

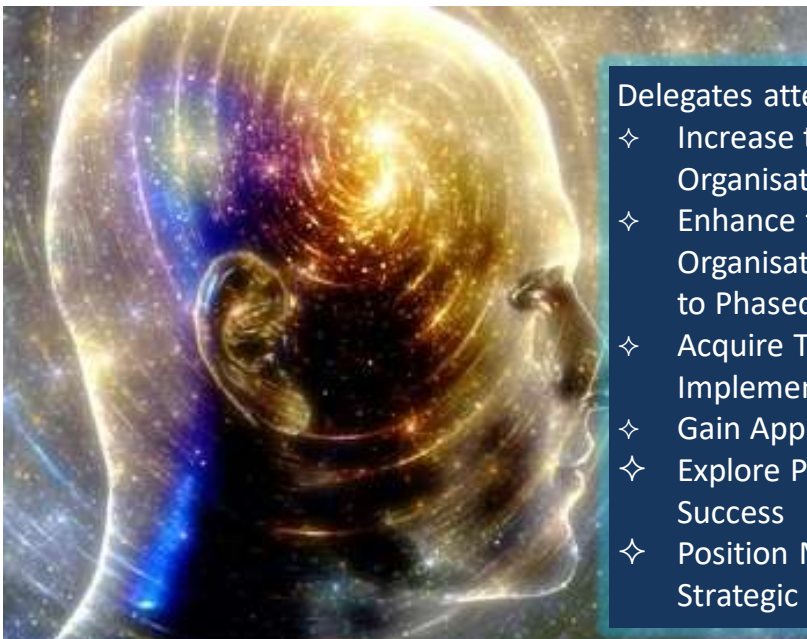
# Achieving Organisational Goals

## Effective Strategic and Operational Initiatives



**The ability to Achieve Organisational Goals and to Effectively Manage Strategic and Operational Missions and Initiatives is one of the most important Competencies that Organisations expect from their Executives, Managers and Employees**

- This interactive course positions Change in the Business context and examines the Key Components needed to Achieve an Organisational Strategic and Operational Goals
- The workshop format of the course will provide delegates with the Knowledge, Techniques and Tools to effectively meet their Organisation's Objectives



Delegates attending this course will::

- ✦ Increase their Comprehension of how best to Achieve Organisational Goals
- ✦ Enhance their Understanding of how to Lead and Manage Organisational Initiatives, from Continual Improvement to Phased Change
- ✦ Acquire Techniques and Tools for Planning and Implementing Solutions
- ✦ Gain Approaches for handling Resistance
- ✦ Explore People Management issues for Effective & Success
- ✦ Position Management of Projects in the Corporation's Strategic and Operational Management Structure

This course is designed to meet the needs of those who wish to increase their skills in Managing Initiatives and Projects, and is invaluable to all Executives from CEO to Business/Functional Managers and Decision Makers who seek a pragmatic Understanding and Application on how to address the Key Issues and Opportunities for Effective Management of the Transition to meet Organisational Goals

This course has been  
Designed & Created  
and is Managed & Organised by



The Course is aligned to the  
Project Management Institute  
Body of Knowledge



# Achieving Organisational Goals

## Contents & Timeline

### SESSION 1

#### The Changing Face of Business

- The Reality of Business Change
- Organisation's ability to meet Market Requirements
- "Are we Doing it Right?"
- Change as an Opportunity
- Strategy as a Method for leveraging Change
- Transformational Strategies
- Sustaining Operations
- Programmes & Projects as instruments of Organisational Change

#### Strategic Approaches

- Strategy as a Key to Organisational Success
- The Structural Forces
- Structuring a Business Strategy
- High-Level "As-Is" and "To-Be" Analysis
- The Core Approaches:
  - *Balanced Score Card*
  - *Strengths, Weaknesses, Opportunities, & Threats*
- Balancing CAPEX and OPEX
- Competence-based Strategy
- Capability-based Strategy
- Resource-based Strategy
- Planning Business and Organisational Change:
  - *Process Improvement*
  - *Redesign*
  - *Re-Engineering*

#### Transformational/Strategic Objectives and Goal Setting

- Describe the Change Management Strategy
- Difference Between Strategic & Operational Objectives
- Establish/Review Organisational Goals
  - *Corporate Vision*
  - *Organisation's Mission Statement.*
  - *Long-term Goals*
  - *Operational & Departmental Goals*
- Prepare the Change Management Team
- Develop the Sponsorship Model
- Determine Organisational Change Competency
- Assess Organisational Impacts
- Connect Change Management to Business Projects
- Build the Change Communication Plan

### SESSION 2

#### Planning for Transformational/Strategic Change

- Relationship Between Strategy and Operations
- Business and Organisational Orientation:
  - *Strategic Goals*
  - *Transformational/Strategic Objectives*
  - *Action Plans*
  - *Company-Wide Communication Plans*
  - *Performance Measures*
- Completing "As-Is" and "To-Be" Analysis
- CAPEX Budgeting
- Transformational/Strategic Action Plan Checklist

#### Planning for Changes in Operations

- Planning Operational Objectives Effectively
- Completing "As-Is" and "To-Be" Analysis
- Developing Operational Action Plans
- Departmental and Cross-Functional Challenges
- Process Reviews
- Competences/Skills Reviews
- Establishing Appropriate Measurement Systems
- Operations Action Plan Checklist

#### Implementation of Projects of Change

- Deploying Strategic and Transformational Plans
- Executing Operational Change Plans
- Performing "As-Is" to "To-Be" Changes
- Implementation of Skills Development Process
- Realisation of Process Re-Alignments
- "Roll-Out" to Operations
- Application of Performance Management Systems
- Diagnosing Gaps and Managing Resistance
- Implementing Corrective Action and Celebrating Successes

### SESSION 3

#### Resistance to Change

- Development of a Change Resistance Plan
- Deploying the Change Communication Plan
- Establishing Common Values and Beliefs across the Organisation
- Encouraging and Engaging People to think Creatively in Developing Solutions
- Understanding the Change Resistance Model
- Providing a Methodology for Conflict Resolution

#### Implementation of Initiatives through Programmes & Projects

- Strategies and Programmes/Projects
- Alignment with the Organisational Strategy
- Transformational and Operational Project Selection
- Geographically dispersed Projects
- Complex Team Structures

#### Sponsor & Stakeholder Management

- The Project Stakeholder Management Process
- Stakeholder Identification
- Aligning Stakeholder Expectations

#### Retrospective

- Managing Organisations by Projects
- The Five-Step Process to Introduce and Realise the Management of Change by Projects
- How to Proceed from here?



Delegates will receive a Comprehensive Binder and a Certificate of Training

