



Case Study: Strategy Training and Planning Program

Client

Technology Company

Target Audience

Senior Management, including C-Suite, general managers, and vice presidents of functional areas (Marketing, Sales, R&D, Operations, Legal, IT).

Challenge

Due to varying company and educational backgrounds, there existed a wide range of strategy skills among the senior management team. The goal was to develop senior management's strategic thinking skills across the board to maximize their leadership potential and enable them to significantly outperform their competition.

Needs

- ❖ Provide the senior management team with new ways (concepts, tools, frameworks) to think about growing the business in a mature market.
- ❖ Develop senior management's strategy skills to help them become more effective in allocating their limited resources through strategic decision making.
- ❖ Design a process to involve managers at all levels in strategy development on a continuous basis.

Solution

1. One-to-one in-depth interviews with a sample of senior executives to identify the current business context and their key challenges and issues.
2. Development and facilitation of a three-day strategy off-site session for senior executives to train on strategy concepts, tools and frameworks, including the Deep Dive workbook to immediately apply the learning's to their business. Session pre-work included participants taking the Strategic Thinking Assessment to baseline the current level of strategic thinking among the group; completion of the Strategy Survey—a tool designed to focus executive's thinking on the critical components of the business; and review of several cornerstone strategy articles.
3. A time-table for content implementation was created and teleconferences were conducted following the meeting to answer additional questions and talk through application and implementation of the material.

4. Three additional off-site meetings (2 ½ days each) were held with the next tier of managers at their site locations in the United States and Europe (UK and Germany) to apply the key principles of strategic thinking to their work in the different functional areas. Resources included the Deep Dive workbook, electronic versions of the strategic thinking models, Strategy Survey, and the book, *Deep Dive: The Proven Method for Building Strategy*.
5. Telephone and email support were provided for the following six months to ensure maximum uptake of the materials and successful practical application of the knowledge and skill sets.

Client Results & Comments

- ❖ Division realized double-digit growth in revenue and double-digit cost savings due to increased discipline in making strategic trade-offs with their resources.
- ❖ CEO reported significant increase in morale due to the fact that managers at all levels felt better prepared to deal with the rapidly changing market dynamics through increased knowledge and practical tools.
- ❖ Senior Vice President reported a much more comprehensive grasp of the business by the vice presidents as the process uncovered a number of things "we simply don't know but should know about the business."

Senior Vice President:

"Rich does an excellent job in assisting individuals throughout the various levels of an organization understand that while strategy is a somewhat abstract and intangible concept, there are a variety of tools and methods available to guide teams through a definable process that leads to a well structured and focused strategy development effort. His materials are thoughtfully constructed, understandable and useful in leading a group through a comprehensive and objective analysis of their business that ultimately results in action plans focused on differentiating themselves from the competition. His grasp of the topic of strategy along with a comfortable and upbeat presentation style is effective in facilitating the overall strategic thinking effort."

President:

"I appreciated your ability to teach/facilitate/moderate and move us through the strategy development process in a productive fashion. Your modular and highly tailored approach of the process to our business fits our needs nicely. Thank you for your preparation and hard work in navigating our team through the strategy development process. One year later, I can say that your work had a dramatically positive impact on our business. In addition to the strong strategic plan we developed, you infused a new mind set into our organization that has created the strategic discipline to make important trade-offs and has unleashed a powerful energy of confidence. You've truly made a difference to our business."