



Queen's

STRATEGY PROGRAM

CREATING AND IMPLEMENTING WINNING STRATEGIES

THREE-DAY PROGRAM

November 22 to 24, 2011

8:00am to 2:00pm – followed by a networking lunch

Rotana Al Murooj Hotel, Dubai, United Arab Emirates



Queen's

SCHOOL OF BUSINESS

ACADEMIC EXCELLENCE. EXCEPTIONAL EXPERIENCE.



CREATING AND IMPLEMENTING WINNING STRATEGIES



Setting the right strategy and making it happen is vital to the success of any organization. While it is true that most organizations create strategic plans, it is also true that many of these plans fail. Why? There are many reasons – a bad process, lack of involvement of key stakeholders, the wrong focus, or simply a failure to implement effectively. Often, companies find it difficult to strike a balance between running the day-to-day business, and undertaking activities to build, grow, change, and position for the future.

BENEFITS

Queen's Strategy Program will provide a broad range of benefits for you and your organization.

BENEFITS FOR YOU

- Develop a strategic mindset and change the way you think about your business
- Learn the latest strategic tools and techniques, and strengthen your ability to lead the strategic planning process in your organization
- Improve your ability to manage change and build commitment to new strategic directions
- Understand the leadership requirements to successfully implement your strategic plan
- Learn to challenge conventional wisdom with confidence
- Network with a group of experienced managers and executives from a variety of industries

BENEFITS FOR YOUR ORGANIZATION

- Introduce proven strategy development tools into the management practices of your organization
- Benchmark against best practices of leading companies
- Integrate short- and long-term operating objectives
- Anticipate and prepare for changes in the competitive landscape
- Link tactical action plans to the organization's strategic plan
- Improve organizational performance

WHO SHOULD ATTEND

This program is designed for managers and executives who are involved in their organization's strategic planning process.

The Program is built around four themes:

CREATING AN EFFECTIVE STRATEGIC PLANNING PROCES

An effective strategic planning process will change the way you think about your business and allow you to develop useful strategic plans that have buy-in across the organization.

- Developing a strategic mindset, and understanding the difference between strategic and operational plans
- Evaluating your organization's strategy development process
- Designing a structured and disciplined framework for planning and encouraging creativity
- Using the strategic planning process to challenge conventional wisdom
- Evaluating the strategic landscape by identifying and examining market, regulatory, technological, and political forces that will shape your organization's future
- Understanding the role of core competencies in building a strategic agenda
- Learning guidelines for creating tactical action plans that are linked to the strategic plan with confidence

STRATEGIC PLANNING TOOLS AND FRAMEWORKS

In the program you will discuss and assess a variety of strategic planning tools and frameworks.

- Understanding how a strategic plan is the game-plan for change and growth
- Creating a vision statement, mission, and objectives that are meaningful to your organization
- Using competitive intelligence to anticipate competitors' plans and identify strategically important business trends
- Identifying the challenges and opportunities that are make-or-break for your organization
- Evaluating which strategic platform is right for your organization
- Understanding the profit drivers and financial implications of alternative strategic platforms
- Locating and capitalizing on synergy
- Identifying, evaluating, and selecting profitable business opportunities

LEADING ORGANIZATIONAL CHANGE

The program will teach leadership techniques that will improve the effectiveness of organizational change.

- Creating champions and coalitions to drive change
- Building an organization that understands the leadership requirements of deep organizational change
- Understanding the role of leaders in driving change
- Managing resistance to change and building a sustained commitment to change
- Building a flexible organization capable of rapid and successful change
- Creating ways to align the organization behind the strategic plan
- Emphasizing teamwork, innovation, and commitment to continuous improvement
- Building agreement among organizational stakeholders
- Creating a climate for high performance

IMPLEMENTING THE STRATEGIC PLAN

The program will teach you how to focus organizational resources on the implementation of the strategic plan to ensure its rapid deployment and generate sustained momentum.

- Understanding how the organization's culture affects strategy implementation
- Ensuring the organization's infrastructure and culture support the change effort
- Building in accountabilities and the appropriate measurement scorecards
- Understanding the importance of the "critical few" strategic initiatives
- Making correct partnering and outsourcing decisions
- Leveraging the strategic plan through alliances and partnerships
- Identifying strategic enablers and outcome
- Creating a climate for high performance

SESSION LEADER



DR. DOUGLAS REID

*Associate Professor &
Distinguished Faculty Fellow in Strategy
Queen's School of Business
Queen's University, Kingston, Ontario, Canada*

Douglas Reid is an authority on corporate strategy, and has been widely quoted in the media. As a researcher, Dr. Reid specializes in studying inter-company alliance dynamics and large alliance evolution. Prior to joining Queen's School of Business, he was Vice-President at Burson-Marsteller, an international consulting firm. He recently concluded six years of service as a Director of Candela Energy, and is an active advisor to several companies including Bell Canada, Ontario Securities Commission, Canada Post, Shoppers Drug Mart and Royal and Sun Alliance.



As one of the world's largest and most respected providers of executive education, Queen's Executive Development Centre has been providing exceptional experiences for more than 30 years.

INTERNATIONAL ACCLAIM

Queen's School of Business is one of the world's premier business schools, internationally recognized for its outstanding faculty and innovative approaches to executive education.

FINANCIAL TIMES

Ranks Queen's Executive Education (Open Enrollment)
#26 in the world – May 2010

BusinessWeek

Ranks Queen's Executive Education (Open Enrollment)
#1 in Canada + #19 in the world - November 2009
Ranks Queen's Executive MBA
#1 in Canada + top 25 in the world - November 2009
Ranks Queen's full-time MBA
#1 in Canada + #2 outside the USA - November 2010

PRACTICAL AND RELEVANT CONTENT

Our mandate is to deepen your understanding of current business issues and concepts, and to provide the tools you can use to make a meaningful difference.

EXCEPTIONAL SESSION LEADERS

In addition to being outstanding teachers, session leaders also bring a wealth of real-world business experience into the classroom.

NETWORKING OPPORTUNITIES

As Canada's largest provider of executive education, participants benefit from being part of a diverse peer group that reflects the global nature of today's business landscape.

Fee Per Delegate: \$3,000 U.S.

**TO ENROLL,
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