

Strategic Planning for Organisational Success - 3 Days

Course 252 Overview

- You Will Learn How To**
- Formulate strategic plans to help your organisation advance and grow
 - Detect the strengths, weaknesses, opportunities and threats (SWOT) for assessing your current position
 - Identify strategies to better position your organisation for long-term competitive advantage
 - Translate strategy into action
 - Execute strategy and deliver results through people and processes
 - Establish strategic planning, monitoring and controlling mechanisms that ensure positive results

Course Benefits Strategic planning enables an organisation to shape and guide its overall business objectives. Through effective strategic planning, an organisation creates a framework for developing, adapting and aligning organisational vision, mission and goals to achieve and sustain competitive advantage. In this course, you gain the knowledge needed to formulate, execute and monitor the strategic planning for your organisation based on proven analytical techniques and models.

Who Should Attend Managers, executives, business analysts and those involved in planning and/or implementing strategic initiatives.

Workshop Course Participants work in small groups to apply strategic planning tools and techniques. Workshops include:

- Determining mission, vision and core competencies
- Identifying opportunities and threats as inputs to SWOT analysis
- Utilising value chain analysis to assess your internal strengths and weaknesses
- Formulating an effective strategy for competitive advantage
- Conducting a gap analysis between current and needed organisation characteristics
- Crafting an action plan to implement strategy
- Designing dashboard metrics to monitor progress

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Course 252 Outline

Fundamentals of Strategic Planning

The need for strategic planning

- Benefits of strategic planning
- Defining the strategic planning process

Defining components of a strategic plan

- The "Who" and "What" of a strategic plan
- Communicating and implementing the strategy

Addressing your organisation's mission and vision

- Identifying your organisation's core competencies
- Differentiating your products and services in the marketplace

Detecting Opportunities and Threats

Operating in micro and macro environments

- Analysing how competitive and other environmental factors shape strategy
- Determining the impact of operating and remote environments

Assessing external forces

- Analysing your operating and external environment
- Initiating a SWOT analysis

Recognising Strengths and Weaknesses

Applying a resource-based view analysis

- Mapping your internal value chain
- Identifying competitive differentiators
- Evaluating culture, human resources, skills, processes and structure

Auditing internal capabilities

- Highlighting the key activities in the value chain
- Identifying strengths by business function
- Recognising vulnerabilities
- Expanding the SWOT analysis

Identifying Strategic Options

Evaluating factors for choosing strategy

- Mapping strategies to product or market life cycle
- Aligning strategies with capabilities of the organisation
- Choosing strategies to meet stakeholder expectations

Selecting appropriate strategic models

- Identifying sources of competitive advantage
- Implications of mergers and acquisitions
- Leveraging the power of growth strategies
- Pursuing global strategies for sourcing, operations and marketing

Formulating Your Strategic Plan

Assessing the feasibility of alternatives

- Analysing and evaluating the options
- Ensuring stakeholder participation and buy-in

Conducting gap analysis

- Assessing organisation characteristics relevant to strategy execution
- Determining gaps between current and needed characteristics
- Closing the gaps through targeted practice

Linking strategy to actions

- Operationalising the strategic plan
- Designing the operating unit plan
- Establishing appropriate objectives and milestones
- Managing culture, human resources, skills, processes and structure for strategy execution
- Initiating programs and projects for implementing strategy

Executing Your Strategy for Success

Establishing effective communication mechanisms

- Aligning culture to strategic direction
- Linking rewards to performance

Maximising results with applied processes

- Connecting people and their skills to the execution of strategy
- Establishing and maintaining communications
- Designing effective information systems
- Organising to execute in line with strategy

Monitoring and Controlling

Implementation

Establishing Key Performance Indicators (KPIs)

- Setting up metrics to measure performance

- Monitoring progress with dashboards
- Dashboards for visual presentation of KPIs to help decision makers take action
- Deploying Balanced Scorecards

Dimensions of strategic control

- Detecting changes in assumptions
- Coping with a dynamic environment
- Adjusting for unanticipated events