



**4D Group**

## **STRATEGIC THINKING AND PLANNING**

### **Who Would Benefit**

Senior delegates with some experience of planning, and leading or taking part in projects, who want to enhance their thinking about wider strategic approaches. (Some pre-programme reading is recommended, and, where possible, delegates are encouraged to bring along real-life examples of their – or their organisation's - involvement in strategic thinking and planning.)

### **Objective**

By the end of the programme, you will be able to specify how you could apply three new approaches to strategic thinking and planning to some past, present or future business issues, to achieve substantial, measurable benefits.

### **Content**

#### **Introduction**

- What is strategy?
- How does it relate to vision, mission etc?
- How does it relate to clarity about what business we are in?
- The power and use of frameworks such as balanced business scorecard, EFQM, systems thinking, game theory, cascades, projects etc
- The need for communication and buy-in
- Brief exploration of some appropriate case studies
- The 'PIPE' Process – Planning, Implementation, Pursuit, Evaluation stages

#### **Planning**

- Analysing the organisation and its aims, stakeholders, customers, competencies, degrees of internal integration and external adaptation, and triggers and patterns of change
- Deciding gaps to be closed, start or end point approaches, 'in-out' or 'out-in' products and attitudes, risk-return preferences, and relative focus on systems or people

#### **Implementation**

- Consulting and communicating, and, where necessary, negotiating, with stakeholders
- Agreeing and aligning targets, measures and resources
- Launching initiatives, and determining criteria for tactical decisions

#### **Pursuit**

- Leading and managing plans, and modelling the desired changes
- Resolving problems encountered, using standard and innovative approaches, and managing necessary trade-offs
- Handling forces pushing strategies off course, and resistance
- Maintaining initiatives

#### **Evaluation**

- Four purposes of evaluation
- Involving stakeholders
- Taking action
- Learning for next time

### **Duration**

One day intensive programme that can be extended and deepened