PROJACS ACADEMY
by egis

Strategic Planning, Sustainable Leadership and Organization Performance

التخطيط الاستراتيجي القيادة المستدامة والأداء التنظيمي

03 - 14 July 2023

Barcelona / Spain

Introduction

Major changes in our world have resulted in the demand for a new type of leadership, one that has long-term sustainability and social responsibility and its core. This type of leadership is known as Sustainable Leadership. A Sustainable Leader is one who creates value for all stakeholders of organization, including future generations, and the community. Sustainable leadership is a set of behaviors, practices, and systems that imagine and shape the future. A future for all.

This 2-weeks program is concerned with the strategic planning and the deliberate generation of alternatives. If one were just looking for the best approach then one would stop as soon as one found what appeared to be the best approach. Instead of stopping however one goes on with the generation of alternatives for its own sake, purpose of the procedure is to loosen up rigid ways of looking at things, to show that alternative ways are always present if one bothers to look for them, and to acquire the habit of restructuring patterns. Strategy and strategic management do not occur in a vacuum; they occur within a specific business which has a unique organization structure. This organization structure is the facilitating framework through which business strategy is implemented, and will therefore influence strategic decisions and be affected by those decisions.

Objectives

At the completion of this program, participants should be able to:

- Explain the benefits of planning in a participatory, inclusive manner
- Distinguish between thinking in "wholes" versus "parts"
- Describe their department's / business unit's relationship to other "parts"
- Analyze their current position vis-à-vis industry, competitors, organizational capabilities
- Demonstrate usage of a number of tools to facilitate participatory processes
- Identify the support and resource requirements for implementation and sustainability of a plan
- Identify the key performance issues and critical success factors
- Design a strategic planning process appropriate to own situation.
- List the key competencies of sustainable leaders
- Describe ways of engaging with and identifying stakeholders
- Understand the importance of creativity and innovation
- Describe communication barriers and ways to overcome them
- List ways to accurately solve problems and make decisions

Who Should Attend?

- Chief Executive Officer
- Senior Management
- Operations Managers
- Middle Management
- Senior Staff

Course Outline

Day One

Strategic Planning

- What is Strategic Planning?
- Why do Strategic Planning?
- Fundamental Questions to Ask
- A Good Strategic Plan should . . .
- Strategic Planning Model
- Pre-Requisites to Planning
    - Assessment
    - Baseline
    - Evaluate

Strategic Management Of Change

- Strategic Rope
- Managerial Tools
- Strategic Management Matrix
    - Technical
    - Political
    - Cultural
- Implications

Day Two

Applied Strategic Planning: A New Model For Organizational Growth and Vitality

- A Definition Of Strategic Planning
- A New Strategic Planning Model
    - Planning To Plan
    - The Values Audit

  - Mission Formulation
  - Strategic Business Modeling
  - Performance Audit
  - Gap Analysis
  - Contingency Planning
  - Integrating Functional Plans
  - Implementation And Implementation Considerations
  - Environmental Scanning
- Conclusion
- References

Day Three

Applied Strategic Planning

- Phase One: Planning To Plan
  - Timing
- Environmental Monitoring
- Ongoing Implementation Considerations
- Phase Two: The Values Scan
  - Individual Values
  - Organizational Values
  - Philosophy Of Operations
  - Organizational Culture
  - Stakeholder Analysis
- Phase Three: Mission Formulation
  - What
  - Who
  - How
  - Driving Forces
  - Mission Statement
  - Unit Mission Statements
- Phase Four: Strategic Business Modeling
  - Considerations
- Phase Five: Performance Audit
  - Competitor Analysis
  - Sbu Analysis
  - Other Data
- Phase Six: Gap Analysis
  - Comparison And Modification
- Phase Seven: Contingency Planning
  - Key Indicators And “Trigger Points”
- Phase Eight: Integrating Action Plans
  - Agreement To Share Resources
  - Putting It All Together
- Phase Nine: Implementation

- References
- Source

Day Four

Linking Strategic Planning to The Management Of People

- Introduction
- Vision And Values
- Structure And Roles
- Recruitment And Selection
- Training And Development
- Communication
- Care And Concern
- Conclusion

Day Five

Putting The Management In Total Quality Management: Creating A Strategic Framework

- The Strategic-Framework Process
  - Mission And Vision
  - Key Results Areas
  - Key Results Measures
  - Improvement Strategies, Projects, And Action Plans
- Monitoring The Framework

Day Six and Seven (Weekend)

Day Eight

Leading and Managing for a Sustainable Future

- Planet Earth – a fact sheet
- What is sustainability?
- The business case for sustainability
- What this all means for your organization
- The key competencies and behaviors of sustainable leaders

Day Nine

Stakeholder Analysis and Management

- Overview of stakeholder engagement and management
- Key documents for stakeholder management (register, matrix, strategy)
- Stakeholder communications and engagement

- The stakeholder engagement process
- Working together: stakeholder in sustainability

Day Ten

Corporate Social Responsibility (CSR)

- Understanding Corporate Social Responsibility (CSR)
- The business case for CSR
- Corporate citizenship and organizational image
- Important cultural differences
- Examples of best practices in CSV

Day Eleven

The Sustainability Journey

- Understanding the journey
- Commencing the journey
- Ethics and corporate governance
- Tools for monitoring, managing, and improving performance
- What might the future bring?

