Do you spend more time working in your business than you do working on your business?

Many managers spend too much time on the functional aspects of their business, usually at the detriment of strategy and planning. In just two action-packed days you will benefit from practical exposure to the key strategic skills every manager must possess. Topics covered include:

- Analysing your business from a strategic perspective
- Demystifying the complexities of strategy
- Appreciating how strategy and business planning compliment each other
- Preparing and developing your business plans for future challenges
- Understanding and capitalising on competitive advantages
- Improving your decisions on resource allocation
- Utilising the tools and techniques of business analysis
- Developing robust strategic thinking skills
- Using traditional and non-traditional metrics to measure business performance
- How to challenge current processes and look for a culture of continuous value improvement

Course Dates:
3-4 October 2013
24-25 March 2014

"A good enthusiastic tutor... The pace and use of examples made the topic come alive"
Ruth Owen, Head of Strategy, Planning and Performance, Jobcentre Plus

Tel: +44 (0) 20 7017 7195 Fax +44 (0) 20 7017 7803 www.iirmd.com
BUSINESS STRATEGY & PLANNING TOOLKIT

COURSE BACKGROUND

The inspiration behind this programme is simple, to provide managers with a “strategic toolkit” of tools, techniques, models and applications that you can apply to your business role in order to define, build and execute a robust strategic framework.

Strategy is an area that can be easily overlooked by managers lacking formal training in strategic issues. Often strategy is viewed as something that comes down from above and it’s our job to make it happen. However, imagine the benefits of developing the core skills and competences to be able to implement and apply strategic principles within your department or function. In the modern corporate arena many managers spend so much time working in the business (functional) that they neglect the importance of actually working on the business (strategic).

Developing an understanding of the differences between corporate strategic level thinking and the business planning issues that a manager is faced with every day is just one of the critical gaps that this course will help you to fill.

Business planning is the practical delivery of the desired strategic vision. Within organisations this can relate to growth through the launching of new products, the development of new markets, the making of plans for company acquisitions or divestment and disposal of loss making entities.

Through both “efficient” and “effective” planning, managers will be better positioned to recognise the future growth areas and to pre-empt the potential problem ones before they impact badly on their firm.

The programme will equip you with a thorough grounding in a wide range of strategic practices and processes. You will also benefit from developing the analytical and questioning skills that are a fundamental part of the strategic process.

If you are a professional who is committed to high performance and results, this course will prove invaluable.

WHY IS THIS COURSE UNIQUE?

The course is designed to introduce you to the major issues around strategy and planning. The programme assumes no formal academic training in strategy, and will instead focus on how you can apply strategy and planning techniques in the real world. The programme will equip you with a “toolkit” of concepts and techniques that you can utilise and apply to your own business as and when required.

MEET YOUR EXPERT COURSE TUTOR

This course will be led by Malcolm Lewis, who is a business graduate and Chartered Accountant (FCA). He has combined his past business life as a company trouble-shooter and corporate financier with his experiences as a former International sportsman (recently non-playing England Golf Captain) to deliver top team business performance coaching in the UK, Europe and Middle East. He specialises in strategic visioning and leadership focused on the importance of linking business ‘value’ to individual/team ‘values’ to create passionate and energetic stakeholders.

Malcolm is a professional speaker, team/individual facilitator, business coach as well as visiting lecturer at the University of Bristol (Visiting Fellow), Henley Management College, UWE and The Royal Agricultural College.

**IMPORTANT INFORMATION**

In a tough economic world, you need to ensure you get the best possible return on investment from your training projects. IIR In-company training will give you a better ROI than you ever thought was possible! If you have four or more people to train, our In-Company solutions will save you money and dramatically enhance performance.

All IIR MD courses are run at your location anywhere around the world and are tailored to your specific needs. In-Company Training is the ultimate performance improvement solution. Here’s why:

- We will conduct a professional training needs analysis to identify your key business issues and craft a training solution that addresses those challenges.
- IIR MD will develop a custom made and highly practical programme that will have a measurable and noticeable impact on operational performance.
- We will create a tailored training solution, designed to your exact specifications, requirements and objectives.
- The training will be firmly focused on practical applications with an increase in performance as the ultimate goal.
- We can incorporate company or operational data within the training in order to ensure everything is focused 100% on your business.

We train the best in the business.

IIR MD’s performance improvement solutions have been utilised by some of the world’s leading organisations. Here’s just a partial list of our clients:

- Centrica
- Coca Cola
- European Investment Fund
- Celgene
- HSBC
- Pret A Manger
- Vodafone
- BP
- Sanofi Aventis
- Celgene
- Cognizant
- Johnson and Johnson
- FSA
- Shell
- Google
- Credit Agricole
- Cancer Research UK
- AXA
- Novartis

Free Training Needs Analysis Offer

If you would like to benefit from a no obligation initial needs analysis discussion, or if you would like more information on how IIR MD’s In-Company solutions can benefit your team, department or organisation, please contact Jeff Hearn on +44 (0) 20 7017 7195 or Email: jhearn@iirltd.co.uk

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- We can incorporate company or operational data within the training in order to ensure everything is focused 100% on your business.

Limited Numbers

To meet your training objectives it is essential to ensure that you receive both one-on-one tuition and undertake activities in small groups. The number of participants attending each course will therefore be strictly limited.

