

REINVENTING STRATEGIC MANAGEMENT

IMMERSION AND CERTIFICATION

Prework Day Before: Pair up; Choose a step to present; Preparation time for all pairs

Day 1		Day 2	
8:30	Introduction; wants; purpose; agenda; norms; To Do list <ul style="list-style-type: none"> • Roles • Double loop learning (ELC) • Content vs. process • Tools, tips, and techniques • SMS Model reviewed; certification • Certification steps 	8:00	Round #7 — Strategy Development
9:00	Planning Time	9:00	Round #8 — SBUs; Business Planning; MPAs
9:45	Break	9:50	Break
10:00	Round #1 — Executive Briefing	10:00	Round #9 — Annual Plans/Strategic Budgets
11:00	Round #2 — Plan-to-Plan	10:55	Round #10 — Plan-to-Implement
12:00	Working Lunch	12:00	Working Lunch
1:00	Round #3 — Vision and Mission	12:45	Round #11 — Strategy Implementation
1:55	Round #4 — Values and Culture	1:45	Break
2:50	Break	2:00	Round #12 — Annual Strategic Review
3:00	Round #5 — Key Success Factors	3:00	Break
3:55	Round #6 — Current State Assessment	3:15	Round #13 — Alternative Forms of Strategic Planning <ol style="list-style-type: none"> 1. Comprehensive Strategic Planning 2. Business Planning 3. Strategic Planning Quick (SPQ) 4. Micro Strategic Planning 5. Executive Briefing
4:50	Process the day	4:00	Round #14 — Conflict areas to facilitate <ul style="list-style-type: none"> • in general • dominant/quiet executive • closures/consensus building • end of each meeting
5:00	Personal consultation time available		Round #15 — Summary <ul style="list-style-type: none"> • wants; questions/answers • SMS review • self-assessment
			Actions; closures; certification steps
		4:30	End