

## Applying Strategic Thinking to Operational Management - 3 Days

### *Course 3310 Overview*

#### **You Will Learn How To**

- Leverage strategic thinking at the operational level to add organizational value
- Maximize operational core competencies to implement organizational strategy
- Bridge the gap between organizational and operational goals
- Foster an innovative culture to overcome strategic challenges
- Develop an effective change process that satisfies stakeholder needs
- Secure the commitment of key stakeholders

#### **Course Benefits**

Successful operational managers use strategic thinking to move beyond reacting to day-to-day events, ensuring that their decisions are aligned with organizational values, vision and goals. In this course, you gain the practical skills to effectively integrate strategic thinking with daily operations. You learn to apply strategic thinking, innovate to create opportunities, plan for change and meet stakeholder needs.

#### **Who Should Attend**

Frontline managers wishing to apply strategic thinking to their operational management skills. Management experience at the level of Course 290, "Management Skills," or Course 906, "Management Skills for an IT Environment," is assumed.

#### **RealityPlus™**

An interactive and evolving case study immerses you in a challenging environment where you explore the concepts and methods behind implementing strategy at the operational level. Activities include:

- Enhancing strategic thinking traits
- Prioritizing stakeholder relationships
- Building a core competencies matrix at the operational level
- Activating strategic processes to realize strategic intent
- Assessing the impact of change
- Optimizing operational factors through scenario planning
- Implementing an innovation framework
- Proactively addressing strategic changes
- Presenting your case to gain commitment from stakeholders for enacting operational strategy

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### Course 3310 Outline

#### Introduction

- Strategy: everyone's concern
- Identifying the strategic challenges facing operational managers
- What strategy means to operational managers

#### Defining Strategic Thinking

##### The key aspects of strategic thinking

- Distinguishing between strategic thinking and strategic planning
- Identifying the impact of strategy on operational activity
- Aligning the organization's vision with reality
- Creating sustainable competitive advantage

#### Creating value for stakeholders

- Recognizing the importance of stakeholders in the strategy process
- Satisfying the needs of the stakeholders

#### Applying strategic-thinking tools

- Positioning yourself within the four cycles of operational effectiveness
- Decoding your environment with PESTLE
- Analyzing the organizational ecosystem with Porter's Five Forces

#### Leveraging Operational Strengths

##### Evaluating operational capabilities

- Differentiating between organizational and operational competencies
- Taking inventory of the key strengths within your operation
- Rating competencies against strategic goals

##### Maximizing your unique operational strengths to deliver stakeholder value

- Optimizing internal processes
- Shaping opportunities by scanning the external environment

#### Executing Strategy at the Operational Level

##### Getting real about the vision

- Qualifying the gaps between operational and organizational vision
- Establishing the foundation for realizing goals

#### Bridging the strategic gap

- Questioning assumptions to uncover new solutions and drive new discoveries
- Managing operational strategic assets
- Rigorous planning through scenario assessment
- Quantifying the impact of proposed solutions

#### Creating an Innovative Culture

##### Employing an innovation framework

- The importance of innovation in strategic thinking
- Promoting nonlinear thinking
- Generating solutions through value engineering
- Optimizing solutions by challenging the status quo

#### Adapting your culture to satisfy strategic demands

- Meeting the five preconditions for an innovative culture
- Facilitating team innovation

#### Innovating to create competitive success

- Qualifying innovation traits
- Benchmarking objectives against actual performance

#### Quantifying the financial metrics

- Verifying decisions through financial analysis
- Incorporating a stakeholder perspective

#### Planning for Operational Change

##### Weaving change into the fabric of the culture

- Being proactive in a reactive environment
- Implementing operational change through people, processes and culture
- Motivating the team to adopt the change

#### Constructing a change process

- Configuring your resources to encompass change
- Measuring results through balanced scorecards
- Reviewing and communicating progress

#### Securing Stakeholder Commitment and Resources

##### Communicating for buy-in

- Applying influencing techniques to overcome resistance

- Negotiating for resources using win-win approaches

#### Maximizing your impact

- Presenting your intentions to key decision makers
- Earning support with entrepreneurial techniques
- Articulating an elevator pitch that secures commitment