

Driving Organisational Focus and Efficiency *impellus*

AN IMPELLUS SENIOR LEADERSHIP AND MANAGEMENT COURSE

This course looks at how performance measures and objectives can be implemented by business units, departments, and managers to ensure that all staff fully understand 'what we stand for' and remain aligned to the demands of the business. A focus on what customers value ensures that delegates are constantly seeking opportunities to deliver in-line with customer expectations. 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 and operational effectiveness and efficiency.

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 <i>Striving to be effective and efficient</i>	<ul style="list-style-type: none">Understanding the value of having a balance between effectiveness and efficiencyApplying the effective and efficiency matrix	<ul style="list-style-type: none">Discovering how healthy your organisation is and areas to be worked on
<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>		
11:15 – 11:30	Break	
11:30 – 13:00 <i>Analysing and plugging the gaps</i>	<ul style="list-style-type: none">The Service Gap – where are we falling short?Achieving your company vision by design and alignment	<ul style="list-style-type: none">Using the Business Modelling tool to drive performance and build brandIdentifying your customer segments and value proposition – what defines effectiveness?
<i>Delegates will consider the Service Gap model to identify areas for improvement. They will then explore how to translate their organisation's vision into a high-level business strategy and story that clients, suppliers, and employees can identify via the Business Modelling tool. The tool will be used to produce stage one, their organisation's customer segments and value proposition.</i>		
13:00 – 14:00	Lunch	
14:00 – 15:15 <i>Communicating what we stand for</i>	<ul style="list-style-type: none">Building on the Business Modelling toolEnsuring the voice of the customer is heard	<ul style="list-style-type: none">Delivering our value proposition in line with customer demands
<i>Here delegates build the next stages of their Business Modelling tool by putting themselves firmly in the shoes of their customers. The session then focuses on identifying ways to ensure that their value proposition is delivered considering actual rather than perceived customer expectations.</i>		
15:15 – 15:30	Break	
15:30 – 16:30 <i>Communicating consistency</i>	<ul style="list-style-type: none">Finalising the Business Modelling toolTranslating the tool into tactics that provide competitive edge	<ul style="list-style-type: none">Re-visiting service gaps – have we got it right?
<i>During the final session of the first day delegates will complete their organisation's Business Modelling tool and look at how to choose tactics that provide competitive edge and fit the organisation and its people. The day concludes by checking whether a solution has been found for all gaps that have been identified.</i>		

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DAY TWO

9:15 – 9:30	Welcome	
9:30 – 11:15 <i>Finding and fixing inefficiencies</i>	<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-thinking resources and processes to plug the gaps
<i>The day begins by reflecting on the organisational design created on day one and applies techniques to begin to uncover inefficiencies across their organisation. Time is then taken to see how this analysis can be used to improve tactics across the organisation.</i>		
11:15 – 11:30	Break	
11:30 – 13:00 <i>Accurate measurement of expectations</i>	<ul style="list-style-type: none">• The levers of internal control• Using Critical to Quality methodology to create operational consistency	<ul style="list-style-type: none">• Reducing waste to increase efficiency• Analysing resourcing requirements and processes
<i>The four levers of internal control are explored with a focus on company culture. Critical to Quality methodology and 6M analysis are introduced to consider the tools and resources required to hit goals and targets. Then, the programme focusses on how compelling and meaningful objectives can be chosen to achieve major goals by design ensuring that we are doing what really matters.</i>		
13:00 – 14:00	Lunch	
14:00 – 15:15 <i>Creating the right environment</i>	<ul style="list-style-type: none">• Delegating responsibility across the organisation through SMART objective setting	<ul style="list-style-type: none">• Keeping staff effective and efficient – identifying pressure points
<i>The session starts by looking at how incorrectly applied internal controls in designed and delivered products and services can lead to unintended pressures on staff. We then explore delegation and how to ensure the correct levels of authority, responsibility and accountability are set and maintained. Time is then spent looking as how personal and organisational management styles can add to these pressures.</i>		
15:15 – 15:30	Break	
15:30 – 16:30 <i>Action planning</i>	<ul style="list-style-type: none">• Analysing the impact of management style• Understanding the interplay between authority, responsibility, and accountability	<ul style="list-style-type: none">• Bringing it together and action planning
<i>In the final session of the course delegates 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>		

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.