

STRATEGY & STRATEGIC PLANNING

OBJECTIVES

Failing to plan is planning to fail. Plans, decisions and actions help us look forward to and negotiate our futures. Organizations bring people together to take part in planning, decision-making and action processes. Collectively these organizational decision-making processes determine whether the organization will survive and/or grow over time. They also determine the success achieved by the organization in satisfying the aspirations of the people who come to it.

Since effective strategic planning lies at the heart of a company's revenue-earning activities, it is not surprising that there is a great demand for a guide which strips away the confusion and mystery surrounding this important subject and helps firms to get to grips with it in a practical and down-to-earth manner.

The main aims of the course are to enable practicing managers to translate the theory of strategic planning into practice. And to give participants the confidence to either start or improve their organisational planning skills.

PRESENTER

Prof. Kamel Mellahi

Prof. Kamel Mellahi is an experienced consultant, executive management trainer, university professor and a management researcher. Kamel has delivered a large number of management courses to executives around the world. He has trained managers from Europe, South Africa, Far East and the Middle East. He is a frequent speaker at major management conferences. Kamel is the author of three major books: Global Strategic Management (Oxford University Press, January 2005), Ethical Business (Palgrave Macmillan, 2003) and HRM in the Middle East (Routledge, 2006). He is a member of the Strategic Management Society.

PROGRAM

DAY ONE

Understanding Strategic Planning

- What is Strategic Planning?
- What is a Strategic Plan?
- Who prepares the Strategic Plan?
- How is the Strategic Plan Prepared?
- Building blocks of a Strategic Plan
- Key steps in Strategic Planning
- Types of Strategic Planning
- Strategic Planning road map

DAY TWO

Analyzing the Strategic Planning context: Concepts and Tools

- What is our business? What business are we in? What business should we be in?
- Who are (and how to manage) the stakeholders?
- Mission, vision, strategic intent and strategic goals
- The external environment (PESTEL analysis)
- The internal environment (TOWS matrix)
- Internal audit: What capabilities does the firm possess? What capabilities does the firm need to develop?
- Stakeholder analysis - Does the strategy deliver for every stakeholder?
- The 7S's model
- Analysis of key management functions
- Best Practice: Case study

DAY THREE

The Balanced Scorecard and The process of Identifying and Measuring Performance Indicators for a Strategic Plan

- Generating strategic options
- Selecting appropriate measures, identifying ambitious targets and developing SMARTER goals
- Key steps in developing a Balanced Scorecard for a Strategic Plan

- Team Exercise: Design a Balanced Scorecard strategy map
- Prioritising critical indicators for measurement
- Identifying and measuring critical success factors
- Identifying and measuring performance drivers
- Identifying and measuring the five performance objectives
- Best Practice: Case study

DAY FOUR

Strategic Planning in Action

- Selecting best options
- Conducting a cultural audit
- Aligning Balanced Scorecard with existing systems and processes.
- Team exercise: Developing and selecting most appropriate option(s)
- Best Practice: Case study

DAY FIVE

Implementing the Plan

- Keeping the momentum – sustaining the strategic plan
- Key steps in implementing a strategic plan
- Tactics and timetable
- Implementation teams
- Programme control
- Potential pitfalls in the development and implementation process
- Strategic change
- Team Exercise: Implementing a strategic plan
- Best Practice: Case study
- Reflections and feedback.