

Strategy Implementation Professional

Learning Objectives and Topics

| Introduction

Implementing strategy is a rare and highly appreciated skillset that sets apart the most successful and influential leaders in business. People with the skill to implement strategy are in high demand from organizations all around the world.

The current generation of leaders have been taught how to plan but not how to implement. This is reflected in the high strategy implementation failure rate, which drives the need for leaders to enhance their abilities and become recognized implementation specialists.

In an increasingly complex and rapidly transforming world in which implementation capabilities are desperately required by organizations, the Strategy Implementation Institute online certifications course ensures you're qualified to meet the demands.

Developed by strategy implementation experts, the Institute's online certification course is based on rigorous standards and ongoing research to meet real-world needs of organizations. With the Strategy Implementation Institute certification behind your title, you'll have a skillset deeply appreciated by many organizations and a recognized qualification that will increase your career progression opportunities.

Both categories of certification validate your competencies to perform in the role of strategy implementation. They enable you to:



| Eligibility Criteria

Strategy Implementation Professional

This is open to everyone who wishes to obtain the knowledge, skills and ability to become a strategy implementation specialist. The seven course modules take full-time 3 weeks or 6-8 weeks' part time to complete and is open for 26 weeks. The modules can be taken in any order. Upon completion of the course material, you then have the option to be certified as a Strategy Implementation Professional.

Strategy Implementation Fellowship

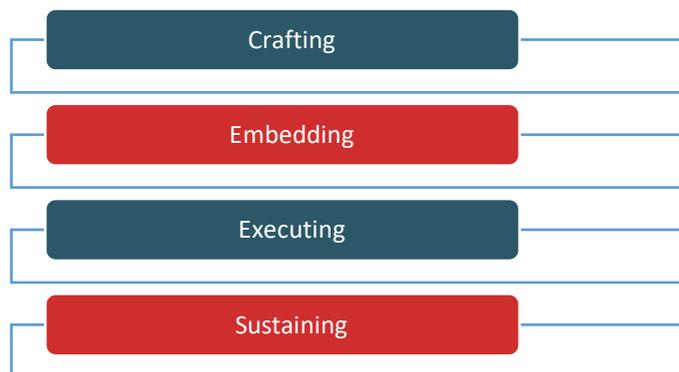
This is open to you after you have been a Strategy Implementation Professional member of the Institute for a minimum of two years. It requires support from your CEO or Chairman and an initial personal interview.

| Content

The purpose of this document is to assist you in preparing for the online exam from the Strategy Implementation Institute. Outlined below are the key learning objectives of the online course based on the seven modules that make up the framework – the Strategy Implementation Roadmap.



Each module is subcategorized into the four phases of implementation:



into the four phases of

1. Financial Value

| Summary

This module addresses how to identify and maximize the return on your implementation investment by developing and growing the financial value of the organization. The payoff from the organizations who succeed in strategy implementation is high as the failure rate is high. The module learning objectives are:

1. Prioritize strategic investments and projects
2. The importance of the budgeting cycle to keep control of the finances through the implementation
3. Assess your value creation and financial performance
4. Realize benefits from project investments
5. Reward leaders and employees

| Crafting

This module focuses on ensuring the budgeting exercise happens after the crafting of the strategy and focuses on providing budgeting structure. Topics covered include:

- Develop an implementation budget
- Mistakes to avoid for financial projections

| Embedding

Ensure your organization has the discipline to track the implementation and take corrective action as required, while cascading the strategy. Topics covered include:

- Invest in implementation
- Link strategy with budgets
- Project selection methods

| Executing

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| Sustaining

Leaders now need to decide if to reinvest profits back into the organization or be prudent for a later date. Topics covered include:

- Capturing strategic value
- Identifying and quantifying synergies

2. Leadership Excellence

| Summary

This module addresses understanding the leader's role in strategy implementation. Leaders don't implement. A leader's role in strategy implementation is to drive and champion it. The employees are responsible for the implementation by taking the right actions each day. Leaders need to stay engaged throughout the implementation, constantly be inspiring, coaching their employees and overseeing and tracking the implementation. The module learning objectives are:

1. Why and how to avoid repeating past implementation mistakes
2. Understand the role of the leader in implementation
3. The importance of the leadership sharing consistent message
4. Discovering best practices for leading employees

| Crafting

Leaders habitually repeat mistakes from previous implementations. The challenge is to learn from past mistakes while adopting best practices for the new implementation. Topics covered include:

- Avoid past mistakes
- Learn from failure
- Provide the skills to implement
- Understand why the strategy implementation failure rate is so high

| Embedding

Leaders need to share a consistent message across the organization while driving, coaching and championing the implementation. Topics covered include:

