

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. You also need to develop skills in strategic management, including an understanding of marketing, operations, finance and change management.

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

- Increase your confidence in handling the strategic aspects of management
- Learn to work on your own business and organisational issues
- Assess your own career development

Who will Benefit?

- Middle managers newly promoted to a more challenging role
- Managers whose existing role has become significantly more stretching
- Managers seeking to accelerate the development of their career
- Managers identified as with 'high potential' by line management/HR staff

Course Outline

Strategy and Marketing

- Strategy
- What is strategic thinking?
- How do you do it?
- What is strategy and how should we manage it?
- 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

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Marketing

- Marketing strategy simplified
- Understanding and redefining 'What Business we are in?'
- The marketing audit and SWOT
- Market research techniques and validity
- Segmental, productivity and ratio analysis
- PEEST
- Differentiating and positioning your product
- Pricing policies and strategy
- The effect of cost over time
- The promotional plan
- The distribution plan
- Consumer behaviour
- Customer relationship management
- Management control
- Working backwards from the customer and from an industry understanding
- Achieving market and competitive dominance
- Applying the strategic and marketing perspective

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
- Balancing long-term against short-term, capturing customer value
- Coping with intangibles, inter-dependencies and uncertainties

Strategic Cost Management

- 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.

Managing Change

- Push and pull strategy for change - what is the best mix, and when?
- Understanding enablers and constraints.
- Putting a value on change.
- Managing the change process
- Surviving change with credibility and confidence
- Taking advantage of change

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Managing Others

- Enhancing team performance and unleashing creativity
- Gaining commitment to initiatives that require change
- How to overcome team morale and productivity problems
- Anticipating and avoiding the land mines of leading change
- Leading your team from - to analysis to create and communicate a strategic vision.
- Understanding your own agendas
- The importance of pull and push influencing styles
- Creating a vision
- The need for influence to achieve objectives
- Understanding what motives and influences behaviour
- Power bases for influence
- Influence strategies and techniques
- Dealing with resistance
- Influencing downward, upward, and laterally
- Changing your influence strategies
- Rapport and how to build it
- Creating interest in yourself and your business
- Powerful delivery methods to communicate your view

Self-Management

- What are your own personal competitive advantages/disadvantages?
- What business are you in and what value do you add, dilute (or perhaps inadvertently destroy)?
- Managing your time strategically; managing your own career
- Implementation and Action Planning
- Managing everyday projects strategically - the process
- Examining your current style and its impact on others
- Improving self-esteem and confidence: yours and others'
- How to recognise, evaluate, and eliminate self-defeating habits and actions - focus on your specific issues
- Time to reflect and to do further Action Planning (prioritising issues in your job using AID –
- Inaction Planning - things or behaviours to stop doing/do less of

Course Duration

5 Days

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