

DAY 1

Strategy, Strategic Planning and Competitive Positioning

- Introduction to the training course– *Structure and Content*
- Strategy - *Concept and Significance*
- “Competitive positioning” vs. “Blue Sky” Approaches
- Achieving competitive advantage through flexibility and agility
- The interaction of strategy, structure and business processes
- Gathering information and intelligence for the SWOT Analysis
- Mini-cases and group discussion – “Cost vs. *Differentiation*”

DAY 2

Strategic Intent, Strategic Choice and Balancing Scorecards

- Vision and mission statements - *Preparing for the Future*
- Business analysis and contingency planning
- Strategic choice
- Converting the SWOT Analysis into the “*Strategy Matrix*”
- Strategy formulation – *Programmes, Projects, Policies*
- Transforming the organization - *Strategy implementation and managing change*
- Mini-case and group discussion – “*Major strategic re-orientation*”

DAY 3

Assessing the Current State of the Organization

- Leadership and management in relation to strategy
- Customer and market focus
- Human resources and knowledge management
- Building a strategic planning team
- Effective process management to achieve business results
- Monitoring and measuring business performance
- Mini-case and group discussion – “*A market entry problem*”

DAY 4

Strategic Planning Best Practice Whilst Avoiding the Pitfalls

- The strategy life-cycle and the problem of strategic drift
- Getting innovative thinking into the organization
- The potentially negative dimensions of success
- How to Avoid 'Paralysis by Analysis'?
- Overcoming inability to evaluate fresh ideas - *Denying the Truth and Thinking Inside the Box*
- The critical importance of good planning team dynamics
- Mini-case and group discussion – “*How and why a good organization can go bad?*”

DAY 5

Personal Strategic Planning

- Applying strategic tools and techniques to the individual
- Personal goal setting, creating a personal strategic plan
- Implementing change - *Achieving progress as a strategic manager*
- The mix of competencies and personal skills required in 21st century business
- Executing strategy - *How to break it down and get it done?*
- Developing inspiration and gathering support
- Overcoming adversity by leveraging your skills and building on success
- Conclusion - *A personal role in the strategic planning and goal setting processes*