- Know how and when to step back as a leader to implement
- Learn implementation tools and tactics
- Recognize how to overcome resistance to implementation
- Blend Top down and bottom up approaches
- Reflect and review on progress and learnings

| Executing

Leaders need to stay true to the strategy while also managing the business. This requires an ambidextrous leadership style. Topics covered include:

- Leadership engagement as a discipline
- Make your strategy more relevant
- Uncommon practices in implementation
- Organizational ambidexterity

| Sustaining

As the organization is celebrating the successful implementation, leaders are responsible for already starting to ask, "what next?". Topics covered include:

- Adaptive and proactive leadership
- Scenario planning is a tool for strategic thinking
- Redefine leadership for the digital age

3. Business Model

| Summary

This module addresses why your business model needs to change to support strategy implementation.

Adopting a new strategy translates to changing the current business model. Sometimes the changes are minor and at other times they require a whole business model transformation, e.g. when adopting digitalization. But the business model needs to change to support the implementation.

The module learning objectives are:

1. Understand why and how business models needs to change
2. Discover the importance of thinking strategically in implementation
3. Be aware of changing technologies
4. Discover how to digitalize the business
5. Discover how to execute projects with excellence
6. Discover how to sustain engagement and resources

| Crafting

By default, a new strategy translates to changing the way the organization operates. This means a new business model to support and enable employees. Topics covered include:

- What is a Business Model?
- Strategic thinking as you implement
- How you can think more strategically?
- Why business models need to keep changing

| Embedding

Synergizing the way employees work to drive the implementation takes focus and energy within the organization. Leaders need to remain observant of both external and internal trends and the best methodology for transforming the business. Topics covered include:

- Design A successful transformation
- Adopt a “To Stop List”
- Digital strategic execution versus traditional execution
- Impact of robotics and artificial intelligence
- Escaping legacy systems and culture

| Executing

At this stage the new strategy starts to be imbued into the organization and is becoming the new norm. However, the business model needs to remain fluid. Topics covered include:

- A project driven organization
- the “Project Canvas”
- selling projects instead of products

| Sustaining

This is almost a contradiction because as the organization is sustaining the implementation success, the leaders need to already be preparing the next strategy and organizations transformation. Topics covered include:

- The future of business
- Reinventing business models

4. Culture Evolution

| Summary

This module addresses why culture drives your implementation. Culture drives the way an organization implement its strategy. Two organizations can have the same strategy but how they implement will always be different as every organization culture is different.

Culture no longer eats strategy for breakfast because of the speed we are working today. Strategy now drives the culture in many organizations that drives the way they implement.

In this module you will learn:

1. How culture drives strategy
2. How to ensure culture is an implementation enabler
3. How to develop a culture of accountability
4. Why a culture of accountability is critical for implementation?
5. Understand why and how culture life cycles are changing

| Crafting

Culture is important in the implementation of strategies because it drives the way an organization implements. Two organizations can have the same strategy but how they implement it is driven by their culture. And as every organization culture is different it means every implementation is unique. Topics covered include:

- What is Corporate Culture?
- Importance of Culture In Implementation
- Leaders Role in Culture

| Embedding

Understand how to embed the culture to support implementation. Topics covered include:

- Culture drives the way leaders implement strategy
- Changing an organization's culture
- Align culture implementation

| Executing

Culture is the hardest of the seven modules to change as culture can be defined as, "the way you do everything." Therefore, if you need to change the culture you are changing the way you do everything. Topics covered include:

- Develop a culture of accountability
- The hard side of implementation

| Sustaining

Culture life cycles are becoming shorter and as a result the leaders need to maintain an open mind to their own organization's culture. Ironically, they need to sustain the culture while also maintaining fluidity to change it! Topics covered include:

- Continuously evolve the company culture
- Keep culture adaptable, nimble, transparent
- Culture for implementing strategy in a digital world

5. Stakeholder Management

| Summary

This module addresses how to manage and communicate to different stakeholders. The initial challenge is to introduce the new strategy to the whole organization and in this module, you are introduced to how this can be effectively done by teasing internal stakeholders and having leaders recognize that the launch is only 15% of the overall implementation communication goals.

Too frequently in stakeholder management, communication around the implementation, dissipate after the first six months. A heavy emphasize in this module is placed on nurturing the communications throughout the whole implementation journey.

