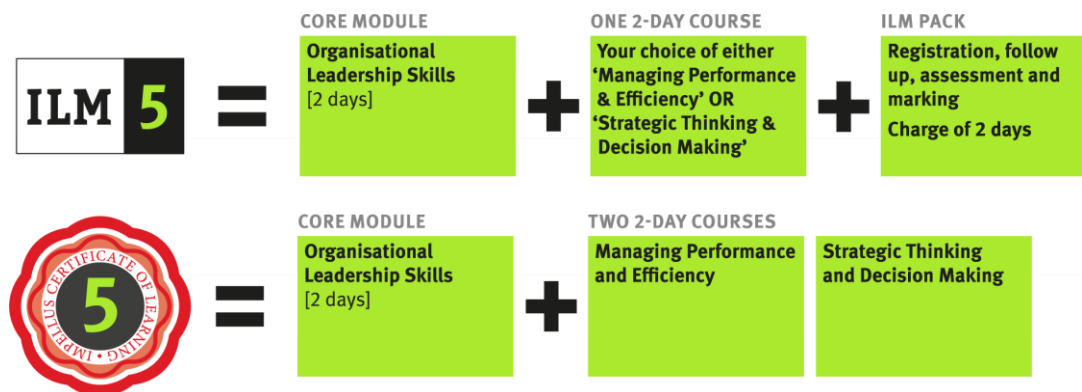


Discover how to implement goals and objectives that work strategically and tactically and create effective, efficient and importantly aligned organisations. Managers learn how to define and use measurable objectives to achieve strong, directional performance.

This course looks at how objectives and performance measures can be implemented by business units, departments and managers to ensure that people remain aligned and customers are serviced correctly. It looks at the impact of the things on which we choose to focus, and how measurement tools and their implementation have an effect on output.

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

9:00 – 9:30	Delegate registration, refreshments, networking opportunity	
9:30 – 9:50	Welcome, overview and introduction to the programme	
9:50 – 11:15	<ul style="list-style-type: none"> Understanding the value of having a balance between effectiveness and efficiency Highlighting the importance of a structured Business Planning Hierarchy 	<ul style="list-style-type: none"> Discovering how healthy your organisation is and how much you are wasting <p><i>The initial session allows delegates to understand why getting the 'right' balance between effectiveness and efficiency can lead to having a competitive edge. It then looks at the importance of having a clear and structured plan for the business. The session finishes by allowing participants to carry out a 'health check' on their organisation to establish areas for improvement.</i></p>
11:15 – 11:30	Break and networking opportunity	
11:30 – 13:00	<ul style="list-style-type: none"> Achieving your company vision by design and alignment Matching strategy and tactics to a Strategic Theme to improve buy-in <p><i>Delegates will identify how to translate their organisation's vision, mission and values into a high level business strategy and story that clients, suppliers and employees can identify with. From there they will learn how to begin to develop a Balanced Scorecard for their organisation or business unit so that they can create alignment whilst building their brand.</i></p>	<ul style="list-style-type: none"> Creating a Balanced Scorecard to drive performance and build brand
13:00 – 14:00	Lunch	
14:00 – 15:15	<ul style="list-style-type: none"> Choosing objectives that achieve major goals and provide balance across the business <p><i>Here the programme focusses on how compelling and meaningful objectives can be chosen to achieve major goals by design. It concentrates on how to write an objective that is attainable within your organisation's current operating environment as well as realistic in line with your internal resources, skills and expertise.</i></p>	<ul style="list-style-type: none"> SMART objective setting Building on the Balanced Scorecard
15:15 – 15:30	Break and networking opportunity	
15:30 – 16:30	<ul style="list-style-type: none"> Translating Vision, Mission and Values into tactics that provide competitive edge <p><i>During the final session of the day delegates look at how to choose tactics that provide competitive edge and fit the organisation and its people. The day concludes by creating a 'rallying call' to mobilise your vision.</i></p>	<ul style="list-style-type: none"> Communicating your plan to generate commitment and enthusiasm

DAY TWO

9:15 – 9:30	Welcome, refreshments and networking opportunity	
9:30 – 11:15	<ul style="list-style-type: none">• Review of day one – reflections and learning• Uncovering inefficiencies through Value Chains	<ul style="list-style-type: none">• Re-designing tactics to fit organisational strategy and create internal and external alignment <p><i>The day begins by reflecting on the organisational design created on day one and applies Lean Management techniques to begin to uncover inefficiencies across their organisation. Time is then taken to see how clearly defined 'Strategic Themes' can improve internal and external tactics and overall organisational performance.</i></p>
11:15 – 11:30	Break and networking opportunity	
11:30 – 13:00	<ul style="list-style-type: none">• Establish how efficient and effective you are and how this affects your team• Utilising value-based prioritisation to improve the organisational 'Pay Back Rate' <p><i>This session allows participants to uncover how they can improve their own performance and how this can improve the effectiveness and efficiency of their teams. The session then looks at applying value-based prioritisation to day-to-day activities and how this can highlight opportunities for improvement. The session closes by looking at delegation and how to communicate authority, responsibility and accountability.</i></p>	<ul style="list-style-type: none">• Understanding the interplay between Authority, Responsibility and Accountability• Delegating to ensure those around you are empowered to deliver
13:00 – 14:00	Lunch	
14:00 – 15:15	<ul style="list-style-type: none">• Targeting for the behaviours you want• Identifying 'Critical to Quality' measures for your customers <p><i>This session explores the importance of joined up thinking when it comes to targeting individual's performance. Time is spent uncovering how targeting the behaviour you want can lead to unintended consequences and what can be done to mitigate and balance these forces. A Lean Six Sigma approach is applied to control measures that can be deployed throughout an organisation to improve efficiency whilst maintaining overall effectiveness.</i></p>	<ul style="list-style-type: none">• Choosing control methods that provide transparency and ownership
15:15 – 15:30	Break and networking opportunity	
15:30 – 16:30	<ul style="list-style-type: none">• The management challenge <p><i>In the final session of the course delegates will have the opportunity to test out what they've learned with a management challenge and will plan 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>	<ul style="list-style-type: none">• Bringing it together and action planning

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.