Overview

**Strategy Planning & Execution**

The Strategy Planning and Execution Café is a short blended learning experience oriented around the concepts and skills found in the Harvard ManageMentor Strategy Planning and Execution topic. The learning experience consists of three components:

*60 to 90 minutes 60 minutes Ongoing*

Objectives

At the conclusion of the blended experience, managers will be able to:

**Develop components of a strategic plan**. Specifically, the experience will help managers:

* Analyze external and internal factors
* Perform SWOT analyses\*
* Identify priority issues\*
* Develop high-level action plans\*
* Finalize the strategic plan
* Update the strategic plan

**Create detailed action plans**. Specifically, the experience will help managers:

* Describe action plan components
* Define objectives and performance measures
* Determine resources
* Clarify roles and responsibilities
* Identify internal partners

**Manage the execution of strategic plans**. Specifically, the experience will help managers:

* Communicate strategy clearly
* Clarify decision rights
* Make strategy everyone’s job
* Ensure alignment
* Refine action plans

**Evaluate and reward performance in executing action plans.** Specifically, the experience will help managers:

* Monitor performance
* Recognize and reward results

\*Objectives with an asterisk are included in Part 2, the Café session.

Part 1: Self-paced, Individual Preparation

Before the live Café session, participants are expected to complete the following assignments:

* Review the following online lessons from the Harvard ManageMentor Strategy Planning and Execution topic:
  + Understand Strategy
  + Develop a Strategic Plan
  + Create Detailed Action Plans
  + Execute Strategic Plans
  + Evaluate and Reward Performance
* Complete the online comprehension test from the Harvard ManageMentor topic
* Complete the tool “Worksheet for Conducting a SWOT Analysis,” focusing on their respective units

Part 2: Live, Group-based Café Session

The Café session represents the core element of the learning experience. The purpose of this session is to provide an opportunity for managers to:

* Exchange ideas and questions with others
* Discuss the context of how concepts and skills apply in the workplace
* Practice and begin application of those concepts and skills
* Build momentum and support for applying the concepts and skills in the workplace

Working through the live Café session guide should take approximately 60 minutes. If the facilitator prefers a shorter session or wishes to spend more time on a specific concept or activity, he or she may want to cover only those concepts and activities that are most relevant to the group.

| SECTION | ACTIVITY | TIME |
| --- | --- | --- |
| **Introduction** | Show icebreaker poll question while participants are arriving to the session (DOES YOUR UNIT HAVE A STRATEGIC PLAN?)   * Introduce facilitators. * Review tips for using technology during the session. * Set context: Importance of a strategic plan to our organization and your unit. The initial steps in creating a strategic plan include performing a SWOT analysis, identifying priority issues for the unit to pursue, and developing high-level action plans to address the priority issues. * Debrief icebreaker question. * Review session objectives. | 8 minutes |
| **Skill focus: Perform a SWOT analysis** | Debrief pre-work: External Analysis section of “Worksheet for Conducting a SWOT Analysis.” Participants:   * + Identify opportunities   + Identify threats * Debrief pre-work: Internal Analysis section of the “Worksheet for Conducting a SWOT Analysis.” Participants:   + Practice identifying strengths that a fictional company might leverage to take advantage of a strategic opportunity   + Based on the worksheet, highlight strengths and weaknesses that might affect their unit’s ability to address an opportunity or threat * Review summary of possible strengths, weaknesses, opportunities, and threats in a SWOT analysis. | 18 minutes |
| **Skill focus: Identify priority issues** | Facilitate practice activity: Identify relevant priority issues. Participants:   * + Review a sample SWOT analysis and list of potential priority issues   + Practice determining which priority issues would be strategically relevant to the fictional company   Review criteria for effective priority issues   * Reflection activity: Help learners determine their own priority issues. Participants:   + Review their individual SWOT analysis   + Identify two priority issues for their units | 11 minutes |
| **Skill focus: Develop high-level action plans** | Facilitate practice activity: Identify high-level actions. Participants:   * + Consider a sample priority issue   + Practice identifying high-level actions to address the priority issue * Reflection activity: Help learners determine their own priority issues. Participants:   + Review the priority issues they identified earlier   + Identify one or two high-level actions to address the priority issues * Review next steps after identifying high-level actions. Participants:   + Discuss what’s needed to complete a strategic plan   + Discuss what they think is their most important next step based on their particular circumstances and what they’ve accomplished during the session. * Review summary of the detailed action planning that follows development of the strategic plan. | 20 minutes |
| **Applying what you’ve learned** | Review session objectives and skill areas discussed.   * Review directions for completing the On-the-Job section of the online Harvard ManageMentor topic, including the action plan. * Close the session. | 3 minutes |

Part 3: Self-paced, Individual application

After the live Café session, participants are expected to complete the following assignments:

* Complete the online On-the-Job section in the Harvard ManageMentor Strategy Planning and Execution topic. The section provides learners with an opportunity to choose a skill to focus on and create an action plan for applying and developing the skill.
* Execute their action plan over a specified timeframe (e.g., 60 or 90 days.)
* After the specified timeframe (e.g., 60 or 90 days), access the online On-the-Job section in the Harvard ManageMentor Coaching topic to update the action plan and reflect on the experience.