KOENIG
step forward

CORPORATE STRATEGY & LEADERSHIP DEVELOPMENT PROGRAMME

STRATEGIC THINKING & EXECUTION

Turning Strategic Insight into Measurable Business Results

Duration	4 Days | 32 Training Hours
Daily Schedule	8 Hours per day (activities and practice included)
Delivery Mode	Instructor-led, interactive classroom / virtual delivery
Target Audience	Senior and middle managers, business leaders, department heads, team leaders, project managers and strategy professionals

PROGRAMME OVERVIEW

This four-day programme is designed to strengthen participants' ability to think strategically, assess business environments, make informed choices and translate organisational priorities into effective execution. Participants will work with practical strategy tools, business scenarios and collaborative exercises to connect strategic analysis with measurable results.

PROGRAMME OBJECTIVES

• Develop a strategic mindset and understand the relationship between organisational vision, priorities and business outcomes.

• Analyse internal and external business environments using practical strategic tools and frameworks.

• Identify strategic issues, evaluate opportunities and make evidence-based business decisions.

• Set clear strategic goals, prioritise initiatives and develop actionable roadmaps.

• Translate strategy into operational plans, ownership structures, KPIs and execution governance.

• Strengthen leadership, stakeholder alignment, communication and change management for successful execution.

• Monitor performance, manage risks and adapt strategic plans to changing business conditions.

LEARNING METHODOLOGY

Facilitator-led concept sessions, guided discussions, business case studies, strategic analysis exercises, group problem-solving, decision-making simulations, planning workshops, stakeholder role plays, peer learning and practical workplace application.

PROGRAMME STRUCTURE

Day	Theme	Hours
1	Building the Strategic Thinking Mindset and Understanding the Business Context	8
2	Strategic Choices, Decision-Making and Planning	8
3	Executing Strategy: Translating Plans into Organisational Results	8
4	Strategic Leadership, Change, Alignment and Sustained Execution	8
Total	**32 Training Hours**	**32**

Timing note: Each day contains eight hours of facilitated learning, discussion and practical activities. Meal and refreshment breaks are additional to the 8 training hours and can be scheduled in line with client requirements.

DAY 1 | 8 HOURS

Building the Strategic Thinking Mindset and Understanding the Business Context

Duration	Session / Learning Focus	Key Content & Learning Activities
1 hr	Strategic thinking in today's business environment	Meaning and importance of strategic thinking; strategic versus operational thinking; moving from reactive problem-solving to proactive direction-setting. **Activity:** Strategic mindset reflection.
1 hr	Understanding organisational vision, mission and purpose	Connecting organisational purpose, vision, mission and values with strategic priorities; translating broad direction into meaningful outcomes. **Exercise:** Vision-to-action mapping.
1 hr	Analysing the internal and external business environment	Understanding market dynamics, customer expectations, industry shifts, technology, competition and organisational capabilities. **Activity:** Business environment scan.
1 hr	Strategic analysis tools – SWOT and PESTLE	Applying SWOT to assess strengths, weaknesses, opportunities and threats; using PESTLE to identify political, economic, social, technological, legal and environmental influences. **Group exercise:** Organisational SWOT and PESTLE.
1 hr	Competitive positioning and value creation	Understanding competitive advantage, differentiation, customer value, core capabilities and strategic positioning. **Case study:** Competing through value and differentiation.
1 hr	Systems thinking and seeing the bigger picture	Understanding interdependencies, root causes, feedback loops and unintended consequences across functions and processes. **Activity:** Systems mapping challenge.
1 hr	Identifying strategic issues and opportunities	Distinguishing symptoms from strategic issues; prioritising opportunities based on impact, urgency and organisational relevance. **Exercise:** Strategic issue prioritisation.
1 hr	Day 1 integration and business context workshop	Teams develop a concise business context assessment using the tools covered and present key insights and implications. **Output:** Strategic context snapshot.

Expected day-end outcome: Participants will understand strategic thinking fundamentals, analyse the business context and identify priority strategic issues.