To register call +44 (0) 020 7017 7195 or fax +44 (0) 20 7017 7803
**Course Programme**

**BUSINESS STRATEGY TOOLK**

**Strategy Thinking and Mindset**
- Understanding the significance of ‘frames of reference’
- A review of people’s thinking styles and their influence on strategy
- Getting to grips with the concepts of ‘big picture and detail’ planning
- The importance of ‘Theory U’ and ‘Presencing’ for truly effective change
- Creativity and its central place in the planning mindset

**Setting the Strategic and Business Planning Framework**
- Organisational planning and some concepts behind them
- The difference between corporate level and business level strategy
- Historical review of strategic development in the last 50 years
- The impact of both cultured and strategic leadership on the planning culture
- Appreciating the importance of competitive advantage
- Developing a ‘focus on the future’ for direction setting
- The archetypal ‘Hero’s Journey’: assessing and managing its progression
- Prioritising important and/or urgent actions
- Creating the one page strategic plan
- Answering the ‘why-what-how-who’ questions of alignment
- Consider how ‘managing for value and values’ can drive the behaviours of a senior manager/director

**STRATEGIC TOOLSETS**

**People and Culture**
- The keys to developing a corporate vision, mission and purpose
- Understanding Maslow’s Hierarchy of Needs
- Richard Barrett’s ‘7 Levels of Human Consciousness’ for cultural transformation
- Stephen Covey’s ‘7 Habits of Highly Effective People’ plus the ‘8th Habit’
- Corporate values assessment and culture surveys
- Hofstede’s Cultural Dimensions
- Using Strength Deployment Inventory (SDI) and insights to develop understanding
- Blanchard and the Situational Leadership Model
- Belbin’s Team Roles

**Strategic Frameworks**
- Development stages of the Strategic Evolution Framework
- Linking ‘Corporate Value to Individual Values’
- The Corporate Alignment Model (CAM)
- The European Foundation for Quality Management (EFQM) Model
- Scenario planning
- Storytelling
- McKinsey 7Ss framework
- Kaplan and Norton Strategy Maps
- Peter Senge – The Fifth Discipline

**Strategic Tools**
- Porter’s value chain
- Political, Economic, Social, Technological, Economic and Legal (PESTEL) analysis
- Strength Weakness Opportunity Threat (SWOT) analysis
- Using a Dynamic SWOT analysis for driving strategy
- Creating Strategic Activity Trees (SATs) for logic and communication
- Using the uncertainty and importance grid to prioritise key activities
- Cognitive and Causal Mapping
- Fishbone analysis of problems
- Wishbone analysis of potential
- Benchmarking for gap widening
- Introducing force field and stakeholder analysis

**Products and Markets**
- Boston Consulting Group (BCG) matrix
- Market Attractive Business Attractiveness (MABA) analysis
- Ansoff and modified Ansoff matrix
- GE/McKinsey multi-factor matrix
- Life cycle analysis
- Directional policy matrix
- Porters competitive strategies
- The marketing mix – The 4 Ps
- Competitor profiling
- Gap analysis and perceptual mapping
- Porter’s five forces matrix

**Financial**
- Financial BCG development matrix
- Review of financial ratios including an Extended DuPont model
- Using the “value-over-time curve” for assessing financial attractiveness
- Developing budgets and forecasts
- Overhead analysis and costing including Activity Based Costing (ABC)
- Discounted Cash-flow (DCF) for investment decisions
- Review the concepts of Value Based Management (VBM)

**Implementation**
- Length, style, format of a strategic or business plan
- Scenario storytelling – The first ingredients of a communication plan
- Using “From-To” analysis to communicate the plan
- Using the “difficulty-over-time curve” to assess implementation difficulty
- Implementation plans
- Key Performance Indicators (KPIs)
- Kaplan and Norton concept of the Balanced Score Card (BSC)

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**e-mail: bookings-hotline@iir-conferences.com**
**website: www.iirmd.com**
TAILORED IN-HOUSE COURSES –

The ultimate training solution

Save up to 40% while increasing performance and results

Did you know that your company could benefit from our tailored in-house courses? Here’s how:

- You make substantial cost savings - in many cases up to 40%
- No employee travel or accommodation costs
- The course will be tailored to focus exclusively on your business objectives
- You can hold the training at a time and place that suits your business
- Our TNA (training needs analysis) framework will ensure the course is results oriented
- IIR MD is part of the IIR Group, the world’s largest training and performance improvement organisation – our global expertise is unrivalled
- We can design and deliver courses on virtually every aspect of performance improvement training - we will tailor each course to your exact requirements
- Whether you want to train 5 or 500 people, we have the capabilities to deliver a state of the art product that will achieve the results you require

To discuss how we can help you improve the effectiveness of all your training projects, please call Jeff Hearn on +44 (0) 20 7017 7195 or email: jhearn@iirltd.co.uk

Please complete in full so that we can process your registration.

(PLEASE COMPLETE IN CAPITAL LETTERS)

1 Course Date:

Full Attendee Name: Mr/Mrs/Ms
Position: Dept:
Email:

By giving you my email address I am giving only IIR companies permission to contact me by email.

2 Course Date:

Full Attendee Name: Mr/Mrs/Ms
Position: Dept:
Email:

By giving you my email address I am giving only IIR companies permission to contact me by email.

Your Manager: Position:

Head of Business Development:

Booking Contact: Position:

Person who can attend in your place if you have to cancel:

Nature of your company’s business:

Your Organisation

Company:
Address:
City: Postcode:
Country:
Tel: Fax:

Your Method of Payment (Our VAT no. is 365 4626 36)

Please tick:

☐ Bank Transfer; please send details
☐ By cheque, enclosed is my cheque for £  (inc. VAT) in favour of IIR Ltd
☐ By credit card*

*If you would like to pay by credit card, please register online via our secure payments website at www.iirm.com, otherwise details of alternative ways to pay will be on the invoice you receive after registration.

To ensure we provide the highest level of security for your credit card details we are unable to accept such payments via email or fax which ensures that these details are never stored on our network.

E-mail address (if different to above)