

Essentials of Organizational Strategy

Aligning HR Strategy with Organizational Strategy

Kingston: May 8-10, 2012



Register at: irc.queensu.ca or call toll-free: 1-888-858-7838



Queen's IRC open programs and practice-based research help next-generation leaders **resolve** disputes, **champion** change, and **align** people and purpose.

The truly successful strategy creation process is owned, operated, and delivered by the organization's senior team and critical others—internal or external experts, strategic partners, customers, suppliers, entire groups of employees—rather than by outside experts. Creating an organization's strategy means asking and answering a series of big, important questions. Successful leaders realize that competitive advantage can only be sustained if organizational members develop strategic thinking capabilities, making the strategy creation process an in-house initiative. Indeed, the strategic conversations themselves may be just as important as the plan that is created, especially in the long run.

In *Essentials of Organizational Strategy*, learn the principles of strategic thinking as well as a number of planning processes that can be employed depending on organizational needs and culture. Come away with the skills to design and lead the strategy creation process. And form a network with other leaders who are developing these important strategic skills to help their organizations succeed.

Learning Outcome

By the end of the week, you will be better positioned to:

- Understand the principles and planning models of strategic thinking
- Become familiar with the strategic planning models of discipline
- Evaluate what your organization needs to do to focus on the right strategies for the right customers
- Translate organizational strategy into an HR strategy and plan

Organizational Benefits

- Create organization-wide ownership of a new or revised strategy
- Align organizational systems and culture with strategic goals
- Match the HR plan closely with the organization's strategy

Essentials

Date and Location

Three Days

Kingston: May 8-10, 2012

Please refer to our website, irc.queensu.ca, for the latest information on venues.

Fee

\$3,395

Who Benefits

Human resources and organization development professionals and internal consultants who want to develop varied competencies to contribute with confidence to the setting of an organization's strategy

Takeaways

- Strategic Planning Process Workbook



Tour of the

a) Strategy and the Effective Organization

Strategy creation is of central importance in the quest for organization effectiveness. It is during the strategic planning process that the critical conversations are held on mission, vision, values, objectives, and plans to realize a competitive advantage.

In this opening module, learn about the three phases of the strategic planning process:

- Discovery (scanning of the internal and external environment)
- Synthesis and Analysis (SWOT and business positioning)
- Strategy Development

Explore the critical questions that need to be addressed in each phase, such as:

- How big is the strategic challenge? How urgent?
- How much involvement from various constituencies should be sought? What's the best way to engage them?
- How quickly must the plan be established and communicated?
- How should the process be managed? Is outside help needed?

You are given sample job descriptions of the strategy team and the strategy consultant to get you started.

b) Harmon Health: A Task Force is Struck

You and a select group of colleagues are summoned to the CEO's office. Your organization is buffeted by a series of challenges, some internal, others external. You know the CEO has been squirreled away with senior executives and external consultants, crunching numbers and blue-skying options. But you are uncertain how he is approaching the strategic planning process. It soon becomes clear. "I

brought you all together on a very important project," the CEO says. "For the next few days, consider yourselves a task force of internal consultants with one goal: to critically assess the strategic options for our organization and to suggest the best course to ensure our viability."

To achieve its objective, your task force decides to follow a disciplined approach: first, gather facts and wide-angle information; second, synthesize and analyze the intelligence; third, craft a strategy.

c) Internal Consultants Go to Work

Your task force discusses the case and learns more about trends and environmental factors that impact on the strategic direction of the organization. You consider various models for assessing the organization's current condition to understand what's happening with the industry, customers, competitors, and suppliers.

