

DEVELOPING EFFECTIVE STRATEGY MASTERCLASS: COURSE SPECIFICATION



Aim: The aim of the 'Strategy Development Masterclass' is to equip senior executives and board members/charity trustees with the knowledge and skills required to lead and/or contribute to the development of effective strategy in complex and ever changing environments through developing an outline strategy for their own (or an example) organisation.

Duration: The course takes place over three days and comprises a mix of presentations, small group exercises and whole group plenary discussions/seminars.

Capacity: When delivered by a single facilitator, the course has a capacity of 15 delegates. The course capacity can be increased by 15 for each additional facilitator, up to a maximum of 45 delegates.

Context: The course uses the development of a draft outline strategy for delegates' own (or an example) organisation as a vehicle for learning transfer. On completion of the course, the strategy can either be developed into a completed strategy by the facilitator/consultant or by the delegates and their organisation, with the consultant providing additional support if required.

Awards: The course received national awards in both August 2024 and September 2023 for training and education excellence in its design and delivery (see logo top right).

Learning Objectives: On completion of this course, participants will be able to:

- Explain what strategy is and describe the relationship between strategy and policy.
- Explain why developing effective strategy is so challenging and why most strategies fail.
- Describe the characteristics of the most effective strategies.
- Differentiate between a strategy that is likely to fail and one that is likely to succeed.
- Understand the role of futures analysis in developing effective strategy.
- Understand how different tools, techniques and frameworks can help in developing effective strategy.
- Apply a proven and accessible five stage methodology for developing effective strategy.
- Describe the attributes, actions and attitudes that can help leaders develop effective strategy.
- Lead and/or contribute to the development and implementation of strategy in their own organisation.
- Lead or contribute to the post-implementation review and constant adaptation of strategy.

Topics Covered: Topics covered during the course include:

- Different descriptions of strategy and an agreed definition.
- Critical thinking and the role of constructive challenge.
- The trends shaping the global, regional and sector environments over the next 5 – 10 years.
- The nature of 'wicked', 'adaptive' and 'gnarly' problems.
- Envisioning and the importance of understanding 'why'.
- The role of values in shaping strategy.
- The Futures Cone and the Three Horizons Model.
- Environmental analysis (using PESTLE to identify opportunities & threats).
- Stakeholder mapping (to identify opportunities and threats).
- Assessing an organisation's 'as is' situation, and its strengths and weaknesses.
- SWOT Matrix to capture analysis and provide a foundation for strategic option development.
- Deconstructing a vision into realistic and achievable strategic objectives.
- Developing different options that exploit opportunities to achieve the strategic objectives.
- Applying the 'five tests of strategy' to differentiate between different strategic options.
- Red Teaming, wargaming, premorteming, ROC Drills and Artificial Intelligence (AI) in developing strategy.
- Aligning the implementing organisation (applying the McKinsey 7-S Framework).
- Developing an implementation action plan.
- Identifying and recording risks.
- Developing a communications plan and strategic narrative to support strategy implementation.
- The power of diversity, inclusivity and creativity in developing effective strategy.
- Performance metrics, strategy review and the need for adaptation.
- Leading the development and implementation of strategy.

Detailed Programme: Available on request.