The module learning objectives are:

1. Mistakes to avoid when communicating a new strategy
2. A tool for mapping and prioritizing stakeholders
3. Why and how to brand your strategy message
4. Identifying key roles and responsibilities
5. Ensure the communication is nurtured throughout the whole journey

| Crafting

Leaders are responsible for setting their employees up for success by starting to identify what new skills and information employees require. They need to identify the most effective way to prepare the different stakeholders and to communicate key messages. Topics covered include:

- Plan Strategy Launch
- Teaser campaign
- Create a burning platform
- Roles and Responsibilities
- Stakeholder Analysis Matrix

| Embedding

Leader's responsibilities now shift to ensuring that different stakeholders have the right information, skills and understanding to implement. Too many implementations fail at this stage because leaders don't invest the time to prepare their employees. This section discusses communication and leverages more videos as they are one of the most popular forms of communication. Topics covered include:

- Biggest Mistake: Strategy First, Urgency Second
- The importance of communication
- Cascade strategy messages and expectations to Stakeholders
- Effective Strategy Communication

| Executing

Executing stakeholder management focuses on sustaining the communication while ensuring communication transparency and engaging employees. Topics covered include:

- Over Communicate to Stakeholders providing transparency
- Creating and Sustaining Momentum

| Sustaining

Make stakeholder management an active part of every leader's communications and strategy implementation. Topics covered include:

- Encouraging leaders to communicate

6. Employee Management

| Summary

This module addresses how to ensure employees are inspired to participate in the implementation. Which is not an easy challenge as the level of employees who are disengaged in their work is surprisingly high in many countries and industries. Asking employees to adopt a new strategy translates to asking them to do "more work". Why? Initially they must keep working the old way while adopting the new way. The challenge is for leaders to inspire, engage and excite their people in the implementation. When employees are committed to the implementation, they will start to take the right actions that then gains momentum and early success. We need lots of people, taking small actions to create implementation. It's also important to prepare employees with the right implementation attitude, knowledge and skills.

The module learning objectives are:

1. How to identify new skills requirements
2. The value of highly engaged employees
3. The four different ways employees respond to implementation, as not everyone resists change
4. Middle manager's role as lynchpin
5. How to align and track resources
6. How to sustain engagement and resources?

| Crafting

Only 5% of employees (Bridges research) can tell you their own organization strategy. One of the first challenges is to make sure everyone in the organization knows why it is changing, understand what the new strategy is about and identify the impact on themselves. Topics covered include:

- Hiring the Right People
- Identify Skills & Engage Talent

| Embedding

The challenge is to identify the new skills employees require to implement the strategy and to ensure they are engaged. Topics covered include:

- Allocate Resources
- Develop and engage employees
- Start with why - how great leaders inspire action
- Other tactics for inspiring employees to take the right actions

| Executing

As momentum builds among employees across the organization, leaders focus to now setting everyone up for success with the resources and recognition that reinforces the right actions. Topics covered include:

- Train the rest of organization
- Continually Reward and Recognize
- Align and track Resources
- External Partners Collaboration

| Sustaining

Strategy continuous to evolve and leaders need to ensure employees do so as well by continuously adopting new skills and capabilities. Topics covered include:

- Identify shifts in Resource requirements
- Continuous engagement across Organization
- Self-Directed Employees

7. Track Performance

| Summary

This module addresses the importance of tracking and reviewing implementation. Taking corrective action along the way is critical for success. But how do you know where you are and what action to take if you are not diligently tracking your performance, throughout the whole implementation journey. Too many leaders start off with the right intentions but somewhere between thought and actions they lose focus and commitment. Tracking performance is an essential discipline and this module focuses on ensuring the organizations has the right measures in place to manage the implementation and the discipline to constantly review the organization performance.

The module learning objectives are:

1. The importance of conducting frequent reviews to keep the implementation on track
2. Why tracking performance is critical
3. How to identify the right measures to track the implementation
4. How to use measures to review and manage the business, based on the “Balanced Scorecard”
5. How measures drive the right actions
6. How to structure a review
7. Best practices for hosting effective reviews

| Crafting

As the organizations starts to implement, its essential for leaders from the start to have in place the right measures to track progress and start to instill the discipline of constantly reviewing performance. Topics covered include:

- Balanced Scorecard
- Strategy Map
- Strategic objectives

| Embedding

Ensure your organization has the discipline to track the implementation and take corrective action as required, while cascading the strategy. Topics covered include:

- Cascade your strategy
- Discipline of using reviews
- Divisional and departmental scorecards
- Identify right measures

| Executing

Make sure the implementation is reviewed as required and challenge the original strategy assumptions. Topics covered include:

- Establish regular performance reviews
- Best practices for using measures to manage the business

| Sustaining

Review the strategy to ensure its still fully adding value. Topics covered include:

- Ensure reviews become part of the organization culture
- Challenge assumptions made in original strategy