESTLE
- Analysing the organisational ecosystem with Porter's Five Forces

Leveraging Operational Strengths

Evaluating operational capabilities

- Differentiating between organisational and operational competencies
- Taking inventory of the key strengths within your operation
- Rating competencies against strategic goals

Maximising your unique operational strengths to deliver stakeholder value

- Optimising internal processes
- Shaping opportunities by scanning the external environment

Executing Strategy at the Operational Level

Getting real about the vision

- Qualifying the gaps between operational and organisational vision
- Establishing the foundation for realising goals

Bridging the strategic gap

- Questioning assumptions to uncover new solutions and drive new discoveries
- Managing operational strategic assets
- Rigorous planning through scenario assessment
- Quantifying the impact of proposed solutions

Creating an Innovative Culture

Employing an innovation framework

- The importance of innovation in strategic thinking
- Promoting nonlinear thinking
- Generating solutions through value engineering
- Optimising solutions by challenging the status quo

Adapting your culture to satisfy strategic demands

- Meeting the five preconditions for an innovative culture
- Facilitating team innovation

Innovating to create competitive success

- Qualifying innovation traits
- Benchmarking objectives against actual performance

Quantifying the financial metrics

- Verifying decisions through financial analysis
- Incorporating a stakeholder perspective

Planning for Operational Change

Weaving change into the fabric of the culture

- Being proactive in a reactive environment
- Implementing operational change through people, processes and culture
- Motivating the team to adopt the change

Constructing a change process

- Configuring your resources to encompass change
- Measuring results through balanced scorecards
- Reviewing and communicating progress

Securing Stakeholder Commitment and Resources

Communicating for buy-in

- Applying influencing techniques to overcome resistance
- Negotiating for resources using win-win approaches

Maximising your impact

- Presenting your intentions to key decision makers
- Earning support with entrepreneurial techniques
- Articulating an elevator pitch that secures commitment