Course Title: Strategic Thinking & Execution for Managers

- **Duration:** 5 Days (approximately 35-40 instructional hours)
- **Course Goal:** To transform managers from operational thinkers into strategic leaders by equipping them with the mindset, analytical tools, and practical frameworks to develop strategic foresight, contribute to strategic planning, and effectively translate high-level organizational strategy into actionable plans that drive team performance and deliver measurable results.
- **Core Focus:** Developing strategic foresight, planning, and translating strategy into actionable plans.

Learning Objectives:

Upon successful completion of this workshop, participants will be able to:

- **Differentiate** between strategic, tactical, and operational thinking and apply each appropriately.
- **Utilize** core strategic analysis tools (SWOT, PESTLE, Porter's Five Forces) to assess their internal and external environment.
- **Contribute** to the strategy formulation process by identifying strategic options and making informed recommendations.
- **Develop** a clear, inspiring vision and mission for their team that aligns with broader company strategy.
- **Translate** high-level strategic goals into concrete team objectives and key results (OKRs).
- **Create** an actionable execution plan that links daily activities to strategic outcomes.
- **Communicate** the strategy effectively to inspire and align their teams.
- **Lead** their teams through the change associated with strategic execution and manage resistance.
- **Establish** metrics and review processes to monitor strategic progress and adapt as needed.
- **Create** a personal action plan to enhance their strategic leadership capabilities.

Target Audience:

- Mid-to-senior level managers and team leaders.
- High-potential individuals being groomed for leadership roles.
- Project and program managers responsible for strategic initiatives.
- Business unit leaders seeking to improve their strategic planning and execution skills.

Prerequisites:

- Experience in a management or team leadership role is recommended.

Teaching Methodology:

This is a highly interactive and application-focused workshop. The methodology includes:

- **Interactive Lectures:** Introducing strategic frameworks and concepts.
- **Case Study Analysis:** Applying analytical tools to real-world business scenarios.
- **Strategic Simulations:** Making strategic decisions in a simulated environment.

- **Workshops & Group Exercises:** Collaboratively developing strategy elements like SWOT analyses, vision statements, and OKRs.
- **Peer Coaching & Feedback:** Sharing challenges and providing feedback on strategic plans.
- **Action Planning:** Developing personal and team-based plans to apply learning directly to their work.

*(For **Online Delivery**, this will be adapted using breakout rooms for group work, virtual whiteboards (e.g., Miro/Mural) for brainstorming, polls for engagement, and interactive Q&A sessions.)*

Materials Provided:

- Comprehensive digital or printed workbook with key frameworks, tools, and exercises.
- Templates for SWOT, PESTLE, Business Model Canvas, OKRs, and a Strategic Execution Plan.
- Detailed case study documents for analysis.
- A personal action plan template for strategic leadership development.
- Certificate of Completion.

Detailed Day-by-Day Curriculum

Day 1: The Strategic Mindset & The Big Picture

- **Module 1: What is Strategic Thinking? (Approx. 2.5 hours)**
  - Welcome, introductions, and course objectives.
  - Differentiating Strategic vs. Tactical vs. Operational Thinking.
  - Key attributes of a strategic thinker: Seeing the big picture, questioning assumptions, thinking long-term, identifying connections.
  - The link between strategic thinking and effective leadership.
  - **Activity:** "Strategic or Tactical?" – Participants analyze a series of business decisions and categorize them.
- **Module 2: Understanding Your Business Model & Value Proposition (Approx. 2 hours)**
  - Introduction to the Business Model Canvas as a tool for understanding your organization.
  - Mapping your organization's or team's current business model.
  - Defining your unique value proposition for your customers (internal or external).
- **Module 3: The Strategy Cascade: From Vision to Action (Approx. 3 hours)**
  - Understanding the hierarchy of strategy: Vision, Mission, Strategic Goals, Objectives, Action Plans.
  - The importance of strategic alignment: Ensuring every level of the organization is pulling in the same direction.
  - The manager's critical role as the link between high-level strategy and team execution.
  - **Workshop:** Analyzing a company's vision and mission statements and discussing their effectiveness.
  - **End of Day 1 Recap & Q&A.**

