

Planning the “Un-plannable” - Achieve breakthroughs with difficult problems or opportunities 2-3 Days

Introduction

Only one in ten companies successfully implement their strategy. Failure is attributed, to both poorly understood strategy (at all levels) and to bad execution. Our TGLP methodology provides a powerful framework for

- Rapid and effective design of strategies as a whole system
- Inclusive and open approaches to capture and use knowledge in decisions
- Incorporation of generic thinking e.g. EFQM, or Balanced Scorecard
- Strategic communication of the “ROADMAP” to all
- Focus and alignment within the function and within the organization
- Breakthrough performance improvements

For over thirty years organizations all over the world have been using the Management and Planning Tools to get consensus around both the thinking and the doing of strategies, programmes and projects.

The techniques use not only analysis but also synthesis. Joined up thinking produces systemic constructs so the “big picture” can be seen, understood and shared. We have enhanced the M& P approach, for real added value, and have used them successfully in the private sector, the public sector, and the not for profit sector.

Objectives

By the end of this programme you will be able to:

- Understand what the TGLP Methodology is and the contribution it can make to designing and implementing strategy
- Learn how to move from the ROADMAP of the strategy to execution and the delivery of outputs and the outcomes
- Understand the role of over a dozen techniques, and how they can be appropriately selected
- Develop an understanding of how techniques can be linked together to perform standard pieces of work
- Design and build a strategy roadmap for a relevant problem / opportunity
- Manage the event

Training Methodology

The workshop is based on a combination of interactive activities – group and individual exercises, case studies and discussions – along with formal inputs. You will explore firsthand the skills and knowledge needed to create and implement a strategy roadmap through the use of a case study. A strategy map together with appropriate tools / techniques will be developed. The approach used is experiential – with an emphasis on activist / pragmatic approaches, balanced with some theory and reflective time.

Lessons learned from will be available for application to the strategy of your own organization. Attention will be focused on creating a plan of action for delegates to take back to their own organizations.

Organizational Impact

Delegates will be able to apply key management principles and techniques upon their return to the workplace. This will enable organizations to focus on strategy design, strategy execution and delivery throughout the cycle.

Personal Impact

Attendance at the event will result in individuals increasing their knowledge, skills and experience in the use of world-class techniques. It is particularly suited to individuals and organizations that are faced with some exciting challenges, that are not straight forward – but are time critical.

Who Should Attend?

Professionals ranging from those with little or no experience of strategic planning through to those who are experienced, but are looking for something new - both are welcome on this event. The added value of the seminar is in showing how to best use the methodology of techniques in maximizing the effect of their work within their organization.

The seminar is targeted at:

- Those within an organization responsible for designing, implementing or managing the strategy, or a strategic project
- Senior Executives
- Heads of Departments e.g. finance, marketing, human resources etc
- Process Professionals
- Strategic Planning Professionals

Seminar Outline

What is the TGLP planning methodology?

- Why was it originated in Japan in the 1970's?
- The core seven techniques, and the extra techniques available
- What types of strategies and projects can use it?
- Understanding the principles
- What are the steps involved in flexibly using the methodology

What are the strengths and weaknesses of this approach?

- How can you use the TGLP methodology?
- Establishing consensus around the title
- Bottom up approached to inclusive planning – multiple perspectives
- Facilitating learning
- Influencing behaviours and culture
- Where do planning events fail?
- Does this TGLP approach make a difference?
- When should I not use this approach?

How do you decide where to start?

- The process approach
- What is the role of the facilitator?
- The What? How? When? Why? Where? Who? approach
- The involvement of others e.g. customers and stakeholders
- Building consensus and a collaboration culture

How do you get contributions and make sense of them?

- Silent brainstorming
- Building on other people's ideas
- Building trust
- Clustering in to themes
- What is the process for creating titles of the themes?

How do you consistently achieve joined up thinking?

- The rules of the “clock”
- Systematically joining up titles of the themes
- Identifying the strategic and tactical titles, and their precedence and priority
- Constructing the roadmap or big picture
- Getting this “systemic construct” to tell the story of the strategy
- Next steps – analysis, decisions, perceptions / expectations, schedules etc
- The linear / sequential version of the roadmap

How do you communicate this to different audiences?

- Why is the “Executive Report”
- Different language for different audiences
- Bilingual multilingual teams
- Developing a style for outputs

How do you keep your strategy / project up to date?

- Version control
- Benefits ledger
- Reporting back
- Challenging / evolving the strategy
- What are the barriers to be overcome?

How do you manage the event?

- How should you structure a meeting?
- Preparing the room
- Tips for using getting the right “climate”
- Use of templates for productivity and consistency
- Tips for those leading / facilitating the change
- Bringing it all together
- Virtual facilitation
- Conclusion