

This course helps managers become more strategically aware, both organisationally and within their operating environment. It challenges some of the myths about strategy and tactics as well as helping senior leaders to be more effective decision makers. Beginning with a clear definition of good strategy and how to create and measure it; the course helps managers to re-engage or create their own strategy and set out how they will improve competitiveness and achieve their vision. The course helps managers discover their own decision-making biases and provides them with a strong decision-making process for leading change and achieving results.

For all dates and venues, see [here](#) or call **0800 619 1230**

This course can be taken individually or as an optional module that can lead to an ILM Level 5 Award in Leadership and Management. It can also be taken as an additional module for an Impellus Certificate of Learning in Leadership and Management at Level 5.

DAY ONE

9:30 – 10:00 Welcome, overview and introduction to the programme

- 10:00 – 11:15** • Defining strategy and separating tactical thinking • Understanding strategy hierarchies in organisations
Is your strategy fit for purpose? • Establishing what makes a good or bad strategy • Identifying your organisation's approach to strategy

The initial session allows delegates to explore the meaning of strategy and how it is often confused with tactics or goals. Time is spent identifying the different strategic hierarchies in organisations and how they fit together. The session finishes by helping delegates to reflect on their own strategy and how well it is executed.

11:15 – 11:30 Break

- 11:30 – 13:00** • Big picture perspectives and why looking out of the window is essential to strategic thinking • Uncovering the truth of your operating environment
Scanning the external environment • STEEPLE analysis • Forecasting changes to your industry

Delegates will look at the importance of big picture thinking for their organisations and complete a detailed STEEPLE scan of their operating environment. From there they will be given time to research wider perspectives before discussing how their data can be used to make better strategic choices going forward.

13:00 – 14:00 Lunch

- 14:00 – 15:15** • Identifying the competitive intensities on your organisation through Porter's 5 Forces • Anticipating future competitive challenges and deciding where to compete
Keeping an eye on the competition • How looking across your value-chain can improve strategic thinking and decision making

The delegates will first identify the competitive intensities using Porter's Five Forces analysis on their own business before challenging their assumptions on key elements of the model. Time is then spent identifying new threats and opportunities from this value chain analysis tool.

15:15 – 15:30 Break

- 15:30 – 16:30** • Analysing your customers to establish their growing demands • How strategy focused on the three tiers of non-customers can improve competitiveness and sustainability
Walking in your customer's shoes • Identifying the 'value-in-use' of your customers' experience with you to unlock new perspectives • Diagnosis – making sense of it

During the final session of the day, delegates look at two strategic customer analysis tools to identify where new or unseen competitive edge for their organisation might come from, before revisiting their wider diagnosis in light of the day's fresh 'strategic' perspectives.

DAY TWO

9:15 – 9:30		Welcome	
9:30 – 11:15 <i>The key to effective strategy</i>	<ul style="list-style-type: none"> • Review of day one – reflections and learning • Establishing the kernel of good strategy 	<ul style="list-style-type: none"> • Deciding the right strategic theme for your organisation or department • Identifying competitor strategy convergence 	
<p><i>The second day begins by revisiting day one and reflecting on the key learning points. The 'kernel of good strategy' is discussed before looking at strategic themes and how they are crucial in informing decision making and company image. Time is then spent analysing direct competitors to establish if strategy convergence is taking place.</i></p>			
11:15 – 11:30		Break	
11:30 – 13:00 <i>Finding space through differentiation</i>	<ul style="list-style-type: none"> • How to find Blue Ocean to swim in • Deciding on the best course of action to develop a sustainable, growing, and competitive organisation 	<ul style="list-style-type: none"> • Deciding how to minimise risk and maximise opportunities to create value innovation 	
<p><i>Taking the competitive analysis from session one further, delegates will use the analysis tools introduced in Blue Ocean Strategy to measure how red or blue their current strategy is. The concept of value innovation is introduced, and delegates work through the 6 paths of strategic innovation in order to make key decisions on the future of their organisation.</i></p>			
13:00 – 14:00		Lunch	
14:00 – 15:15 <i>Decision making pitfalls</i>	<ul style="list-style-type: none"> • Curating and making the best use of your strategic assets • Understanding cognitive bias and how it can impact our decisions 	<ul style="list-style-type: none"> • Influencing and challenging unhelpful decision-making biases in organisations to improve strategic thinking 	
<p><i>To conclude the sections of the course targeting 'thinking strategically', delegates identify their strategic assets and explore how to create and curate stronger assets – identifying strengths and weaknesses that may get in the way of delivering their strategies. Within this session focus turns to cognitive bias as a barrier to making robust strategic decisions across organisations.</i></p>			
15:15 – 15:30		Break	
15:30 – 16:30 <i>Unlocking creativity and removing barriers</i>	<ul style="list-style-type: none"> • Coaching for the right decisions 	<ul style="list-style-type: none"> • Bringing it together and action planning 	
<p><i>In the final session of the course, delegates will have the opportunity to establish how coaching can be an invaluable tool for strategic thinking and decision making. The course concludes by planning out the steps they will take to improve their own performance as well as that of the team on their return to the workplace.</i></p>			

All Impellus courses are designed to be enjoyable and highly informative. Delegates are given a welcoming and comfortable environment in which to reflect, challenge and learn. The focus is on being able to bring new skills and thinking back into the workplace.