

Managers today need to have more than just technical ability. You have to understand the effect other corporate divisions and functions have on your department and how your department affects them.

The challenge is to blend these technical skills into a unified whole. It is important to integrate all the key functions of business into your thinking and actions.

This programme provides you with the ability to become a more effective senior manager.

Course Objectives

- Understand the financial, market and economic context within which business operates
- Understand how business value is defined, created, measured & delivered
- Understand the effect that your decisions have on the triple bottom lines
- Focus your questions and attention regarding finance on the whole business
- Improving business profitability

Who will benefit?

- Middle managers newly promoted to a more challenging role
- Managers whose existing role has become significantly more stretching
- Managers identified as having 'high potential' for the future

Course Outline

Business Strategy

- Strategy
- What is strategic thinking?
- How do you do it?
- How should we manage strategy as a whole business?
- The benefits of strategy and strategic thinking; at the corporate, business and personal level.
- Strategic Options and Choices
- How do we make strategic decisions?
- Create strategic options and rank the various choices assessing strategic and financial attractiveness?
- What roles do uncertainty, implementation and acceptability play?
- Case Study

Operations and Finance

- Managing Operational Breakthrough
- How do we prioritise breakthroughs?
- Introducing Attractiveness Implementation Difficulty (AID) Analysis
- Breakthrough diagnosis using 'Fishbone' analysis on operational problems and 'Wishbone' analysis on operational opportunities
- Managing For Value
- Understanding the links between finance, operations and strategy

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- Balancing long-term against short-term, capturing customer value
- Coping with intangibles, inter-dependencies and uncertainties
- What business are you in and what value do you add, dilute (or perhaps inadvertently destroy)?
- Case studies

Strategic Value Management

- Fitting financial and economic data together for decision making
- The relationships between the balance sheet and the P&L account and your decisions
- Mapping cost drivers (tangible and intangible)
- How can costs be managed more strategically to achieve performance breakthroughs?
- Diagnosing cost issues, and creating challenging options
- Prioritising cost breakthroughs using Attractiveness Implementation Difficulty (AID) analysis
- The Value Chain - the impact of our decisions on the whole business and our division
- Value chains and networks
- Stakeholder mapping
- Value measurement
- The costs of silo working and the advantages of the values chain approach
- Case studies

Managing the Commercial Aspects of Change

- Push and pull strategy for change - what is the best mix commercially?
- Understanding enablers and constraints and the impact on the business as a whole
- Putting a value on change for the business as a whole and for individual divisions
- Taking advantage of change as a whole business
- Managing the value change collectively during change
- Case studies

Course Duration

2 Days

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