Day 2: Strategic Analysis – Scanning the Environment

- **Module 4: Internal Analysis: Strengths, Weaknesses, & Core Competencies (SWOT) (Approx. 3 hours)**
    - A deep dive into the SWOT analysis framework.
    - Techniques for conducting a rigorous internal assessment of Strengths and Weaknesses.
    - Identifying core competencies that provide a competitive advantage.
    - **Workshop:** Participants work in groups to conduct a SWOT analysis for a case study organization or their own team.
- **Module 5: External Analysis: The Macro-Environment (PESTLE) (Approx. 2.5 hours)**
    - Understanding the PESTLE framework (Political, Economic, Social, Technological, Legal, Environmental).
    - Identifying external trends and forces that impact the organization.
    - Translating macro-trends into specific Opportunities and Threats for the SWOT analysis.
    - **Activity:** Brainstorming PESTLE factors for a specific industry.
- **Module 6: Competitive & Industry Analysis (Porter's Five Forces) (Approx. 2 hours)**
    - Introduction to Porter's Five Forces model to understand industry structure and attractiveness.
    - Analyzing the competitive landscape: rivalry, threat of new entrants, substitute products, and the power of buyers and suppliers.
    - Identifying your competitive position within the industry.
    - **End of Day 2 Recap & Q&A.**

Day 3: Strategy Formulation – Making Choices

- **Module 7: Crafting a Vision & Mission for Your Team (Approx. 2.5 hours)**
    - Moving beyond generic statements to create a vision that inspires and a mission that clarifies purpose for your team.
    - Techniques for engaging your team in the vision-crafting process.
    - Ensuring your team's vision aligns with the broader organizational vision.
    - **Workshop:** Participants draft a compelling vision and mission statement for their own team.
- **Module 8: Identifying Strategic Options & Making Choices (Approx. 3 hours)**
    - Using insights from the SWOT analysis to generate strategic options (e.g., using a TOWS matrix).
    - Introduction to strategic choice frameworks (e.g., Ansoff Matrix for growth, Porter's Generic Strategies for competitive advantage).
    - The importance of strategic trade-offs: Deciding what *not* to do.
    - **Activity:** Generating and prioritizing strategic options for the case study organization.
- **Module 9: Blue Ocean Strategy: Creating New Market Space (Approx. 2 hours)**
    - Introduction to the concept of moving beyond competition to create uncontested markets.
    - The Four Actions Framework: Eliminate, Reduce, Raise, Create.
    - Applying Blue Ocean thinking to innovate within a team or business unit.
    - **End of Day 3 Recap & Q&A.**

Day 4: Strategic Execution – From Plan to Action

- **Module 10: Translating Strategy with the Balanced Scorecard (Approx. 2 hours)**

    - Introduction to the Balanced Scorecard as a tool for translating strategy into operational terms.
    - Understanding the four perspectives: Financial, Customer, Internal Business Processes, and Learning & Growth.
    - How to create a strategy map to visualize cause-and-effect relationships.
- **Module 11: Setting Actionable Goals with OKRs (Objectives & Key Results) (Approx. 3.5 hours)**
    - Deep dive into the OKR framework for setting ambitious goals and tracking progress.
    - The art of writing effective Objectives (the "what") and Key Results (the "how").
    - Cascading and aligning OKRs from the organization down to the team level.
    - Implementing a cycle of setting, tracking, and reviewing OKRs.
    - **Intensive Workshop:** Participants develop a set of OKRs for their team that align with a strategic goal from the case study.
- **Module 12: Creating an Actionable Execution Plan (Approx. 2 hours)**
    - Breaking down OKRs into specific initiatives and tasks.
    - Resource allocation: Aligning budget and people with strategic priorities.
    - Creating a roadmap for execution and defining clear accountabilities (e.g., using a RACI chart).
    - **End of Day 4 Recap & Q&A.**

Day 5: Leading the Strategy & Ensuring Adaptation

- **Module 13: Communicating the Strategy & Storytelling for Buy-In (Approx. 2.5 hours)**
    - The manager's role as Chief Communicator of the strategy.
    - Crafting a compelling strategic narrative that connects with the "why."
    - Tailoring the message to different audiences.
    - Creating a communication plan to keep the strategy alive and visible.
    - **Activity:** Participants practice their "strategy pitch" for their team.
- **Module 14: Leading Change & Overcoming Resistance (Approx. 2 hours)**
    - Recognizing that every strategy is a change initiative.
    - Understanding the common sources of resistance to strategic change.
    - Strategies for building buy-in, managing concerns, and creating momentum.
- **Module 15: Monitoring Progress, Learning & Adapting (Approx. 2.5 hours)**
    - Establishing a rhythm of strategic reviews (e.g., quarterly business reviews).
    - Using dashboards and KPIs to track performance against the plan.
    - Fostering a culture of learning: What's working? What's not? Why?
    - Knowing when to persevere and when to pivot or adjust the strategy.
- **Module 16: Your Strategic Leadership Action Plan (Approx. 1 hour)**
    - Reflecting on key takeaways from the week.
    - **Action Planning:** Participants create a personal action plan to apply strategic thinking and execution principles to their specific role and team.
    - Course Review & Final Q&A.
    - Closing and commitment to action.