

STRATEGIC OPERATIONALISATION: LEADING THROUGH IMPLEMENTATION



OVERVIEW

When asked the question of what constitutes leadership success in a business, a well-known CEO answered as follows: "Successful business leadership requires three things, People, Implementation and Strategy, and in that order." Many companies have failed due to their inability to implement strategy, which has frequently been due to poor leadership. A good strategy poorly implemented is as useless as no strategy.

COURSE DESCRIPTION AND MAIN OBJECTIVE

This course focuses on the specific leadership skills necessary to ensure successful operationalisation of strategy in driving implementation through leading people. It will deal with issues such as leadership competencies, developing a personal development plan and implementing strategies.

LEARNING OUTCOMES

After completion of the course, delegates will be able to:

- Understand the leadership skills difference relevant to strategy and operations, utilising the Drotter Leadership Pipeline as a framework

- Identify and develop the specific Leadership Skills required to view the organization systemically and approach performance in a more holistic manner
- Develop Personal Development Plans (PDP) in order to enhance the skills required for achieving a competitive dominance
- Apply the various measurement metrics to measure operationalization effectiveness internally and externally to an organization
- Understand how Strategy and Operations are linked
- Leverage people to achieve successful Operationalization

CONTENTS

The course is divided into three modules.

Theme 1: Strategy and Operations: Contextualising Strategy and Operations, Operational and Strategic Competitiveness, Operational flows of funds, information, products and/or service, Aligning Operational and Strategic Systems and Viewing Operational Performance Systemically.

Theme 2: Operations and Value Addition: Linking Operational Implementation and Strategic Intent, Aligning Operational Systems to the Dominant Attribute (Value Proposition), Allocating Resources for Competitive Dominance, Aligning KPI's And KPA's with the Dominant Attribute, and Measuring the Operational Performance Index.

Theme 3: Operations and Measurement: Measuring Attribute Dominance through a Classification Matrix, Measuring Performance through a Composite Service Index, Selecting Strategic Imperatives for Improvement, Aligning Implementation to the Strategic Imperatives and Implementing Management Systems for Continuous Improvement.



FACULTY MEMBER

Professor Steyn Heckroodt is an international thought-leader in the fields of Leadership and Strategic Thinking and provides a wealth of experience and expertise when engaging with global business leaders. He has experience as a Harvard Business School Publishing Moderator, HBR Author, Dean of Academic Affairs, Founder and CEO of Platform for Connected Leadership and Executive Director for StratisQ MENA, and leads a strong team of professionals in shaping the future of companies.

Professor Heckroodt focuses on developing individual greatness, leading people to exceed as team players and to become organisational disruptors, dealing with complexity. He transforms leaders by inspiring them to challenge the status quo and think differently about 21st Century challenges, learn through self-reflection and engage with others. As creator of the Platform for Connected Leadership Framework™®, he challenges leaders to act in an empowered manner with increased confidence in decision making as well as a higher level of responsibility and accountability.

Professor Heckroodt passionately believes in continuous lifelong learning and has published in the fields of Strategic Thinking and Leadership and Operations for, amongst others, Oxford University Press and Harvard Business Review.

TARGET GROUP

This course will benefit leaders who are involved in the implementation of the business strategy in a managerial capacity. These are individuals who are primarily responsible for strategy implementation through leveraging peoples' skills and capabilities. The course is particularly valuable to those in the organisation that find themselves in a position where there is an expectation of Coaching, Mentoring and Leadership for purposes of Successful Strategy Implementation.

ADMISSION REQUIREMENTS

It is assumed participants are able to understand learning material in English, and write assignments and follow/participate in discussions on leadership and implementing strategy in English.

TEACHING METHODS

- Synchronous teaching on MS Teams.
- Class discussion, case studies, articles, and relevant videos.

CERTIFICATE OPTIONS

Delegates can select to follow either one of the following two approaches:

- Obtain a "Certificate of Successful Completion" by demonstrating their knowledge, understanding and skills of the learning outcomes in practical assessments at the end of the course.
- Obtain a "Certificate of Attendance" and will not be required to complete any assessment.

DATES

16 hours: TBC (4 days of 4 hours each)

Time: 09h00 – 13h00

FEES

- Certificate of Successful Completion – AED4800 (excluding VAT)
- Certificate of Attendance – AED4000 (excluding VAT)

ENQUIRIES

Johan Burger

E-mail: johan.burger@uaeu.ac.ae