

Strategic Thinking Training for Operational Management Course 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 planning
- Identifying the impact of strategy on operational activity
- Aligning the organization's vision with reality
- Creating sustainable competitive advantage

Creating value for stakeholders

- Recognising 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
- Analysing the ecosystem with Porter's Five Forces



Leveraging Operational Strengths –

Evaluating operational capabilities

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

Maximising your unique operational strengths to deliver stakeholder value

- Optimising 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 organisational vision
- Establishing the foundation for realising goals

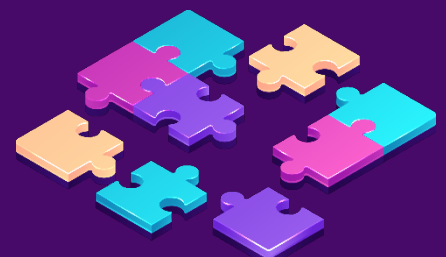
Bridging the strategic gap

- 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
- Optimising 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



Securing Stakeholder Commitment –

Communicating for buy-in

- Applying influencing techniques to overcome resistance
- Negotiating for resources using win-win approaches

Maximising your impact

- Earning support with entrepreneurial techniques
- Articulating an elevator pitch that secures commitment

