

## Enterprise leadership

A course for today's & tomorrow's leaders

### Introduction

Enterprise leadership encourages leaders to focus on organisational outcomes and working on behalf of the whole organisation, instead of focusing only on their own business unit or team.

Where there is enterprise leadership in action, team strategies are connected to organisational goals, the organisation places priority on cross-functional operations and team resources are aligned to the broader organisational strategy.

In this intensive and challenging course we look at what is required of enterprise leaders, the organisation itself and the people.

We will also look at what must be done to create enterprise leaders in a culture that supports them and all the people in it.

### Key topics

- |                                   |             |                                    |
|-----------------------------------|-------------|------------------------------------|
| • Strategic planning              | Leading to: | Connected strategies               |
| • Strategic execution prioritised | Leading to  | Cross functional coordination is   |
| • Resource allocation             | Leading to: | Strategic alignment of resources   |
| • Talent planning                 | Leading to: | Talent viewed as a corporate asset |

### Objectives

By the end of this course, participants will be able to:

- Explain what Enterprise Leadership is
- Explain how business, department and work section strategy affects them and their people and how they should work together
- Raise their effectiveness as a better strategic thinker and leader daily in everything they touch and do
- Deliver a much higher level of customer value by the entire organization on a focused and consistent basis
- Integrate strategic thinking and strategic planning, in a holistic fashion for the organization
- Achieve business sustainability and competitive advantage for the organization by leading strategic change effectively in a purposeful, coordinated, and highly integrated fashion
- Significantly increase the level of employee engagement, trust, and productivity throughout the organization
- Support and encourage organizational culture that upholds and celebrates entrepreneurial thinking and commercial awareness, and drives the sustainable growth of the organization by improving cost control and limiting risk
- Seek alliances and business relationships that add value to the organization, and consistently develops one's own financial and commercial knowledge and understanding.

- Focus on developing the collective capability of their team/unit to meet the future challenges aligned to and as a part of the organisation's strategic plans and needs and the needs of customers
- Forecast short- and long-term resource requirements
- Better run and use the talent management systems in the organization
- Better identify talents and their best utilization in the business
- Better develop and retain talents

## Contents

A sample of what is covered includes:

### What is enterprise leadership (EL)?

- Traditional approaches to leadership
- Silo leadership
- 25 words that describe EL
- Benefits
- The four pillars

### EL across the organisation

- What changes we will need
- What people want
- The concept of engagement
- The X model of engagement
- Issues and challenges

### Strategy

- Defining strategy
- Components of strategy
- Discovering why strategies fail or succeed
- Clarifying your mission, vision and core competencies
- The benefits of strategic planning
- The need for strategic planning
- Assessing tools and processes for strategic planning
- Strategic planning and business analysis
- Strategy - a definition
- Clarifying your current mission, vision and values
- Aligning vision, mission and objectives
- Analysing the internal and external forces that impact on your business- SLOT and PESTLE
- Analysing your strategic position
- Strategic planning
- Analysing the organisation using 7Ss
- Key performance indicators (KPIs)
- Monitoring progress with dashboards

- Ensuring that critical success factors are managed
- Identifying and measuring performance against key performance indicators
- Applying the concept of the balanced scorecard
- Cascade of strategic planning & change core strategies vs KSMs matrix

### **Aligning culture to strategic direction and connecting people to strategy**

- Goals and objectives
- Defining roles and outcomes in terms of strategy
- How strategy impacts performance
- Measuring performance
- Working with people to manage their performance
- The strategic cascade
- How strategic management translates into inaction
- Giving feedback
- Keeping people informed
- Listening to people
- Cascading back upwards - contributing to strategy
- Managing upwards
- Stakeholder expectations
- Effective communication mechanisms
- Rewards and motivation

### **Enterprise and resource allocation**

- Identifying resources
- Collaborative working with others
- Networking for teams and us
- Efficient working
- Theory of constraints applied to EL
- Talent, skills and capabilities as resources
- What do we need now and in the future?

### **Talent**

- Definition of talent and the concept of talent management
- Taking responsibility for the talent management
- Identifying what your team / organisation will need to have moving forward to meet the company's requirements for talent
- Selecting and recruiting talent
- Tools and approaches for developing engagement and potential
- Talent selection and integration
- Development and succession planning
- Retaining talented people
- Producing career plans

- Working with people to develop talent
- Effective mentoring

#### **Developing the organisation**

- Value engineering
- Innovation at all levels
- Networking in all directions for fresh results

#### **Promoting ownership**

- What do we mean by ownership and why is it important?
- How do we assess our own level of ownership?
- What do we need to help us improve it?
- How do we assess the ownership levels of our staff?
- What can we do to improve it?
- How to be more results oriented
- Motivating and influencing others (including Dan Pink and Robert Cialdini videos and explanation)

