



HR Strategy and Training

## **Certificate in Strategy Management and The Balanced Scorecard**

## Course Introduction

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This training course is designed to provide participants with the entire spectrum of the strategy management process, from strategy creation to successful implementation. It integrates a diverse array of established strategy management techniques endorsed by renowned global strategy experts, now updated to encompass topics and application techniques tailored for navigating uncertain times. New modules include the application of digital strategy post-Covid, the integration of risk management into strategy processes for enhanced business continuity planning, and the essential leadership traits requisite for effective strategy management.

## Target Audience

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Targeting senior executives, strategy managers, business unit heads, and support function leaders in areas such as finance, HR, and IT, this program is designed to address their specific needs and challenges in strategic management.

## Learning Objectives

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**At the end of the training course, participants will be able to**

- Acquire skills in fostering strategic thinking and awareness among executives and managers.
- Gain insight into implementing cutting-edge techniques endorsed by leading business experts.
- Identify key challenges in your strategy development and deployment process.
- Enhance comprehension of the significance of performance measurement in strategic planning.
- Develop the ability to create and utilize balanced scorecards effectively.

# Course Outline

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## • 01 Day One

### **The Meaning of Strategy**

- What is strategy?
- Strategic planning vs strategy implementation
- Key elements in each phase
- Michael Porter's definition of strategy

### **Vision, Mission and the Statement of Purpose**

- Understanding vision and mission
- New thinking on statement of purpose
- Criteria for good vision and mission statements
- The IKEA case study
- The Patni case study

### **First Steps in Strategy Development**

- The five questions for strategy development
- Degrees of strategic freedom
- The Icon Water case study
- The Tata Power case study
- Understanding the Big Hairy Audacious Goal ('BHAG')

### **Assessing the Opportunity**

- Strategic market opportunity
- Evaluating market attractiveness – 5 Forces
- Running an effective SWOT
- Drawing some initial strategic conclusions

## • 02 DAY TWO

## **Developing Your Strategy - Strategic Themes**

- Identifying sources of growth with the growth matrix
- The use of scenario planning
- Understanding strategic themes
- The chemical company case study
- The Middle East family business case study

## **Developing Your Strategy - Uncovering a Winning Approach**

- Pathways to growth – pros and cons of different approaches
- Creating a compelling value proposition

## **Developing Your Strategy - Structuring Your Plan**

- Steps in building a time bounded strategic plan
- Evaluating options with financial analysis
- Introducing and evaluating strategic risks

## **Going Digital - The Opportunity and Necessity**

- Putting digital strategy into context
- The three stages of going digital
- Case study PD@GE
- Case study – Volkswagen and the Internet of Things
- Lessons for the top digital performers

## **• 03 DAY THREE**

### **Introducing Blue Ocean Strategy**

- What is Blue Ocean thinking?
- Blue and red oceans
- Key techniques from Blue Ocean thinking – ERRC; the Value Curve
- The Commerce Bank case study
- When is Blue Ocean strategy appropriate?

## **Why Strategies Fail**

- Causes of strategy failure
- The Strategy Focused Organization

## **Preparing for Implementation - The Business Model Canvas**

- What is a business model canvas
- The nine elements that define your business model
- Case study - The Linked-in Business Model Canvas

## **Balanced Scorecard Part 1- An Introduction to Strategy Mapping**

- What is a Balanced Scorecard?
- The value of strategy mapping
- Case study – An Australian construction firm

### **• 04 DAY Four**

## **Balanced Scorecard Part 2 - Key Performance Indicators and Targets**

- Linking performance indicators to your strategy map
- Criteria to design good KPIs
- KPI pitfalls
- Case study – Airport arrivals KPIs
- Three methods for target setting
- Balanced Scorecard KPIs and the link to budgeting

## **Balanced Scorecard Part 3 - Initiatives**

- Defining an initiative
- The role of initiatives
- Identifying prioritizing and rejecting initiatives
- A template for initiative definition

## **Balanced Scorecard Part 3 - Cascading Your Balanced Scorecard**

- Aligning strategy through the organisation
- Techniques of cascading

- Cascading to line business units
- Cascading to support functions
- How many levels should I cascade?

## • 05 DAY FIVE

### **Aligning Your Resources - Budgeting and Resource Allocation**

- The link between strategy and budget
- Understanding the need for 'Stratex'
- Designing a new budgeting process
- Zero base budgeting
- Beyond budgeting

### **Aligning Your Resources - Human Resource Planning**

- The link between strategy and human resources
- Linking workforce planning to strategy
- Uncovering critical roles
- Succession planning
- Employee engagement and performance assessment

### **Strategic Business Performance Reporting**

- What's wrong with current reporting
- Aligning your reporting to strategy
- Introducing key focusing questions
- Case study; The KiwiRail report
- The IIAA meeting approach
- Understanding the Big Hairy Audacious Goal ('BHAG')

### **Strategic Leadership Traits**

- Managing change
- Questions in the mirror

# Confirmed Sessions

FROM	TO	DURATION	FEES	LOCATION
May 4, 2025	May 8, 2025	5 days	2150.00 \$	Virtual - Online
June 16, 2025	June 20, 2025	5 days	5950.00 \$	USA - Texas
Sept. 1, 2025	Sept. 5, 2025	5 days	4250.00 \$	UAE - Dubai
Nov. 10, 2025	Nov. 14, 2025	5 days	4250.00 \$	UAE - Dubai