

The Oxford Advanced Management & Leadership Programme

INTRODUCTION

- This training course on Oxford Advanced Management & Leadership Programme enables experienced managers to extend their strategy and leadership competencies by exploring the latest proven approaches in both fields, to find out how they apply to their role and organization. A well-formed strategy provides a laser-like focus on the most significant issue that the organization faces. Great leadership provides the vision required to drive the change needed to deliver the strategy and supports people by providing what they need to perform at a higher level.
- Strategy has to be shaped for each level of the organization (corporate, business unit, function) and they are all linked and must be aligned. The best leaders are able to shape their leadership approach to the situation and the audience. One of the most important factors is the degree and speed of change in the business environment. This training course equips experienced managers with ideas, methods and tools that enable them to thrive in any situation.

Key highlights of this training course are:

- Frameworks for Strategic Analysis
- Fusion of Analysis into Strategic choices
- Alignment of Strategy, Culture, Structure and People
- Balancing Influence, Authority and Power
- Communicating a Compelling Vision

OBJECTIVES

- Define and to demystify the concepts of 'strategy' and 'strategic plans', but also to demystify the strategic process - as part of 'Helicopter Thinking'
- Break the strategy process down step-by-step, providing a practical toolkit for managers for each key stage
- Illustrate it through some well chosen and highly stimulating case studies - and to distill the lessons from this
- Apply it to your own area of management responsibility - through planning the analysis, option generation, choice, implementation and measurement phases of strategy
- Put this within the overall context of the organisation and of the change and influencing process generally
- Give you a lot more confidence in managing your role strategically within your organisation
- Understand your role as a manager and a leader

TRAINING METHODOLOGY

- This The Oxford Advanced Management & Leadership training course uses a range of approaches to learning, including experiential group activities, individual exercises, mini-case studies, role plays and syndicate discussions. Formal inputs are used to introduce underpinning theory. A key part of the learning process is sharing the differing experiences participants bring, as well as experimenting with novel – and sometimes challenging – techniques.

ORGANISATIONAL IMPACT

- Much better decision-taking and time and resource allocation - leading to better organisational and individual performance
- Use of a well proven planning process
- More effective implementation
- Fully functional teams are at the heart of organisational performance. Leaders at all levels who can effectively structure, integrate and motivate their teams are better able to focus on longer-term organisational and customer needs.

PERSONAL IMPACT

- Increasing career flexibility (vertically and horizontally)
- Accelerated thinking speed and problem resolution for all difficult dilemmas
- Far greater motivation and proactivity
- Exposed to a range of perspectives on teams and the leadership function, sharing examples of best practice and together solving real and simulated team performance issues
- Practice new and sometimes challenging techniques will build flexibility and confidence in harnessing the power of the team
- Participants will be exposed to a range of perspectives on teams and the leadership function, sharing examples of best practice and together solving real and simulated team performance issues. Practicing new and sometimes challenging techniques will build flexibility and confidence in harnessing the power of the team.

WHO SHOULD ATTEND?

This training course has been designed and developed using the most current proven approaches, methods and tools. It will be beneficial for any leader or manager with responsibility for guiding people through growth, challenges or strategic change:

- Board Directors
- Senior Executives
- Functional Managers
- Strategy Analysts
- Portfolio / Program Managers

Course Outline

MODULE I: Strategy and Strategic Planning

Strategic Thinking and External Analysis

- Definitions of Strategy and Strategic Planning
- Why are Strategy and Strategic Planning important?
- Understanding the Main Frameworks for Strategic Analysis
- Private and Public Sector Strategies – similarities and differences
- External Analysis - understanding and analysing business attractiveness
- Analysing Customers and Benchmarking your own Strategic Position
- How Attractive is the Game that we have chosen to Play?

Internal Analysis and Fusion into Strategic Choice

- The Interface and Balance of External and Internal Analysis
- Internal Analysis: Financial
- Internal Analysis: Non-financial
- The Concept and Practicalities of the “balanced scorecard”
- Diagnosing and Analysing Strategic Problems and Opportunities
- Fusion of Analysis into Strategic choices - SWOT and the strategy matrix
- How well are we playing the game that we have chosen to play?

Strategic Plans and the Relevance of Alliances and Joint Ventures

- Review of the Tools Used So Far
- The Content of a Strategy: Avoiding “Paralysis by Analysis”
- Putting a Strategic Plan Together – The 5-Page Framework
- A Real-life Example of a Business Strategy / Strategic Plan
- Strategies for Alliances and Joint Ventures
- Management of Alliances and Joint Ventures

Global Strategy, Team Building and the Management of Internal Communication

- The Essence of Globalisation and Global Strategy
- Globalisation – The Strategic Dimension
- Globalisation – The Organisational Dimension
- Globalisation – The Human Dimension
- How to Build and Manage a Strategic Planning Team
- Communicating Strategy through the Organisation
- Gaining your team's commitment and buy-in to the Strategy

Strategic Implementation and Getting the Value out of Strategy

- Alignment of Strategy, Culture, Structure and People
- Effective Execution - converting strategic analysis and planning into action
- Aligning and Linking Strategy with Operational Objectives
- Implementation – getting practical things done
- Creating Tomorrow's Organisation out of Today's Organisation
- Strategic Planning at a Personal Level
- Overview - The Complete Strategy Process
- Summary and Conclusions - The Corporate and Individual value of Strategic Planning

MODULE II: Leading High Performing Teams

Teams and their Leaders

- The Relationship between Teams, Leaders and Managers
- Key Leadership Tasks and Responsibilities
- Balancing Influence, Authority and Power
- Different Leadership Styles and Style Flexibility
- Self-awareness and Getting Feedback
- Emotional Intelligence and Rapport

Vision, Direction & Alignment

- Creating a Shared Vision
- Aims, Objectives and Goal Alignment
- Developing Meaningful Objectives and Indicators
- Divergent Approaches to Problem-solving
- Communicating a Compelling Vision
- Taking a Coaching Approach to Problem Solving

Team Dynamics

- Stages of Team Development
- The Sociology of the Team
- Characteristics of High-performing Teams
- Balancing Different Team Roles and Personality Types
- Non-traditional Team Structures
- Delegation and Empowerment

Developing the Team

- Personality Types and the Mix needed for Success
- Building a Coherent Team
- Self-managing Teams and their Challenges
- Coaching, Mentoring and Self-directed Learning
- Feedback and Appraisal
- Leveraging Team Strengths for Peak Performance

Performance & Conflict Management

- Defining Performance
- Approaches to Measuring Team and Individual Performance
- Performance Management: Science or Art?
- Giving and Receiving Feedback Effectively
- Conflict as a Catalyst for Team Development
- Dealing with Challenging Interpersonal Relations