



BEST PRACTICES IN STRATEGY EXECUTION

1:30 to 4:45 pm, Thursday, October 28, 2021 via Zoom

COURSE OUTLINE

Part I - Strategy Execution Context

"The pandemic has forced companies into a collective awakening that is requiring them to redefine and execute their strategies to fit a more digital, sustainable, and uncertain world."

Understand the underlying context upon which the company's strategy is developed and executed. A brief overview of mega-trends that impact on strategy as well as best practices of companies thriving on the "new normal" will be discussed, as well concepts of strategy, business model and organizational resiliency.

Part II - Clarity

"You cannot manage something you cannot measure, but also, you cannot manage something you cannot describe."

Be introduced to the concepts of scenario planning, strategy anchors, strategy maps, scorecards, and their roles in providing clarity and focus on the execution of the organization's strategic objectives.

Part III - Alignment

"If you want to change the results, change the behavior; if you want to change the behavior, change the way you measure behavior."

Learn how to effectively cascade the strategy and performance scorecards to ensure "line of sight" from the vision to action. This includes forging alignment between "refreshed" strategy and organizational behavior by understanding performance drivers and the importance of measuring them.

Part IV - Governance

"People react to what is inspected not what is expected".

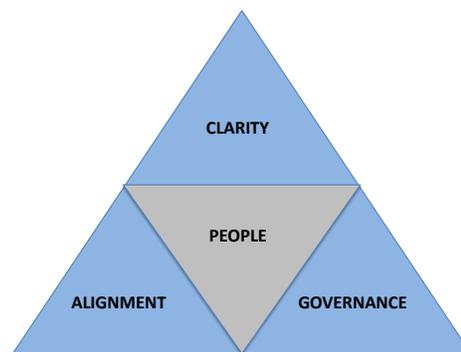
Discover the unique use of measures and targets "to manage, not to control". Also understand the distinction between lead and lag measures, the criteria that should be used when selecting measures, and the challenges presented by measures development. This section will likewise cover the concept of Strategy Review Meetings (SRM) as well as the basic functions of an Office of Strategy Management (OSM).

Part V - People

“Strategy execution is not about metrics, it is about change, it’s about people.”

Recognize that many organization’s source of competitive advantage lies on their intangible assets which are naturally harnessed by their human capital. This section will cover strategic HR areas that need to be strengthened to facilitate effective strategy execution, people challenges that impact execution (and how to overcome them), and leadership traits that drive performance.

The Strategy Execution Pyramid*



*IFC Adviser Jonathan Juan DC Moreno developed the Strategy Execution Pyramid with the objective of simplifying and adapting to regional (ASEAN) context leading strategy-execution systems.

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