Integrating Strategic, Operational and Tactical Leadership for Outstanding Performance Training

Description

Introduction

Coming up with a great strategy is one thing, but actually implementing it successfully in order to get outstanding results is quite another. This is why the real challenge in strategy is in execution. Executives and managers require the skills and competencies to go from strategy formulation to day-to-day tactical execution while ensuring the achievement of results that align with the strategy.

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Leaders at all levels must be able to understand an organization's context and competitive position and then understand and execute on its plans to achieve its strategic, operational, and tactical goals. This requires strategic, operational, and tactical leadership and the integration these three levels of planning, organization, direction, and control. Leaders must know how to integrate strategic, operational, and tactical leadership synergistically so the organization can grow and achieve outstanding results.

Objectives

- Understand the planning and execution framework at all levels of the organization.
- Recognize and apply the concepts and principles of strategy, operational planning, and tactical execution.
- Creating and maintaining the organizational structures, processes, and systems to ensure tactical, operational, and strategic success.
- Familiarization with the strategic, operational, and tactical leadership framework.
- Identify and assess linkages and interrelations of leadership with strategy, operations, organization, and tactics.
- Integrate the full spectrum of leadership levels with the needs of organizations and people.

Contents

Module One:Strategy Excellence: From Strategic Vision to Tactical Execution Day One

From Vision to Results: The Planning and Execution Framework

- Understanding the distinctions between strategy, operations, and tactics
- How planning and execution work
- How vision, mission, and planning relate to morale, cohesion, and unity of purpose
- Nested hierarchical planning
- Mission analysis and mission leadership
- Measuring progress and results

Day Two

Strategy: Setting the Vision and Direction

- Understanding vision, mission, objectives
- Corporate-level strategy
- Competitive strategy and positioning
- Offensive and defensive manoeuvres

Day Three

Operational Campaign Planning: Turning the Strategy into Actionable Plans

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- Using nested hierarchical planning and mission analysis to create a campaign planning framework
- Understanding and applying key operational concepts: centre of gravity, main effort, concentration, economy of effort, major thrust(s), and supporting thrust(s)
- Working with limited resources: deciding what to do and why to do it
- Building a campaign plan to implement a strategy
- Successful manoeuvring and positioning

Day Four

Operational Systems and Processes: Setting the Conditions for Successful Execution of Strategy

- Strategy mapping and the components of organizational systems and processes
- The financial perspective
- The customer perspective
- The internal perspective: operations management, customer management, innovation, and regulatory & social processes
- The learning and growth perspective: developing and integrating human, informational, and organizational capital

Day Five

Tactics: Getting Results and Leading in the Face Competition and Obstacles

- Breaking objectives into manageable goals and tasks
- Giving direction efficiently and effectively
- Using and encouraging initiative, flexibility, and adaptation within overarching strategy, operational plans, and organizational structures and systems
- Managing for results
- Feedback and adjustment

Module Two:Effective Organisational Leadership Day Six

Understanding the Leadership System and Leadership Development Framework

- Characteristics, commonalities, and differences of strategic, operational, and tactical leadership
- The relationship of the Leadership System to the Planning and Execution Framework
- Influence and motivation in a dynamic and competitive environment
- Leadership Development Framework: Understanding and applying action-logics and the stages of leadership development
- Relating the leadership development stages to strategic, operational, and tactical leadership

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Day Seven

Tactical leadership: Front-line leadership to achieve the organization's mission, vision, and goals

- Characteristics and requirements of tactical leaders
- Expertise and technical competence as the basis of tactical leadership
- Leading from the front & setting the example
- Coaching and mentoring
- Developing others
- Supervision, assessment, and feedback

Day Eight

Operational leadership: Implementing the strategy by creating winning conditions for tactical leaders

- Characteristics and requirements of operational-level leaders
- Leading the institution and organization, not just people
- Leading departments, divisions, and functions
- Cross-departmental leadership, cooperation, and influence
- Advising the top leadership
- Staff vs. line leadership

Day Nine

Strategic leadership: Formulating and communicating vision, mission, objectives, and strategy

- Characteristics and requirements of strategic leaders
- Strategic leadership of external stakeholders
- Strategic leadership of internal stakeholders
- When to micromanage
- Creating a strategy from the top down

Day Ten

Putting it all together: Creating a visionary and strategy-based organization

- What is visionary leadership and how does it relate to strategic leadership?
- Creating a culture of vision, strategy and initiative, at all levels and throughout the organization
- Creating a collaborative vision and strategy

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