

Effective Strategy Execution

Date: 2017-11-22 - 2017-11-25

Venue: Tata Management Training Centre, 1, Mangaldas Road, Pune 411001

Overview

Even the best of strategies are of little use if they cannot be executed effectively to achieve the desired results. This four-day program will therefore focus on exploring and understanding the key building blocks that provide the foundation of effective strategy execution. The purpose is to strengthen the skills of Tata senior business leaders in creating enabling conditions in their respective organizations to successfully implement the competitive and growth strategies they have charted.

The program will first briefly review the core principles of creating winning strategies for achieving competitive advantage and growth. Thereafter, we shall closely examine each of the core building blocks of strategy execution, namely those related to Organization Design and Structure, Organizational Culture, as well as Organizational Systems, and People and Leadership.

Objectives

The program will examine some of the following issues and topics in the program:

What are the primary building blocks of effective execution? How do they impact performance and success both individually and collectively?

What are the different kinds of organization structures that companies can potentially use to effectively manage their business? What are the benefits, risks and trade-offs associated with each of these different forms?

In a multi-business organization, what organizational levers, in terms of structure and design, exist to maximize the value of the portfolio of businesses? What is the role of HQ in such organizations? Why do companies often cycle between reorganizing across these different options and why does that create significant disruption, demotivation or even cynicism among employees?

What are some of the new forms of organizing that are 'non-hierarchical' in nature, such that there are very few layers and almost nobody has the title of 'boss' in these companies? How are they applicable to conventional organizations?

To effectively execute their strategies, what systems and information flows do companies need, such that they work in tandem with the structure and design they have in place to make better decisions and execute strategies?

Organizational culture plays a key role in enabling the effective execution of a company's strategy – what can leaders do to create a 'winning culture' in their organization and what are the issues and challenges they need to address in doing so?

People, working individually and in teams, are the principle drivers of executing a firm's strategy - what leadership and team attributes are most significant in this regard?

Innovation is increasingly an important part of most companies' growth strategy. What are the key obstacles in successfully executing innovation initiatives in companies?

Methodology

Topics will be discussed through a combination of lectures, cases, group discussion and exercises. This approach not only gives participants an opportunity to learn concepts and frameworks related to strategy execution but also apply them to 'real-world' business situations. Cases and examples will include both Indian and international companies. It is important to note that difference in geography or industry contexts should not hamper anyone's learning efforts, as the core principles of effective strategy execution are relevant across a variety of contexts. That said, throughout the program participants will be continually encouraged and challenged to examine how the implementation aspects discussed in class are relevant and applicable in their own respective businesses and companies.

Who Should Attend

The program is designed to benefit Chief Strategy officers, Operations heads, BU heads, General Managers, Plant Managers and Regional heads, as well as all functional heads.

Fees

Rs. 1,40,000/- (One Lakh forty thousand only) per participant plus taxes as applicable.

This is a residential program and the fee includes course fee, cost of instructional material/program kit, food and accommodation (on single occupancy basis) for participants.

Full participant fee (plus applicable taxes) is payable against pro-forma invoice which will be sent upon receipt of nomination(s).

Please Note: Please send the PO details for the nomination(s) before the start of the program, so that the details can be incorporated in the invoice.

Program Directors

Mr. Milind Pandit

+91-20-66091088,

mpandit@tata.com

Program Coordinators

Ms. Sunayana Kolharkar

+91-20-66091036,

skolharkar@tata.com