



**Schulich**  
School of Business  
Executive Education Centre

# Strategic Management

*Leverage individual step-by-step strategic thinking and business planning to produce superior organizational performance.*

## SEEC Moments of Insight include:

Separate strategic issues from non-strategic issues and apply strategic thinking to business challenges.

Combine personal expertise and strategic thinking abilities with planning processes.

Test strategy to ensure successful outcomes and build team consensus from understanding.



Register for  
an Upcoming  
Session:

August 12 - 14, 2019  
February 26 - 28, 2020

## Our Participants Say it Best:

*"A complex area of study was presented in plain language and an easy-to-follow format. I left with real tools to employ in any work environment now and into the future."*

**T. Zach,**  
Director,  
Communications,  
Ontario Ministry of Labour

*"A relevant and methodological approach to the secrets of strategic thinking and management."*

**D. Smith,**  
Medical Imaging  
Manager,  
Huron Perth Health Alliance

*"This course provided the tools required to better understand the corporate strategy to effectively communicate to my team."*

**D. McDougall,**  
Business and Product  
Manager,  
Toshiba of Canada Limited



24 PDU\*



21 CPD

Register Today / Complete Details

<http://seec.online/12298>



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## Benefit from these world-class planning techniques.

Strategic management is consistently identified as **the single-most-important concern of managers and executives**. This 3-day program uses workshops and strategy case studies to allow a 'hands-on' experience with the development of the key components of the strategic management system: **the Situation Analysis, the Strategic Plan and the Business Plan**. Participants will receive a comprehensive collection of strategic planning templates, guaranteed to improve the quality of any future planning efforts back at the office. Plus, they will develop their own plan during the program!

Reinforce your learning using case studies, lectures and extensive group discussions

## Top Take-Aways

1. **Data gathering and analysis:** the facts required to support decision-making
2. **Strategic issue identification:** a methodology for strategic issue identification and resolution
3. **Strategy framework:** the differences and linkages between the strategies of the strategic plan and the business plan
4. **Scenario-building:** expanding options
5. **Cross-impact analysis:** How does strategy affect others?
6. **Communicating strategy:** tools and techniques for promoting buy-in
7. **The role of expectations:** understanding how expectations set the scope and rate of acceptable change for any plan
8. **Implementation:** aligning management activities with performance expectations
9. **Documenting the plan:** scorecard for the content of a strategic and business plans

## Who Should Attend

This seminar will benefit any manager or executive:

- With concerns about how strategy is effectively developed, communicated and implemented
- Facing the challenge of developing a strategic plan, business plan or functional plan
- Looking for ways to build consensus and commitment on required action
- Charged with effectively developing understanding and buy-in for change strategy

## Work on Your Own Issues

Participants will use proven templates to work on their own strategic issues. The course covers all of the major planning issues facing management today.

## Instructor Profile

**Alan Kennedy, BA, LLB, FCMC**, is one of Canada's most experienced strategic planning and business planning practitioners, having instructed thousands of managers on successful strategy development since 1992.

## Overview of Learning

### Scanning the Situation: The Situation Analysis

#### Data Gathering

- The situation analysis process
- Concepts and history
- Strategic thinking
- The strategy framework
- Stakeholder analysis
- Customer and competitor analysis
- Trend analysis
- Industry analysis
- Current state analysis

### Preparing for Change: The Strategic Plan

#### Issue Identification

- The strategic planning process
- The difference between strategic planning and situation analysis
- Ranking external factors
- Strategic issues identification
- Issue resolution techniques
- Scenario building
- The impact of the strategic issue
- Identifying assumptions
- Content of the strategic plan
- Communicating the plan
- Strategic vs. business plans

### Implementing Action: The Business Plan

#### Strategy Selection

- The business planning process
- Separating people issues and strategic issues
- Aligning to the strategic plan

*Continues Online*

Get the whole picture.

Preview complete course content and instructor bio online.

Complete Details / Register Today

<http://seec.online/12298>

Tel.: 416.736.5079 | 1.800.667.9380  
or email [execedinfo@schulich.yorku.ca](mailto:execedinfo@schulich.yorku.ca)

### Dates & Locations:

**August 12 - 14, 2019**  
Executive Learning Centre

**February 26 - 28, 2020**  
Miles S. Nadal Management Centre

### Registration Fee:

\$3,250 + applicable taxes

### Registration Details:

- Tuition includes teaching materials, lunches and refreshments, but not accommodations
- A special corporate rate is available for participants at partner hotels
- Programs run from 9:00 a.m. to 4:30 p.m.
- Modules, speakers, topics, dates, fees, and locations are subject to change
- Complete registration details at [seec.online/FAQ](http://seec.online/FAQ)