

# € TRAINING

Strategy Execution Program





# Strategy Execution Program

## Introduction

Execution of a strategy is all about being consistent, coordinated and in control. Even the best of strategies is of little use if it cannot be executed effectively. There are many levers that need to be in sync to achieve the desired results. More so, in the current VUCA environment, where strategies must be agile and emergent, pivoting execution to actionise strategy is key.

This program will focus on the key building blocks that provide the foundation of effective strategy execution, and create enabling conditions for the successful implementation of competitive and growth strategies.

The program will have a combination of lectures, cases, group discussions and exercises that will help learn concepts and frameworks related to strategy execution and apply them to 'real-world' business situations. Participants will be continually encouraged and challenged to examine how the implementation aspects discussed in class are relevant and applicable in their own respective businesses and companies.

## Course Objectives

At the end of this course, the participants will be able to:

- Gain clarity on the strategic challenge.
- Prepare realistic plans for execution
- Identify the hidden barriers in your organization.
- Gain new insights about the hidden barriers to strategic execution and how to overcome them
- Understand the psychological dynamics between strategy execution practitioners and stakeholders
- Build an actionable plan of execution.
- Acquire a deep understanding of how to get results from future strategic initiatives

## Targeted Audience

Senior business managers at N-2 and N-3 levels from functions such as Sales & Marketing, Strategic Planning, New Business / New Product Development, R&D, Supply Chain, and Finance.

## Course Outline

### Unit 1:

- What is Strategy?
- Does everyone understand, regardless of the level or position, where we are going?
- What are the primary building blocks of effective execution?
- How do they impact performance and success both individually and collectively?

### Unit 2:

- What are the different kinds of organization structures that companies can potentially use to effectively manage their business?
- What are the benefits, risks and trade-offs associated with each of these different forms?

- In a multi-business organization, what organizational levers, in terms of structure and design, exist to maximize the value of the portfolio of businesses?

### Unit 3: What is the role of HQ in such organizations?

- Why do companies often cycle between reorganizing across these different options that create significant disruption, demotivation or even cynicism among employees?
- What are some of the new forms of organizing that are 'non-hierarchical' in nature, such that there are very few layers and almost nobody has the title of 'boss' in these companies?
- How are they applicable to conventional organizations?

### Unit 4:

- What systems and information flows do companies need, to make better decisions and execute strategies?
- What can leaders do to create a 'winning culture' in their organization and what are the issues and challenges they need to address in doing so?
- What leadership and team attributes are most significant in this regard?

### Unit 5:

- Revision
- Workshop