



HOSCA

management consultants



STRATEGIC MANAGEMENT

AIM AND APPROACH:

The Directors Programme is a five-day programme consisting of three Modules of training:

- Module 1 – Strategy in Action
- Module 2 – Managing Performance, Individuals and Terms
- Module 3 – Managing High Performance

Its overall aim is to provide Directors with a strategic context for their daily management of their people as individuals and teams. Pre-work is provided, as are short assignments between each of the modules. Selected reading and texts are used extensively and role-play to practice interpersonal skills.

PROGRAMME OBJECTIVES:

- To develop Strategic Thinking and Management concepts for the Organisation's Leaders/Managers
- To provide Leaders/Managers with an opportunity to assess their leadership capability and look at plans for improvement
- To practice key leadership and interpersonal skills required in a Strategic Roll-Out

AUDIENCE:

- Directors who have not been exposed to management development activities. Each participant will be encouraged to keep a learning record for the Programme.

PRE-WORK:

Each Participant will be provided with a booklet in advance of the training. This is designed to ensure each participant is engaged effectively and has been advised to discuss the training with their managers.

DURATION:

5 Days in 3 Modules over 3 weeks



Module 1 - Strategy in Action (1 Day)

Agenda:

- Introductions, Agenda and Issues Handling
- Strategic Alignment – visualisation exercise, overview of model and resistance of change
- Vision and Values – overview and link to Continuous Improvement
- Thinking
 - exercise to illustrate the need for different approaches
 - Breakthrough thinking – how it worked for successful organisations Systems Thinking - process maps and process modules – how to eliminate waste?
- Strategic Thinking and Planning
 - Environmental Scan and EFQM Models
 - Benchmarking Video and Review
 - Customer Focus Measurement – Balanced Scorecard Overview, Goal Setting and Measurement Exercise
- Process Review and Next Steps

WORKPLACE ACTIVITY:

Review readings and complete assignment on “Strategy and Measurement”.

MODULE 2 – MANAGING PERFORMANCE – INDIVIDUALS AND TEAMS (2 DAYS)

AGENDA DAY 1:

- Introductions, Agenda and Issues
- Review of last session and introduction to current session and objectives – what we are going to do and what we will get out of this module
- Visionary Leadership – Discussion on Leadership Themes
- Situational Leadership
 - Share Feedback from LBA II and explore
 - Personal Exercise – examine own team and analyses each team members against the 4 Leadership Styles
- Inspirational Leadership – LPI practices
- Leadership Video
- Managing within the Law – Video and Case Studies

WORKPLACE ACTIVITY:

Review Case Studies and write up.

AGENDA DAY 2:

- Performance Management – Best Practice input and discussion
- Setting Performance Objectives – Theory and Exercise using Balanced Scorecard
- Measures – What are they? – Discussion and exercise
- Competencies and Development Objectives – discussion and exercise
- Appraisals and Feedback – discussion and exercise
- Appraisal Video
- Process Review and Close

WORKPLACE ACTIVITY:

Complete assignments on “Performance Management & Labour Law”



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MODULE 3 – MANAGING HIGH PERFORMANCE (2 DAYS)

AGENDA DAY 1:

- Introductions, Agenda and Issues
- Context for High Performance
- Leadership Skills needed
- Motivation Models
- Motivation Exercise

AGENDA DAY 2:

- Interpersonal Skills and Practice
- Coaching Model and Practice
- Next Steps

•WORKPLACE ACTIVITY:

- Complete assignments on “How to create a High Performance Culture”.

