

Seeing the Big Picture: Strategic Thinking for Senior Executives

Please find below more information about the aims, our training approach and a sample of the structure of the programme *Seeing the Big Picture: Strategic Thinking for Senior Executives*.

Aim

To provide participants with a clear understanding of:

1. How to analyse the external and internal environment, and combining the two analyses to identify the organisation's strategic sweet spot
2. Strategic development: option generation and analysis
3. Strategic deployment: turning plans into action
4. Overcoming resistance to change

Methodology

The training approach to be used, which governs the design and delivery of the training is based on the following principles:

- To actively involve the participants throughout the training
- To enable participants to share their thoughts and enquiries
- The training is designed based on the needs and expectations of the participants that are reflected in the pre-training questionnaire

Workshop methods and tools

In order to achieve the objectives of the training, the following tools and methods will be utilised:

- **Presentations:** presentations will be used in order to provide the background of each subject and create discussion and questions.
- **Discussions:** throughout the training, participants will be encouraged to contribute to discussions and share their experiences and thoughts with the rest of the group. The discussions will be facilitated and coordinated by the facilitator in order to maintain the focus in the key areas of interest
- **Case studies:** case studies will be used so as to facilitate and trigger discussion, as well as allow external benchmarking so as to achieve competitiveness
- **Group work:** group work will be used in order to facilitate practical understanding of the issues and in order to enhance team working, team building and cooperation amongst participants
- **Role play:** designed to introduce delegates to the range of strategic tools available, to practice using them and to consider how they can be applied back in the office

Sample programme

Day 1

09.30 Welcome and Introductions

- Aims and learning objectives of the day.

Session1 How to analyse the external environment

- Stakeholder analysis
- PESTLEID (Political, Economic, Social, Technology, Environment, International, Demographic)
- Scenario Development

Refreshment Break

Session 2 How to analyse the internal environment

- SWOT analysis (Strength, Weaknesses, Opportunities, Threats)
- Apply SWOT results as a TOWS analysis
- Scenario development
- VMOST (Vision, Mission, Objectives, Strategy, Tactics)
- Resource based capacity review
- Knowledge based capacity review
- Value chain review

Lunch

Session 3 How to combine external and internal analysis to identify the organisation's strategic sweet spot

- EVR (Environment, Values, Resources)

Refreshment Break

Session 4 Option Generation

- Porter's generic strategies
- The Ansoff matrix
- Behavioural insight
- 5 option types

- Putting it into practice
 - Action plan

17.00 Conclusions and Close

Day 2

09.30 Review of Day 1

Session 1 Option analysis

- AFD analysis (Appropriateness, Feasibility, Desirability)
- Scenario testing
- Complexity thinking
- Uncertainty and risk analysis

Refreshment Break

Session 2 Turning plans into action

- 4E analysis (Envision, Engage, Enable, Enact)

Lunch

Session 3 Overcoming resistance to change

- Adaptive leadership model to enable change: observe-interpret-intervene

Refreshment Break

Session 4 Putting it into practice

- Action planning

17.00 Conclusions and Close

Note: This sample programme may be subject to changes and/or further tailoring.