

## The Strategy Playbook

*Integrate Strategic Thinking with Tactical Planning and Execution*

To survive and prosper in today's disruptive business environment, organizational leaders must not only formulate the correct strategy, but also implement it effectively.

This program integrates the best practices of strategic thinking, planning and execution into a fully aligned game plan. Think strategically to set the organizational vision. Convert the vision into effective operational and tactical implementation plans. Create performance-oriented guidelines to help staff execute strategic goals, and ensure that business activities link back to the overall strategy.

### Takeaways

- Become aware of the kinds of strategies that are possible
- Use “best practice” strategic thinking to analyze the powerful patterns affecting your organization
- Define your strategic options, and select the right ones
- Move the ball forward by cascading the organizational vision into executable operational and tactical plans
- Develop your skill set in applying strategic tools and processes
- Ensure that everyone understands the strategic vision, has the tools they need to support it, and pulls together in a unified effort to deliver it
- Redesign performance measures to enhance strategy implementation
- Balance core business and new initiatives
- Respond to changing conditions by continually rejuvenating the strategy
- Lead your organization during disruptive times by creating a learning culture

### Audience

This program is designed for managers who are tasked with cascading the organization's strategic plans into executable performance-oriented operational plans.

## Program Content

### Day 1 - Strategic Thinking

- What is competitive advantage and how does it relate to various types of firms
- Key tools and concepts for strategic thinking: PEST Analysis, Key Success Factors and Forecasting
- Elevating your thinking to a strategic level: 5-Forces Analysis for the industry landscape
- Using the 7-step Strategic Analysis framework
- Analyzing your company's activities at the highest level
- Building a business model that empowers you to think and act strategically

### Day 2 - Strategic Planning

- Identifying and developing the corporate vision/mission/goals/strategies and tactics
- Uncovering future options with Blue Ocean Concepts (Strategy Canvas; Buyer Experience Cycle)
- Key tools for framing strategy: Product-Customer Matrices and Strategic Group Maps
- Strategic decision-making methods: Alternatives Matrices, the Options-Led Approach and "Playing to Win"
- Frameworks for eliciting the 3-step strategic planning process: "Where are we now; Where do we want to be; How do we get there"

### Day 3 - Strategic Execution

- Applying the 4 fundamental building blocks of execution: Decision Rights, Information Flows, Aligning Motivators and Structural Changes
- Developing appropriate criteria/metrics via the balanced scorecard and key performance indicators
- Evaluating and measuring progress
- Putting it all together in a dynamic Strategy Statement
- How to get things done: establishing targets, motivating and managing others
- Minimizing the risk of strategy failure
- Remaining flexible and keeping the strategy dynamic

## Special Features

You will perform a strategic analysis for your organization, and draft your own strategic plan for execution.

## Program Leader

**Perry Atwal** is a lecturer in Strategy and Organizational Behaviour at the Sauder School of Business. He teaches courses on service management, employment relationships, organizational behaviour, strategy and marketing. He has led successful projects involving extremely diverse participants, and has forged effective relationships between business and government professionals at many levels. Previously he worked in Investment Banking in London, New York and Hong Kong.

## To Register

Executive Education

[www.sauder.ubc.ca/executive](http://www.sauder.ubc.ca/executive)

Tel. 604.822.8400 (toll-free 1.800.618.3932)