

# Strategy to Execution

*However beautiful the strategy, you should occasionally look at the results."*

—Winston Churchill

**"Digital Business is generating a real focus on effective Strategy to Execution"**

**"A facilitated training and development workshop".**

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## Strategy to Execution - Three day Course

Everyone thinks strategy is the answer, lets face it strategy sounds cool, but in many businesses the strategy is set in isolation, whilst the rest of the business keeps the ship afloat in a middle of a whirlwind of "business as usual". In the midst of this challenging environment change programme and project managers work hard to deliver their longer term goals of: schedule, cost and quality, punctuated with the short term demands from senior managers. It is no wonder, in this world of conflicting necessities that it is said that "most strategic change initiatives fail".

The disciplines of change management lie on a journey through the realms of : strategists, layers of architects, designers, subject matter experts and analysts through to project managers. These islands of expertise make the execution of a strategy a serious challenge.



Linking the strategy to the implementation of change and monitoring the progress of corporate success against the vision is what defines successful business transformation - this is what "Strategy to Execution" is all about.

This training programme sets out and promotes an "end to end view" of how to formulate strategy, architect it and then manage its implementation through "Strategy to Execution".

## Content Overview.

- Explores the strategic planning process through external and internal analysis using best practise tools and frameworks.
  - Examines the process of internal analysis and developing an understanding of the organisation through capability modelling; its short comings and its strengths.
  - Explores approaches and considerations to understanding the external business environment; customer needs expectations and consumption of value.
- Looks at alternative business models and how to make choices to form your vision addressing market position and “untapped” opportunities.
  - Describes the process of strategy evaluation and selection “discovery” and the potential choices available including topics like horizontal/ vertical integration in mergers and acquisitions and levels of standardisation and integration.
  - Describes the linkage between customers and offerings through well developed value proposition development.
- Sets and illustrates the cascade of strategic objectives and how to set leading measures that track and pinpoint success of strategic intent through the realisation of benefits.
- Explores the communication and articulation of the strategy through the development of a Target Operating Models and the formation of business requirements prior to commissioning change programmes and projects.

## On completion the delegates will:

- Be able to explain how to take a strategy and plan its implementation on an end to end basis.
- Be able to map a strategy and create objectives and the measurers for implementation control and the management of success.
- Understand the approaches to strategy evaluation and selection including market positioning and an approach to documenting a business model.
- Understand the linkages from mission to operational activities through formulation through business architecture and change management.
- Understand the differences between tactical and strategic planning and learning to deal with the cultural tensions between strategy development and business as usual,



## Who should attend:

- Change leaders and their senior staff who are tasked with leading a new strategic change programme.
- Transformation teams wishing to pull together a diverse set of backgrounds and skills to enable successful implementation of change.
- Lead business analysts looking for a career expansion into a wider transformation role.
- Project managers looking to step up into the big picture world of business transformation and the wider scope of business strategic planning.
- Entrepreneurs or owners of small/medium sized businesses who wish to explore growing their business through market diversification or acquisition.
- Technologists who wish to see how technology is part of the bigger strategic mix.

## What this course is not about:

- Project management techniques.
- Technical architecture.
- Enterprise I.T. Architecture.
- Solution architecture and proprietary software package integration.

## Expectations of Delegates:

This course is deliberately designed to give a formal grounding in Strategic Planning and Execution across traditional boundaries and skill sets.

It seeks to break down traditional role boundaries to enable cross functional change both across natural functional silos and change domains and requires learners to be open and reflective of domains beyond their own experience.

Delegates should expect to engage in group discussions and apply their own business experiences and to contribute to the group as a whole in bringing business transformation alive in their own terms and own industries.

Expect to be challenged and to develop a different perspective on what you and your organisation does to day both functionally and culturally.

The material has been loosely bench marked at Level 6 \*NQF

*\*National Qualification Framework (UK).*