Length
4 days

Dates
2013
23-26 Sep
2014
17-20 Mar

Fee
£4,950 +VAT
including all residential costs

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An advanced four-day programme for managers involved in turning plans into action

Programme overview
All too often, good strategies fail to produce winning results. That is because few companies have in place a set of disciplines for bridging the gaps between what their leaders want to achieve and the readiness, willingness and ability of the organisation to achieve it.

Building on research into public company, private equity and military methods for implementing strategy, this programme shows managers how to bridge the gaps between plans, actions and outcomes. It focuses on learning a tried and tested process for steering a company towards its strategic objectives whilst being flexible enough to adapt to unpredictable events.

We cover disciplines such as gaining clarity and simplicity, creating accountability, and making priorities clear. We also discuss how to prepare the organisation, how to integrate execution processes with budgeting and performance measurement, and cover a number of practical methods, such as opinion leader surveys, that can be used to monitor progress and stay on course.

Your profile
The programme has been designed for managers involved in the process of turning plans into action. It is suitable for anyone in a leadership team for a function, business, project, division or the company as a whole.

You may be responsible for developing those plans yourself or for translating broad strategic objectives into operational reality. You may be a line manager with bottom-line responsibility for a single business or a portfolio of businesses. You may be a functional manager or a member of a project office or the planning staff seeking to help business units improve their execution skills.

The range of skills and perspectives of the participants adds to the learning experience for all.
Our approach

This programme draws on extensive work carried out on execution models in both business and military organisations.

Some practical tools used in modern military planning have been adapted for business use. We also draw on recent work in organisational behaviour to show participants how to close some of the gaps in capabilities and culture.

The programme is a stimulating mix of plenary discussions using case studies and some video clips, and exercises conducted in break-out groups. There is a mixture of theory and the practical application of tools. Most of the exercises will involve participants applying what they have learned directly to their actual situation.

Programme coverage

You will learn how to:
- identify the essential elements of a strategy
- assess and remove blocks to change before starting implementation
- communicate the strategy clearly and simply
- create a framework for making trade-offs
- set priorities
- give guidance whilst allowing flexibility
- prepare for and steer through set backs on the implementation journey
- engage the workforce in support of strategic objectives
- build the organisational capabilities to make it happen
- monitor and motivate progress by linking strategy implementation to budgets, performance metrics and incentives.