Day Tweleve

Best Practices - Learning from Others

- What are the world's best organizations doing?
- Employer-supported volunteering (ESV)
- HR and organizational behavior
- Developing and presenting the case for sustainability in your organization
- Personal Action Planning (PAP)

Training Method

- Pre-assessment
- Live group instruction
- Use of real-world examples, case studies and exercises
- Interactive participation and discussion
- Power point presentation, LCD and flip chart
- Group activities and tests
- Each participant receives a binder containing a copy of the presentation.
- slides and handouts.
- Post-assessment

Program Support

This program is supported by interactive discussions, role-play, case studies and highlight the techniques available to the participants.

Schedule

The course agenda will be as follows:

- Technical Session 08.30-10.00 am
- Coffee Break 10.00-10.15 am
- Technical Session 10.15-12.15 noon
- Coffee Break 12.15-12.45 pm
- Technical Session 12.45-02.30 pm
- Course Ends 02.30 pm

Course Fees*

- **8,200 USD**
  **VAT is Excluded If Applicable*

المقدمة

أدت التغييرات الرئيسية في عالمنا إلى الطلب على نوع جديد من القيادة، نوع يتمتع بالاستدامة طويل الأجل والمسؤولية الاجتماعية وجوهرها. يُعرف هذا النوع من القيادة بالقيادة المستدامة. القائد المستدام هو الشخص الذي يخلق قيمة لجميع أصحاب المصلحة في المنظمة، بما في ذلك الأجيال القادمة والمجتمع. القيادة المستدامة هي مجموعة من السلوكيات والممارسات والأنظمة التي تتخيل وتشكل المستقبل. مستقبل للجميع.

يختص هذا البرنامج التدريبي بالتخطيط الاستراتيجي وما يرتبط به من التوليد المقصود للبدائل المتنوعة. فلو كان المرء يتطلع لمجرد العثور على السبيل الأفضل لإنجاز أمر ما فإنه سوف يتوقف حالما يجد ما يبدو بأنه المقاربة الأمثل. ولكن في التخطيط الاستراتيجي فإنه وبدلاً من التوقف فإن المرء يستمر في توليد البدائل المختلفة بحد ذاتها و ذلك بغرض تفكيك وخلخلة الطرق الصلدة التي يتم النظر من خلالها إلى المسائل المختلفة، والتأكيد بذلك على أنه دوما توجد طرق بديلة لتحقيق أمر ما، و علينا أن نجهد بالعثور عليها و من خلال ذلك نكتسب التعود على إعادة تشكيل الهياكل المتوفرة.

من الطبيعي إن الاستراتيجية والإدارة الاستراتيجية لا تحدث في الفراغ و لكنها تتم ضمن بيئة أعمال معينة ولها هيكل تنظيم خاص بها. وهذا الهيكل التنظيمي يشكل الإطار الذي يتم فيه تطبيق استراتيجية تنفيذ العمل وبالتالي فهو يؤثر على عملية اتخاذ القرارات الاستراتيجية ويتأثر بها كذلك.

الأهداف

في نهاية هذه الدورة سيكون كل متدرب قادراً على:

- شرح مزايا التخطيط بالطريقة الشاملة و التشاركية.
- التمييز ما بين التفكير بطريقة "إجمالية" و التفكير بطريقة "تجزيئية".
- شرح العلاقات ما بين وحدة العمل أو القسم الذي يعمل به و بين الأقسام الأخرى.
- تحليل الموضع الحالي فيما يتعلق بطبيعة العمل و المنافسين و القدرات التنظيمية.
- شرح استخدام عدد من الأدوات و ذلك لتيسير إجراء العمليات التشاركية.
- تحديد و دعم وتأمين المتطلبات اللازمة لتطبيق الخطط واستدامتها.
- تحديد أبرز المواضيع المتعلقة بالأداء والعوامل الحاسمة من أجل تحقيق النجاح.
- تصميم عملية تخطيط استراتيجي تكون ملائمة للوضع الخاص بالمرء.
- وضع قائمة بالكفاءات الرئيسية للقادة المستدامين
- وصف طرق التعامل مع أصحاب المصلحة وتحديدهم
- فهم أهمية الإبداع والابتكار
- وصف حواجز الاتصال وطرق التغلب عليها
- ذكر طرق حل المشكلات بدقة واتخاذ القرارات

الحضور

- الرئيس التنفيذي، كبير المدراء التنفيذيين والإدارة العليا.
- مدراء التشغيل/مدراء العمليات
- الإدارة الوسطى
- كبار الموظفين