



TRANSLATING STRATEGY INTO RESULTS

LEARNING FORMAT: CLASSROOM

Organizations are looking for leaders who can implement strategy from the middle. They need to identify execution priorities and manage their time to ensure execution and sustainability. Leaders learn actions they can take to engage themselves and their teams in executing priorities and how to overcome the challenges that interfere with effective strategy realization.

DO YOU FACE ANY OF THESE ISSUES?

- Are leaders unsure of how to produce results while still engaging their subordinate leaders and teams?
- Are leaders unable to translate high-level strategies into specific actions for themselves and their teams in a sustainable way?
- Do leaders struggle to focus their time and energy on the right activities, at the right times, to drive team performance?
- Are leaders challenged to create the lead measures (or progress indicators) in addition to managing the lag (or outcome) measures.

PERFORMANCE OBJECTIVES

Helps leaders:

- Understand the essential elements required to successfully implement strategy.
- Overcome the challenges that interfere with implementing strategy.
- Keep themselves and their team engaged in executing strategy.
- Realize how to sustain execution in the long term.

Primary Competencies Developed:

- Driving for Results 2.0
- Establishing Strategic Direction 2.0
- Strategic Planning 3.0
- Execution 3.0

COURSE OVERVIEW

- **Introduction to Execution:** The essential elements of strategy execution -- Focus, Accountability, Engagement, and Sustainability -- are introduced.
- **Maintaining Strategic Focus:** Participants explore how the concepts of chaos, focus, and perspective relate to implementing strategy. They perform a Strategic Focus Analysis to see how they use their time and energy in relation to the organization's strategic priorities.
- **Measuring What You Manage:** Participants learn about the importance of measurement, and the criteria for ensuring that they have effective lead and lag measures.
- **The Discipline of Accountability:** Participants discuss the challenges of accountability within their organization and how to overcome it. The concepts of capability, capacity, behaviorally-focused feedback, and process tension is discussed.
- **Engaging Yourself and Your Staff:** Participants use an experiential activity to gain insight into the role that engagement plays in executing strategy.
- **Evaluating Alignment:** Participants reflect on the systems and processes that will be enablers and barriers to accomplishing their strategic objectives.
- **Ensuring Sustainability:** Participants examine the five factors that a leader can leverage to sustain strategy execution and assess themselves against each factor.
- **Summary and Call to Action:** Participants are asked to reflect on what they will stop, start, and continue doing regarding implementing and sustaining their strategy.

COURSE DETAILS

- **Target audience:** Mid-level and operational leaders
- **State-fundable:** Yes (some positions may not be eligible for funding)
- **Course length:** 7-8 hours.
- **Facilitator Certification:** Senior-level certified facilitator required
- **Prerequisites:** None
- **Optimal Group Size:** 8 to 16. 20 maximum.
- **Course Prep:** Yes. 60 minutes to complete the Strategic Focus Analysis. Participants are also asked to bring their performance plans to the session.
- **Notes:** Suitable for all environments.

RELATED COURSES

- Cultivating Networks and Partnerships
- Developing Organizational Talent
- Executing Business Strategy
- Instilling a Culture of Innovation
- Making Change Happen
- Mastering Emotional Intelligence