

# The Boston Global Strategic and Operational Management Programme

## INTRODUCTION

- This training programme will equip you to address two major challenges that we face in contemporary business: the ability to think and plan strategically and to successfully implement those plans by being highly effective, full-range, operational managers. This includes the need to develop ourselves and our people to deal with major changes in markets, competitive structures, technology, operational relationships and organisational structures. These two, fast-paced modules offer you the opportunity to improve your strategic management capability based on the application of leading-edge thinking and best practice in the development of national and international operations.
- In addition, it will equip you with the very latest insights, models, tools and skills to boost your effectiveness as a full-range, operational manager, thus helping you to stand out from your colleagues and transform your performance and reputation and those of your department and organisation.
- This will be achieved by making explicit both the differences and the complementarities of both managing and leading. The expansive and, sadly, poorly defined art and science of management is one of the least understood and inadequately implemented organisational functions essential to all operations. This pair of modules has therefore been designed to help you cover the full range of management functions using a dynamic, powerful and highly practical new model of management practice that will perfectly complement your enhanced strategic management capabilities.

These modules will highlight for you:

- Structural change in international business and its implications for strategic management
- Aligning strategy, structure, culture and operations
- Developing our teams for the new challenges of 21st century business
- Designing and resourcing strategic plans that can be executed effectively
- Managing the effective execution of strategic plans
- The critical differences between management and leadership and, paradoxically, how they complement each other
- The five pairs of management functions that are required in today's organisations
- The 'meta' core skills that need to be mastered by both managers and leaders
- The psychology of management
- Disruptive new management practices and principles

## OBJECTIVES

- Setting demanding and realistic strategic and operational goals and targets
- Strengthening alignment of strategic and operational management
- Improving and developing strategic thinking in the whole team
- Know with certainty, throughout your working day, what management function you need to display – from the full range available to you
- Retain valuable traditional management functions and implement highly effective new approaches
- Understand the situation awareness, communication and influence imperatives of your role

## TRAINING METHODOLOGY

- This Boston Global Business Strategy and Management Programme training course is designed as a highly interactive learning and personal development opportunity for experienced managers. The methodology is based on participative learning and sharing of experience. This will involve detailed analysis of strategic issues and decisions using real-life case examples for discussion and case studies for group work. This will involve applying leading-edge analytical tools. It will be based substantially on strategic decisions in real-life situations in which the course leader has been personally involved, so that outcomes can be presented, discussed and evaluated for their applicability in each delegate's own organization.

## ORGANISATIONAL IMPACT

- Better decision-making leading to improved business performance
- Development and cascading of strategic thinking across the whole organisation
- More ambitious targeting and goal setting at all levels of the organisation
- Able to use an understanding of personality and communication psychology to optimise the performance of their staff
- Fully aware of the serious limitations of traditional management practices in obtaining performance from their multi-generational workforce
- Comfortable adopting an increasingly facilitative rather than directive role

## PERSONAL IMPACT

- Detailed appreciation of the trends that influence 21st century business development
- Understanding best practice in aligning strategic and operational management
- Learning how to use tools and techniques of strategic analysis and planning
- Understanding yourself and others better and being able to elicit the discretionary effort of your staff
- Knowing that your decisions and actions are being informed by one of the most carefully researched models of management available anywhere
- Being able to stand out from your colleagues when observed by your organisation's senior management

## WHO SHOULD ATTEND?

This training course is suitable to a wide range of Ambitious Professionals, but will greatly benefit:

- Managers and leaders that require a high-level understanding of strategic and operational management
- Experienced specialists in corporate finance
- Human resource managers who contribute to long-term staff development
- Specialists in supply chain design and logistic systems
- Leaders, Managers and Supervisors aspiring to more senior positions
- Individuals who are making the transition to a senior management team or board-level role

## Course Outline

### MODULE I – The Boston Advanced Strategic Management Programme

#### Identifying New Opportunities in Global Business

- What does globalisation mean and what are its biggest challenges?
- Why Global Economic and Business Structures are Changing
- Understanding Comparative Advantage and Competitive Advantage
- Managing Transition – What activity belongs where?

