Workplace training course outline

The Leadership Framework

Implementing business strategy

Purpose of development
To provide managers at all levels, with the knowledge and skills required execute the organisations strategy.

Learning outcomes
On completion of this workshop participants will be able to:

- ▶ Clearly articulate the organisations strategy
- ▶ Understand the organisational requirements for strategy delivery
- ▶ Align their area of accountability for strategy delivery
- ▶ Cascade goals / objectives to team members
- ▶ Clearly assign work to team members and assess outcomes
- ▶ Understand the role, accountabilities and authorities for strategy delivery – From CEO to frontline employees.

Developing & implementing strategy
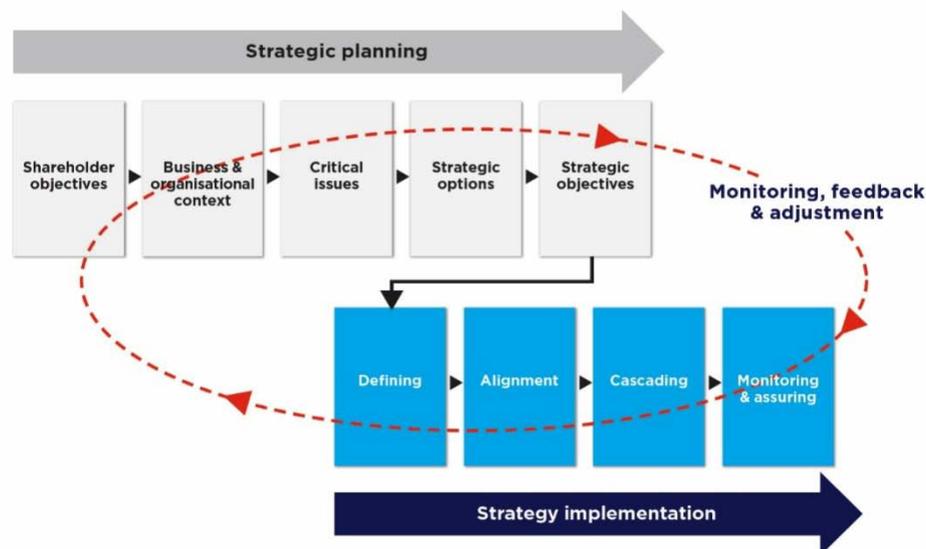
Content

1. The working organisation

Managers work in the context of a working organisation. The aim of this section is to provide an understanding of the managers work environment, how it impacts strategy delivery and The Leadership Framework as a platform to support their work.

- ▶ What is a working organisation?
- ▶ The requirements for strategy delivery
- ▶ What is The Leadership Framework?
- ▶ Beliefs about people at work
- ▶ The manager-employee relationship
- ▶ Trust and fairness

2. People and work

The aim of this session is to provide an understanding of individual capability and work. Using this understanding will apply these concepts to align the organisation for strategy delivery and to assign and assess work.

- ▶ What is individual capability?
- ▶ What is work?
- ▶ Levels of work?

3. Defining the strategy

The first step in strategy delivery is to clearly define the strategy. The aim of this section is to define the requirements for strategy delivery.

- ▶ What is strategy?
- ▶ Defining strategic objectives
- ▶ Converting objectives into prioritised initiatives
- ▶ Setting measures and targets

4. Aligning the organisation for strategy for deployment

Once the initiatives to achieve the strategic objectives are decided the process of organisational alignment can commence. This process connects planning and budgeting and it allocates accountability and authority at a high level and allows everyone to understand what is important and where resources are committed.

- ▶ Aligning the organisation's structure
- ▶ Aligning systems of work
- ▶ Allocating resources
- ▶ Allocating accountability and authority for initiatives

5. Cascading strategy

After aligning the organisation, initiatives are cascaded. Cascading initiatives starts with the CEO and continues down the organisation. It finishes with front line managers assigning tasks to operative level staff. This section focuses on engaging team members in strategy delivery.

- ▶ Cascading with value added engagement
- ▶ Ensuring the right measures and targets
- ▶ Assigning tasks

6. Monitoring and assuring strategy implementation

The aim of this section is to define the requirements for effective monitoring and assessing.
- ▶ The right systems of work
- ▶ The work of the executive leadership team
- ▶ The work of the manager

7. Roles and accountabilities for strategy implementation

The aim of this section is to summarise the role, accountabilities and authorities for strategy delivery.
- ▶ CEO accountabilities
- ▶ Executive accountabilities
- ▶ Manager of Managers accountabilities
- ▶ Manager accountabilities

8. Getting started

The purpose of this session is to prioritise actions for implementation and improvement.
- ▶ Identify priorities and actions
- ▶ Continued learning and self-development

Additional optional modules

Effective organisation structure (optional)

An organisation's structure provide the shared understanding of the working relationships that exist between people whose work must be aligned and integrated to deliver the organisation's products and services. The aim of this section is to provide an understanding of the principles of organisational design.
- ▶ Designing the organisation
- ▶ The horizontal structure
- ▶ Aligning corporate functions
- ▶ The vertical structure and levels of work

Creating effective roles

The purpose of this section is define the types of roles in an organisation and how to design roles effectively.
- ▶ Types of roles
- ▶ Principles for role design

Effective systems of work (optional)

Roles (people) require effective systems of work - policies, procedures, forms and information and communication technologies – to enable them to work together productively and constructively. The aim of this section is to provide an understanding of the impacts of systems of work and to outline the design principles to create productive and authorised systems of work.
- ▶ What is an authorised and productive system of work?
- ▶ Systems and culture
- ▶ Designing and maintaining effective systems of work

- ▶ People management systems (optional)
- ▶ Role of the manager
- ▶ Role of all employees