

# The Strategic Leader

## INTRODUCTION

- This Management & Leadership training seminar on The Strategic Leader brings together the key strategic leadership skills of strategic planning, negotiation and conflict management required to succeed in today's complex and challenging business environment.
- 'Strategy' is as it says in the classic text 'the art of war', complex yet when understood very simple, those who have a successful strategy are in control of the upcoming events.
- The implementation of strategies often requires the ability to exert influence and negotiate effectively. Negotiation is not litigation, neither is it war. Negotiation is not about obtaining total victory. Total victory by one party tends to be short lived. Negotiation and conflict management are key strategic management and leadership skills and are probably the single most used skills in business today.

This training seminar will enable you to:

- Challenge your pre-conceptions about strategic planning, negotiation and conflict management
- Understand the content of strategy - unravelled, demystified and translated into everyday language
- Learn how to implement the strategic planning process and get real value out of the process
- Learn how to analyse the much-misunderstood concept of win-win negotiation
- Obtain the essential tools and practical skills for the planning and management of the negotiation and conflict process, thereby developing the ability to negotiate value-creating solutions

## OBJECTIVES

By the end of this training course, you will be able to:

- Learn the key stages in the entire process, providing a takeaway toolkit for each key stage and each delegates
- Apply to management issues, learn option generation, opportunity cost, choice and implementation phases of strategy
- Understand the process of change, planning, organisational strategy and change
- Identify the sources of conflict in the professional environment
- Gain awareness of your own style in approaching conflict and negotiation
- Learn how to achieve true win-win results & expand your range of negotiating skills
- Use a three-step planning guide to analyse and prepare for a negotiation

## TRAINING METHODOLOGY

- This training process is based on a carefully planned mix of succinct tutor input with the practical illustration of tools and concepts, group work on case studies (some are video based), role play exercises with feedbacks, self assessments questionnaires and group discussions to develop the themes around participants' own experiences and needs. Team involvement and working enable a strategy to be created from start to finish.
- This is a highly interactive Management & Leadership training seminar on The Strategic Leader, using a mix of case studies, role play exercises, self-assessment questionnaires, presentations and group discussions to develop the themes around participants' own experiences and needs. It presents an opportunity for delegates to practice the skills taught using a variety of hands-on negotiation exercises that stress participation and that reinforce and build on the comprehensive training course materials.

## ORGANISATIONAL IMPACT

- Improved planning, implementation, results and strategic leadership
- Integration of strategy, finance, and operations
- Much better decision-making and time and resource allocation - leading to better organisational and individual performance
- Use of a well proven planning process & more effective implementation
- Learn to develop the range of skills and competencies required to manage conflict and negotiate effectively
- Gain the knowledge and confidence to tackle negotiations in a collaborative and constructive manner that produces added value outcomes

## PERSONAL IMPACT

As a direct result of attending this training course, you will:

- Develop new skills and thinking processes for you and the organisation
- Increase behavioural flexibility and career flexibility (vertically and horizontally)
- Accelerate thinking speed and problem resolution for all difficult dilemmas
- Have far greater motivation and proactivity
- Be provided a deep understanding of personal conflict resolution style
- Develop the confidence and ability to influence others and obtain better results through an understanding of how to deal with difficult situations and tough negotiations

## WHO SHOULD ATTEND?

- Management Teams
- Team Members
- Administrators
- Professionals from any industry who may find it hard to take a “bigger picture” view of business issues - both within and outside of the strategic planning process
- Anyone who wish to enhance their negotiation skills and make negotiation a more rewarding and effective part of their job

## 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
- Examples of Best Practices in 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: Negotiation and Conflict Management in Organisations

### Breaking Down the Negotiation Process

- The Fundamental Requirements of Negotiation
- Power Dispersal and the Development of Negotiation Theory
- Causes of Organisational Conflict
- Conflict Escalation and Steps to Prevent It
- Managing Conflict – The Five Primary Strategies
- The Dichotomy of Negotiation – Competing and Cooperating

### Implementing Practical Negotiation Strategies

- Effective Practical Negotiation Strategies
- Competitive Value Claiming Negotiation Strategies – Cutting the Pie
- BATNA, Reserve Point, Target Point
- Opening Offers, Anchors, Concessions
- Cooperative Value Creating Negotiation Strategies – Baking a Bigger Pie

- Identify Interests, Information, Diagnostic Questions & Unbundling Issues
- Package Deals, Multiple Offers and Post-settlement Settlements
- Categorising Negotiation Outcomes

## Preparation Templates, Sources of Power & Key Mediation Techniques

- Preparation Template - Planning to Negotiate
- Internal & External Preparation, Synthesis and Situation Assessment
- Identifying and Leveraging Negotiating Power
- Mediation in Context – Negotiation, Mediation, Arbitration and Litigation
- Mediation as a Facilitated Negotiation
- Practical Mediation Techniques to Resolve Disputes
- Dealing with Confrontational Negotiators

## Communicating to Maximise Negotiation Effectiveness

- Communication Style – Packaging Information for Maximum Influence
- Active Listening Skills in Negotiation
- Communicating through Body Language
- Interpreting Body Language and Nonverbal Behaviour
- Communicating within Negotiation Teams
- Improving Negotiation Team Performance
- Ethics and Negotiation

## International and Cross Cultural Complexities

- What is culture and how does it affect negotiating norms?
- Hofstede's Cultural Dimensions
- Advice for Cross Cultural Negotiations
- Unique Features of International Agreements
- Building a Deal – What to Remember?
- Applying Learning to a Range of Organisational Situations
- Summary – Building a Better Negotiating Organisation