DAY 2 | 8 HOURS

Strategic Choices, Decision-Making and Planning

Duration	Session / Learning Focus	Key Content & Learning Activities
1 hr	From analysis to strategic choices	Interpreting analysis, identifying strategic options and making choices aligned with organisational purpose and desired outcomes. **Activity:** Options generation workshop.
1 hr	Setting strategic goals and measurable objectives	Translating strategic intent into clear goals; applying SMART principles and defining outcome-focused objectives and success measures. **Exercise:** Convert priorities into measurable objectives.
1 hr	Prioritisation and resource allocation	Evaluating initiatives by strategic fit, value, cost, capacity, risk and feasibility; making trade-offs when resources are limited. **Simulation:** The resource allocation challenge.
1 hr	Strategic decision-making frameworks	Structured decision-making, evidence-based judgement, scenario comparison, assumptions testing and balancing short-term and long-term considerations. **Case study:** A high-stakes business decision.
1 hr	Risk assessment and scenario planning	Identifying strategic risks, uncertainties, leading indicators and alternative futures; preparing response options for different scenarios. **Group activity:** Best-case, base-case and worst-case planning.
1 hr	Innovation and strategic opportunity development	Exploring new business models, process innovation, customer-led opportunities and emerging trends as inputs to strategy. **Exercise:** Opportunity design sprint.
1 hr	Building a strategic roadmap	Sequencing initiatives, milestones, dependencies, ownership and resource requirements; connecting strategic objectives with an actionable roadmap. **Workshop:** Roadmap development.
1 hr	Strategic planning case study and presentation	Teams analyse a business challenge, evaluate options, select priorities and present a structured strategic recommendation with supporting rationale.

Expected day-end outcome: Participants will be able to evaluate strategic options, make informed choices, set measurable objectives and develop a strategic roadmap.

DAY 3 | 8 HOURS

Executing Strategy: Translating Plans into Organisational Results

Duration	Session / Learning Focus	Key Content & Learning Activities
1 hr	Understanding strategy execution	Why strategies fail during execution; aligning people, processes, resources and leadership behaviours to deliver intended outcomes. **Activity:** Strategy execution barriers mapping.
1 hr	Translating strategy into operational plans	Breaking strategic objectives into initiatives, workstreams, activities, deliverables, timelines and measurable milestones. **Exercise:** Strategy-to-execution cascade.
1 hr	Roles, responsibilities and accountability	Clarifying ownership, decision rights, cross-functional responsibilities and accountability mechanisms. **Activity:** Responsibility and ownership mapping.
1 hr	Performance measurement and strategic KPIs	Selecting meaningful leading and lagging indicators; defining targets, baselines, measures and review frequency. **Workshop:** KPI design for strategic objectives.
1 hr	Execution governance and progress reviews	Establishing review rhythms, dashboards, escalation routes, decision forums and corrective-action processes. **Simulation:** Strategic performance review meeting.
1 hr	Managing dependencies and cross-functional collaboration	Coordinating teams, managing hand-offs, resolving competing priorities and maintaining alignment across functions. **Group exercise:** Dependency mapping.
1 hr	Overcoming execution barriers and maintaining momentum	Addressing resource constraints, resistance, delays, competing priorities and implementation drift; applying problem-solving and course correction. **Case study:** Recovering a delayed strategic initiative.
1 hr	Execution planning workshop	Participants create an execution plan for a selected strategic initiative, including milestones, owners, KPIs, dependencies and review mechanisms.

Expected day-end outcome: Participants will translate strategic priorities into execution plans with clear ownership, KPIs, governance and corrective-action mechanisms.

DAY 4 | 8 HOURS

Strategic Leadership, Change, Alignment and Sustained Execution

Duration	Session / Learning Focus	Key Content & Learning Activities
1 hr	The role of leaders in strategy execution	Strategic leadership behaviours; communicating direction, modelling priorities, making timely decisions and maintaining organisational focus. **Activity:** Leadership behaviour reflection.
1 hr	Communicating strategy and creating alignment	Making strategy understandable and relevant; connecting team contributions to organisational outcomes; stakeholder mapping and communication planning. **Exercise:** Strategy communication pitch.
1 hr	Leading change and building organisational readiness	Understanding the people impact of strategic change; assessing readiness, addressing concerns and supporting adoption. **Case study:** Leading a strategic transformation.
1 hr	Stakeholder engagement and influencing	Identifying key stakeholders, understanding interests and influence, building commitment and handling resistance constructively. **Role play:** Influencing a critical stakeholder.
1 hr	Agility, learning and adapting the strategy	Monitoring assumptions and external signals; learning from results; adapting plans while preserving strategic intent. **Activity:** Strategy adaptation scenario.
1 hr	Sustaining execution through culture and continuous improvement	Embedding ownership, collaboration, learning, disciplined follow-through and continuous improvement into everyday work. **Group exercise:** Execution culture practices.
1 hr	Integrated strategic thinking and execution simulation	Teams work through an end-to-end business scenario: analyse context, make strategic choices, prioritise, plan execution, define KPIs and respond to emerging risks.
1 hr	Strategic action planning and programme wrap-up	Participants consolidate key learning into a practical action plan with priorities, first steps, ownership, success measures and follow-up commitments.

Expected day-end outcome: Participants will integrate strategic leadership, stakeholder alignment, change and adaptive execution into a practical workplace approach.