#### New Mechanisms that Support Global Business Development

- Effective Business Models for an Increasingly Integrated Environment
- The Strategic Relevance of the Responsive and Agile Organisation
- Post-merger and Post-acquisition Management as Major Challenges
- Collaboration as a means of Accelerating Global Development
- Product and Process Innovation in Global Strategy

#### Organisational and Human Resource Development

- The Process of Creating and Managing High-performance Teams
- Developing the New Generation of Potential Senior Managers
- Flexible, Extended and Virtual Organisation Structures
- Mentoring and Coaching – The new roles for senior managers
- The Strategic Implications of the Flattening Organisation

#### Best Practice in Strategic Management

- Strategic Planning in an Uncertain and Rapidly Changing Business Environment
- The Main Strategic Priority – How to gain and sustain profitable growth?
- Building the Business Model – Achieving the optimum outcome

## Ensuring Effective Execution of Strategic Plans

- The Framework of an Effective Strategic Plan
- Setting-up and Managing an Effective Strategic Planning Team
- Resourcing the Planning Process and Projecting Inputs and Outputs
- Presenting and Communication the Strategic Plan to Your Operations Teams
- Leading the Execution of the Strategic Plan
- Final Questions, Answers and Deciding Personal Follow-up Actions
- Course Leader's Summary and Overview of the Whole Course

## MODULE II: The Boston Advanced Management Programme

### Clearly Distinguishing Managing from Leading and Looking at their Shared Core Skills

#### Defining the Unique, Essential and Noble Functions of Management

- Clearly Differentiating Management from Leadership
- Rediscovering the Critical Importance of Effective Management: Traditional vs. Contemporary Views
- Inappropriate Metaphors of Managers: The Need to Change Mind-sets
- The Key Management Functions: The Q-OPD Full-Range Management Model©

#### The Four, Over-arching Core Skills for both Managers and Leaders

- Developing Personal, Social and Organisational Awareness
- Tailored, Multi-channel Communication
- Powerful and Targeted Influence and Persuasion
- Emotional Intelligence (EI) & Political Intelligence (PI)

### Directing and Delegating: The Heart of Management

#### Operationalising & Directing

- The Manager's Crucial Operationalisation Remit
- Translating the Strategic Plan into an Implementation Plan
- Powerful Processes to Direct Your Staff
- Using Goals, Objectives, Outcomes and Behavioural Metrics

#### Delegating & Problem-solving

- The Delegation Imperative: Making Yourself Dispensable, Creating New Leaders and Succession Planning
- Relinquishing Authority and Responsibility: Setting Your Staff-up for Success
- Creative, Rational and Soft-system Problem-solving Approaches

## Resourcing and Monitoring: Facilitating Achievement

### Resourcing & Supporting

- Identifying the Resources Available to Your Staff and Using Them to Develop their Capability
- Selecting Staff for their Talent and Potential
- Supporting Your Staff: Engagement and Empowerment
- The Five Essential Support Needs of Your Staff to Ensure their continuing Discretionary Effort

### Monitoring & Controlling / Coordinating

- The Essential Nature of Monitoring and Controlling
- Soft and Hard Processes: Individual Development and Goal-achievement
- Deciding on Your Key Metrics: 'What you measure is what you get!'
- Designing Monitoring Systems / Performance Dashboards

## Encouraging and Engaging Your Staff

### Feeding Back / Reporting & Redirecting

- The Value of Timely, Relevant, Actionable Feedback
- The 3 Feedback Principles and Structuring Motivational, Developmental and Critical Feedback
- Re-directing Behaviours and Setting-up Positive Responses
- Harnessing the Power of Activators, Behaviours and Consequences

### The Manager as Catalyst

- Understanding and Appreciating the New Management Paradigm
- Using the Gallup Q-12 to Powerfully Manage your Staff
- Playing to your Staff's Strengths and Helping them Manage their Weaknesses – as a Team
- Managing Employee Aspirations by Helping them Find their Ideal Roles

## Proactively Harnessing Your Talent and Realising Your Full Potential

### Managing Your Own Career as a Manager

- Planning in the Emerging, New Employment Reality: The Changing World, Workplace and Corporate Governance
- Identifying Your Specific Career Anchors: What you are good at? What you value and what motivates you?
- Constructing Your Personal Career Advancement Strategy
- Prioritising and Engaging in the Important Career Advancement Activities
- Becoming Politically Adept