

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 at Level 5.



## DAY ONE

<b>9:00 – 9:30</b>	Delegate registration, refreshments, networking opportunity	
<b>9:30 – 9:50</b>	Welcome, overview and introduction to the programme	
<b>9:50 – 11:15</b>	<ul style="list-style-type: none"> <li>Defining strategy and separating tactical thinking</li> <li>Establishing what makes a good or bad strategy and exploring 'the kernel of good strategy'</li> </ul>	<ul style="list-style-type: none"> <li>Identifying strategy types and how your organisation fits in</li> </ul> <p><i>The initial session allows delegates to explore the meaning of strategy and how it is often confused with tactics or goals. Time is spent exploring 'the kernel of good strategy' to underpin the day, before identifying classic business strategy types. The session finishes by helping the delegates to see which strategy their own organisation is most aligned to and if this is a good choice.</i></p>
<b>11:15 – 11:30</b>	Break and networking opportunity	
<b>11:30 – 13:00</b>	<ul style="list-style-type: none"> <li>Big picture perspectives and why looking outside the window is essential</li> <li>STEEPLE analysis and your sector</li> </ul> <p><i>Delegates will look at the importance of big picture thinking for their organisations and complete a detailed STEEPL environmental scan of their operating environment. From there the participants will be given time to research wider perspectives before discussing how their data can be used to make better strategic choices going forward.</i></p>	<ul style="list-style-type: none"> <li>Uncovering the truth of your operating environment</li> </ul>
<b>13:00 – 14:00</b>	Lunch	
<b>14:00 – 15:15</b>	<ul style="list-style-type: none"> <li>Identifying the competitive intensities on your organisation</li> <li>TOWS - analysing threats, opportunities, weaknesses and strengths</li> </ul> <p><i>The delegates will first identify the competitive intensities on their own business before completing some initial research on their most important competitive issue. Time is then spent applying TOWS to these competitive factors so key choices can be made that fit into their business plans going forward.</i></p>	<ul style="list-style-type: none"> <li>Understand how to make good strategic choices that fit your business</li> </ul>
<b>15:15 – 15:30</b>	Break and networking opportunity	
<b>15:30 – 16:30</b>	<ul style="list-style-type: none"> <li>Looking for competitive edge and the next big thing</li> </ul> <p><i>During the final session of the day delegates spend time identifying where new or unseen competitive edge for their organisation might come from and use a Customer King model to try to anticipate their customer's needs. They then challenge each other on establishing new innovations before summarising the days activities into a coherent diagnosis.</i></p>	<ul style="list-style-type: none"> <li>Where can innovation help</li> <li>Diagnosis – making sense of it</li> </ul>

## DAY TWO

### 9:15 – 9:30 Welcome, refreshments and networking opportunity

- Review of day one – questions and learning
- Defining decisions in a business context
- Using the business planning hierarchy to lead all decision making
- Explore and understand your own decision making preferences

*The day begins by defining decision making within a business environment and how it can be viewed by others. The business planning hierarchy is then used to show where decisions can be made to keep an organisation aligned, and where poor decision making can lead to failure. The session finishes with delegates establishing their own decision making preferences and how this impacts on their business and teams.*

### 11:15 – 11:30 Break and networking opportunity

- Understanding cognitive bias and how it can impact our decisions
- Re-positioning to gain greater perspective
- Employing the six thinking styles to provide options and inform decisions

*Within this session focus turns to cognitive bias as a way to speed up decision making and understand where blind spots can creep in. The session moves on to discuss perceptual positions and how these can be used to increase perspective, before finishing with an application of De Bono's Six Thinking Hats as a method of bringing a holistic view to business decisions.*

### 13:00 – 14:00 Lunch

- Identifying and mitigating risk
- Establishing the right course of action for your business and its strategy
- Gaining buy-in to the future

*This session explores the importance of identifying, mitigating or making the most of risk and failure. It looks at real world examples of successful risk management and how their successes can be applied to other situations. The business planning hierarchy is used once more to align risk-taking with the vision, mission and values of the organisation and how buy-in can be achieved amongst teams.*

### 15:15 – 15:30 Break and networking opportunity

- The decision challenge
- Bringing it together and action planning

*In the final session of the course, delegates will have the opportunity to test out what they've learned with a decision making and strategy challenge followed 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.*

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.