

STRATEGY. WORK. PEOPLE.

Aligning Work With Strategy

Aligning Work With Strategy sensitizes participants to the mindset necessary to think and act strategically as they lead and execute work in their organizations. Attendees focus on the mutually supportive skills of translating the larger organizational strategy to their own work and architecting their own strategies for executing this work. Additionally, participants learn the importance of having a strategic frame of reference that maintains alignment of strategy with the critical domains of work and people to enable effective execution.

The course introduces multiple viewpoints on strategy and illustrates how today's complex environment requires a more adaptable, responsive, and fluid concept of strategy. It reinforces the need for a more tightly coupled feedback loop between strategy and execution. Participants also learn various ways to maintain alignment between their own local level strategies and the larger overarching organizational strategy that they are ultimately responsible for implementing.



YOU WILL LEARN TO:

- Describe global trends that make today's work environments different
- Explain the importance of translating and aligning project-based work to organizational strategy
- Identify areas of misalignment in your organization and team that impede strategic execution.
- Utilize a framework model to identify domains that must be aligned to improve chances of project and program success
- Assure that project-based work success serves the goals of the organization
- Architect the alignment of necessary elements for strategy execution
- Translate the organization's strategy to the work of the department, team, and individual

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KEY TOPICS

- Perspectives on Strategy and Execution
 - Your Strategic Role: Architect-Translator-Doer
 - Setting The Global Business Context
 - A Brief History of Economic Growth
 - A Brief History of Technological Adoption
 - The Interdependent Age
 - Volatility, Uncertainty, Complexity, Ambiguity (VUCA)
 - The VUCA Vortex
 - The Origins of Strategy
 - Strategy Rests on Unique Activities
 - Framing Strategy
 - Five Perspectives on Strategy
 - Porter
 - Hambrick
 - Martin
 - McGrath
 - Courtney
 - Synthesizing Strategy
- Framing For Alignment
 - The Importance of Strategy Execution
 - Strategy Isn't Enough
 - Project Execution Isn't Enough
 - From Project Execution to Strategic Execution
 - Rewards of Effective Strategy Execution
 - Work and Strategy Must Be Aligned
 - ATD: Playing the Translator Role
 - Leading Work for Strategic Execution
 - Overcoming Execution Myths
 - Factors for Strategic Execution
 - A Framework (SEF) for Diagnosing Strategic Execution
 - The External Environment
 - Ideation
 - Nature
 - Vision
 - Engagement
 - Synthesis
 - Transition
 - Organizational Alignment and Misalignment Examples
- Aligning Ideation, Culture, and Structure
 - Ideation Helps You Point North
 - The Ideation Domain
 - Purpose Answers "Why"
 - Identity
 - Long-Range Intention
 - Intention Examples
 - The Nature Domain
 - Culture Introduction
 - Four Core Cultures
 - Core Cultural Traits
 - Structure Has Two Sides
 - Formal Organizational Structures
- Aligning Formal Structure and Culture
 - Structure and Culture in the Uncertain World
 - Types of Networks
 - Assessing Your Networks
 - Roles in Networks
 - Working Through Networks
 - Factors for Influencing Culture and Structure
- The Measuring Stick: Applying Goals and Metrics For Results
 - The Vision Domain
 - Defining Goals and Metrics
 - Goal Alignment
 - Goals Cascade.... Strategies Don't Have To
 - Cascaded Goals
 - SMART Goals
 - CLEAR Goals
 - Metric Stack/Cascade
 - Measure What Matters to Customers
 - Countervailing or "Paired" Metrics
 - Qualitative Metrics
 - Accountability is the Key to Goal Achievement
- Strategy Execution Mapping
 - Organizational Strategy Drives Project-Based Work (PBW)
 - Strategy Execution Map (SEM): A Visual Alignment
 - SEM Characteristics and Essentials
 - SEM Template and Category Definition
 - SEM Process
 - Organizational Linkage
- Interpreting the Larger Strategy to Form Your Strategy
 - ATD: Playing the Architect Role
 - Forming Strategy for Project-Based Work
 - Mindsets of Strategic Work Leaders
 - Mindsets of Successful Strategic Teams
 - Turning Work Outputs into Business Outcomes
 - Plan for Transition As Part of Strategy
 - Practices for a Clean Handoff to Operations
 - Setting Your Strategy for PBW
- Maintaining Alignment
 - ATD: Using Feedback to Maintain Alignment
 - Aligning Leadership and Management
 - Prerequisites for Maintaining Alignment
 - How to Maintain Alignment
 - Alignment Workshops
 - Baseline Alignment Package and Reviews
 - Metaphors for Leading Strategy Execution: The Classical vs Jazz Approaches
 - Nine Strategy Implementation Points to Consider