

Strategic Thinking 策略思維訓練

MEDIUM : English COURSE CODE : ST DURATION : 1 day

Most organizations go through some form of strategic planning cycles involving two (2) broad phases: strategy 'formulation' and 'execution'. As strategy reflects the collective wisdom of the organization, it is imperative that it should be designed and executed well.

This training program provides a comprehensive approach to strategy concepts, its implications on management teams as well as the aftermath of strategy formulation and execution. The program adopts a practical, applications oriented approach to addressing strategy issues at the management team level, and aims to enhance the strategic thinking capability of participants through their grasp of strategy development and deployment. It also addresses the change implications for organisations, when changes in strategy are made, with a focus on downstream organisational impact.

Objectives

1. Appreciate key strategy concepts
2. Understand the 'essence' of strategy
3. Distinguish strategy and strategic themes as a basis for strategy execution
4. Learn about strategic planning processes and frameworks
5. Explore strategic implementation issues and challenges
6. Define critical success factors for strategy deployment
7. Apply change management and communications principles

Course Outline

1. Positioning Strategy – Key Thoughts

2. Strategic Planning Processes

- Strategic Management and Analysis
- Strategy Process
- Strategic Planning Process and Framework

3. Strategy Concepts

- Prevailing Models of Competition Models
- Linking Strategy and Financial Performance
- Understanding Strategy
- Tradeoffs and Competitive Positioning
- Discovering a Strategy

4. Strategy-Focused Organisation

- Key Principles
- Barriers to Strategy
- Overview of a Holistic Strategy-Focused Organisation

5. Case Study: Strategy Implementation Practices – German MNC in China

6. Strategy Implementation – the Balanced Scorecard (BSC) methodology

- The BSC concept
- Linking Strategy with BSC
- Benefits of BSC Implementation
- BSC Failure Factors
- BSC Implementation Experiences

7. Communications and Behavioural Implications

- Communications Plan
- Key Messages and Themes
- Communications Objectives
- Audience Profiling
- Communications Activities & Timeline
- Change Management Principles
- Seven (7) Change Thesis Considerations
- Commitment Curve Analysis

