DEVELOPING AND IMPLEMENTING EFFECTIVE STRATEGY: COURSE SPECIFICATION

Aim: The aim of the 'Developing and Implementing Effective Strategy' course is to equip delegates with the knowledge and skills required to lead and/or contribute to the development and implementation of effective strategy in complex and ever-changing environments through the development of an outline strategy for their own (or an example) organisation.

CMI Recognition: In May 2025, the 'Developing and Implementing Effective Strategy' course was approved as a recognised programme by the Chartered Management Institute (CMI). This means that delegates who successfully complete the course can join the CMI as Foundation Chartered Managers, a professional status designed to help them stand out from the competition and continue their management career journeys with all the benefits of CMI membership to support them. In recognition of their professional status, delegates are eligible to put the postnominals 'fCMgr' after their names.

Duration: The course takes place over three days and comprises a mix of presentations, small group exercises/workshops and whole group plenary discussions/seminars.

Context: The course uses the development of an outline strategy for delegates' own (or example) organisation as a vehicle for learning transfer. On completion of the course, the strategy can either be developed into a completed strategy by the facilitator/consultant or by the delegates and their organisation, with the consultant providing additional support if required.

Awards: The course received national training and education awards in both September 2023 and August 2024 for excellence in its design and delivery (see logo top right).

Learning Objectives: On completion of this course, participants will be able to:

- Critique different definitions of strategy, explain why most strategies fail and explain the characteristics of effective strategy.
- Identify and evaluate macro, regional and sector trends likely to impact on their organisation over the next 5 – 10 years and explain how these are likely to change its operating environment.
- Develop an effective vision for their organisation.
- Formulate effective values to underpin a strategy.
- Evaluate why specific leadership attributes, actions and attitudes contribute to developing and implementing the most effective strategies.
- Identify opportunities that could be exploited to achieve the vision, and threats that might need to be addressed, by evaluating likely changes in the environment.
- Identify the opportunities that stakeholders may present to help achieve the vision, as well as the threats they pose that might need to be addressed.
- Evaluate their organisation's current strengths and weaknesses as they relate to achieving their vision.
- Develop a SWOT matrix that summarises the outcome of the analysis.
- Develop effective strategic objectives that would achieve the vision.
- Develop a preferred course of action for achieving the vision.
- Develop an action plan and a risk register to support a strategy's implementation.
- Analyse whether the implementing organisation is aligned behind a strategy and, if not, identify the actions necessary to achieve alignment.
- Develop a strategic narrative and a communications plan to support a strategy's launch.
- Develop effective metrics that track whether a strategy is being implemented as intended and whether it is having the desired effect and therefore likely to achieve the vision.
- Assemble the completed strategy from the component parts and understand the tools and techniques that can help refine it before and after implementation.

Tools and Techniques Covered: Some of the tools, techniques and frameworks introduced during the course include:

- Critical thinking and constructive challenge.
- Framing 'wicked', 'adaptive' and 'gnarly' problems.
- The Futures Cone and the Three Horizons Model.
- Envisioning and Rich Pictures.
- Environmental analysis (using PESTLE and 'impact'/'likelihood' to map opportunities & threats).
- Stakeholder analysis (using 'power'/'interest')
- SWOT Matrix to capture the outcome of analysis.
- The 'Five Tests of Strategy' and the McKinsey 7-S Framework to assess whether the implementing organisation is aligned behind a strategy.
- Action plans and risk registers.
- Red Teaming, wargaming, premorteming and ROC Drills.
- Generative AI in developing strategy.
- Strategic narratives and communications plans.