



McKnight • Kaney
Strategy Execution

Leading STRATEGY Execution®

A Course for Managers on Strategic Thinking



"We wrote the book on strategy execution."®



Make sure your managers can think strategically

What do your leaders need to learn?

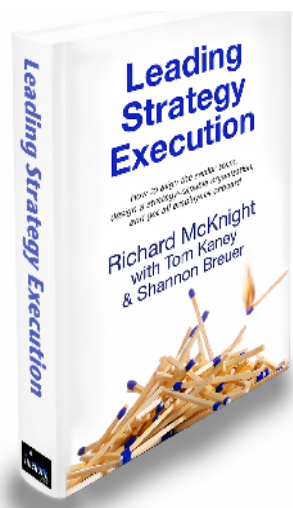
- To be visionary and forward-thinking, more focused on the long-term vs. the day-to-day*
- To think and act like a business person with a mission, business acumen, and creativity*
- To engage employees as partners*
- To connect their own organization's efforts with the larger organization's objectives*
- To build an organization unit capable of creating value and delivering on the strategy*
- To work in a coordinated way with others outside their function in pursuit of organizational objectives.*

Think of the potential if your managers are more forward-thinking, possess a sense of urgency, and connect their own organization's effort better with the larger organization's objectives.

Think of the powerful effect on business results if all of your managers were to coordinate their efforts better with the larger organization's objectives.

Consider the possibilities of connecting every employee enthusiastically with the strategy.

The Holy Grail of strategy execution for most senior leaders is getting everyone in the organization to understand, feel enthusiastic about, and take action in alignment with the company's strategy. This seminar will help your leaders accomplish this.



Participants receive a complete binder of materials and a copy of this 300-page book written by the faculty

The seminar ensures that your managers are able to:

- Create an executable strategy
- Document their strategy in the form of a Strategy Map
- Design and implement an organization capable of delivering on the strategy
- Build an aligned team that will execute the strategy
- Get all employees on-board
- Cultivate support for the strategy from all stakeholders

Course Outline & Faculty

Day One

The Discipline of Strategy Execution

- The executable strategy
- The four jobs of strategy execution
- The strategy-capable organization

Strategy Execution and Competitive Advantage

- Value disciplines and their implications for strategy execution (product leadership, operational excellence, customer intimacy)
- Value disciplines case study (“Cognitax”)
- Identifying your organization’s value discipline

Introduction to Strategy Mapping

- Introduction to strategy mapping
- Case example of a strategy map

Day Two

Creating Your Strategy Map

- Identifying financial measures
- Identifying customer results measures
- Identifying key processes
- Identifying organizational capabilities

Peer Coaching

Creating a strategy map with your directs

Action Learning

This seminar employs action learning, the most powerful method of business education. The session addresses the participant’s own business responsibilities and objectives and includes peer coaching and feedback. Participants emerge with a detailed strategy map and a detailed strategy execution plan.

Faculty

RICHARD MCKNIGHT, PhD

Richard McKnight has consulted to CEOs, top leaders, and their teams for over 20 years. He has written extensively about strategy execution and is the author of *Victim, Survivor, or Navigator? Choosing a Response to Workplace Change*.

TOM KANEY

Tom has been SVP Human Resources for Medarex, Inc., SVP Human Resources for GlaxoSmithKline NA, a Principal consultant and performance management practice leader with The Hay Group, and a leader in HR at Subaru of America.





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