



EXECUTIVE
EDUCATION

Strategy Program

Creating and Implementing Winning Strategies

5-DAY PROGRAM



Ranked #1 in Canada by
November 2009



Strategy Program

Creating and Implementing Winning Strategies

Queen's Strategy Program is an intensive 5-day immersion in risk management and strategic planning that will change the way you think about your business.

Setting the right strategy and making it happen are 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.

Our uniquely structured and disciplined approach, which has been widely adopted in both the private and public sectors, will help you shape the future of your business, and create strategic plans that are flexible and responsive to changing market conditions.



WHO ATTENDS Managers and executives who are involved in their organization's strategic planning process.

DATES Please visit qsb.ca/execed for details.

LOCATION **Kingston, ON Canada**
Donald Gordon Conference Centre
421 Union Street

FEES \$8,900 Cdn (plus HST)

This all-inclusive fee covers: a private guest room with bath; full use of a broad range of amenities and parking; meals and snacks; all learning materials; and post-program support.

The program will enable you to:

- Create an effective strategic planning process and assess a variety of strategic planning frameworks
- Change the way you think about your business and challenge conventional wisdom
- Draft a strategic plan that addresses your organization's competitive challenges and capitalizes on opportunities while minimizing risk
- Focus organizational resources on the rapid deployment of the plan, and lead deep organizational change

Post-Program Support

After the Program, Queen's offers several ways to continue your learning, including Program updates and access to Queen's faculty. You will also have the opportunity to attend alumni educational and networking events.

Apply online at www.qsb.ca/execed
or call 1.888.393.2338

This 5-day program is an integral part of the requirements for:

- *Queen's Executive Certificate in General Management (Queen's Executive Program)*
- *Queen's Executive Certificate in Applied Leadership*
- *Queen's Executive Certificate in IT Leadership*
- *Queen's Executive Certificate in Strategic Marketing Leadership*
- *Queen's Executive Certificate in Strategic Financial Integration*

Please see our Program Directory or visit qsb.ca/execed for more details.

Program Preview

Creating an Effective Strategic Planning Process

Create strategic plans that are focused, flexible and action-oriented.

- Evaluate your organization's strategy development process
- Design a structured and disciplined framework for planning and encouraging creativity
- Use the strategic planning process to challenge conventional wisdom
- Identify market, regulatory, technological, and political forces that will shape your organization's future
- Understand the role of core competencies in building a strategic agenda

Strategic Planning and Risk Management Tools

Determine the strategic platform that is right for your organization.

- Create a vision, mission, and objectives that are meaningful to your organization
- Use competitive intelligence to anticipate competitors' plans, identify business trends and prepare for changes in competitive conditions
- Identify the challenges and opportunities that are make-or-break for your organization
- Integrate risk management and cross-functional thinking into your planning process
- Understand the profit drivers and financial implications of alternative strategic platforms

Leading Organizational Change

Create significant change quickly and effectively.

- Create champions and coalitions to drive change
- Create ways to align the organization behind the strategic plan and build agreement among key stakeholders
- Manage resistance to change and build sustained commitment
- Build a flexible organization capable of rapid and successful change

Implementing the Strategic Plan

Focus the organization's resources and generate sustained momentum.

- Ensure that the organization's culture and structure support the change effort
- Build in accountabilities and the appropriate measurement scorecards
- Identify strategic enablers and outcomes
- Understand the importance of the "critical few" strategic initiatives
- Make correct partnering and outsourcing decisions



"Having been immersed in strategic development and planning for over a decade, I determined it was time to gain a perspective of current best practices. I wish I had gone to Queen's earlier in my career. The experienced instructors at Queen's gave me additional insights, and provided fresh perspectives and new approaches that will help position me for career advancement, and my company for success. They understand how business functions today and where business needs to be in the future."

IAN POTTER
Vice President
Alberta Research Council, now part of Alberta Innovates–Technology Futures

Custom Programs for Organizations

Any of the content delivered in the Strategy Program can be customized to meet the specific needs of your organization. We have successfully developed and delivered Custom Programs for all types of organizations, in most regions of Canada, and many locations around the world.



Financial Times ranks Queen's Custom Programs **#1 in Canada** for "Value For Money" (May 2011)

To find out more, contact our office at 1.888.393.2338, or in Toronto at 416.214.9655

Session Leaders

Faculty bios are available on our website.



DR. SALMAN MUFTI
Associate Professor
Management Information Systems
Queen's School of Business



MR. KEN WONG
Associate Professor
Marketing
Queen's School of Business



DR. SHAWNA O'GRADY
Associate Professor
Organizational Behaviour
Queen's School of Business



DR. PETER RICHARDSON
Professor
Strategy and Organization
Queen's School of Business



"The strategic planning process need not be an overly complicated, protracted process. This Program will show you how to create a focused, flexible strategic plan and ensure its rapid and successful implementation."

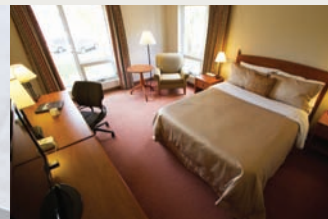
DR. ELSPETH MURRAY
Associate Professor
Strategy and MIS
Queen's School of Business

*Session leaders subject to change.



World-Class Facility

The program is held at the Donald Gordon Conference Centre near the Queen's campus in Kingston. This world-class facility provides comfortable private guest rooms, great food and executive-level customer service.



QSB Executive Education
Queen's School of Business
Goodes Hall
Queen's University
Kingston, Ontario
Canada K7L 3N6

Toll-free: 1.888.393.2338
Voice: 613.533.2371
Toll-free fax: 1.888.498.1755
QSB Toronto Office: 416.214.9655
Email: execed@business.queensu.ca

www.qsb.ca/execed