To delve deeper into the human dynamics of the organization, you, as a task force member, participate in a multimedia simulation that allows you to conduct interviews with up to 20 key employees. To organize your thinking, you review the Critical Questions template for the discovery phase.

d) Seeking Wisdom from the Intelligence

Armed with the fruits of the discovery phase, the task force now conducts a SWOT analysis, examining strengths, weaknesses, opportunities, and threats. By the end of this phase you will be able to identify the strategic initiatives that Harmon must address in the next 12 to 18 months.

e) Positioning the Business

The task force realizes that it now has to consider how Harmon should be positioned to compete in the future. They call in an experienced consultant to discuss Porter's view of industry attractiveness and to learn the right questions to ask relating to:

Program

- Buyers and distribution channels
- New entrants
- Substitutes
- Suppliers
- Competitors

To explore the organization's position relative to the needs of its clients, the consultant also reviews Treacy and Wiersema's three value disciplines:

- Operational excellence (best total cost)
- Product leadership (state-of-the-art products and services)
- Customer intimacy (best total solution; relationship marketing)

f) From Vision to Action

The task force acknowledges the central importance of well-articulated vision and mission statements and of focused objectives.

They set out to:

- Create a vision statement that acts as a word picture of what the organization intends to become
- Develop a mission statement that acts as a yardstick for major strategic decisions, including purpose, key values, and stakeholder benefits
- Identify objectives—targets that the organization needs to achieve by a certain date
- Map out the how-to and to-do lists of the process

g) Crafting a Strategy

You and your colleagues resume the simulation, conducting other key interviews and reviewing reports you hope will yield insights. With

information in hand and discussions completed, your task force reports its recommendations to the CEO and learn how effective you were in ensuring organizational growth and success.

h) Aligning HR and Strategy

It's time to look at the big picture: How do you translate organizational strategy into HR strategy? Strategic HR involves aligning the HR function, HR systems, and employee behaviours with the organization's strategy.

Learn the five steps to alignment:

- Clarifying organizational strategy within the HR department
- Defining core competencies needed to realize the strategy
- Assessing HR enablers
- Setting HR strategy
- Implementing HR strategy by aligning enablers

To make the learnings stick, complete a diagnostic test that will reveal how well your employees are aligned with your organization's strategy.

Interactive Learning

"Experience an interactive multimedia simulation that allows you to make strategic decisions. The CEO has asked your task force to help choose the right strategy for Harmon Health, a company in the biosciences industry. Should you continue the course or strike out in a new direction?"

Facilitators and Speakers

Carol Beatty

Carol Beatty, Ph.D, was director of the Industrial Relations Centre (IRC) at Queen's University in Kingston, Ontario, from 1996 to 2006. She is also emeritus professor in Queen's School of Business and a Queen's IRC fellow. An acknowledged expert on change management, Carol focuses her teaching and research on the areas of human and organizational issues resulting from the implementation of change. She completed a major study of high-performance work teams in several Canadian organizations, and is working on research to identify the key success factors in the implementation of change programs.

Carol is also active as a consultant, and has facilitated change efforts in a number of private and public sector organizations. They include Alberta Newsprint Company, Accys, Barbados Light and Power, Bombardier Inc., the Canadian Council on Health Services Accreditation, the Canadian Nurses Association, Ciba Specialty Chemicals, Correctional Services Canada, Dubai Aluminum, the Ontario Association of School Business Officers, the Ontario College Relations Board, and Veterans Affairs Canada.

Her recent books include the *Building Smart Teams* (2004 with B. Barker) and *Employee Ownership: the New Source of Competitive Advantage* (2001).

The roster of speakers may change. We will do our best to keep you informed of program changes.

Registration Kiosk

Essentials of Organizational Strategy

■ **Kingston:** May 8-10, 2012: \$3,395

We offer four easy ways to register:

Web: Complete the online form at: irc.queensu.ca

Telephone: Reserve by calling toll-free: 1-888-858-7838

Fax: (613) 533-6812

E-mail: irc@queensu.ca

Confirmation and information on program location, check-in time, and agenda will follow.

Registration and Fees

Program fees include tuition, workbook materials, lunches, and some dinners. For all programs, payment in full is required one month before the program begins.

Register and pay two months before the start of a program and save \$300 on the tuition of four- and five-day programs, and \$150 on two- and three-day programs.

Register three people **from the same organization in the same program at the same time**, and receive a **10% discount** on program fees. Register five or more people **in the same program at the same time**, and receive a **20% discount**.

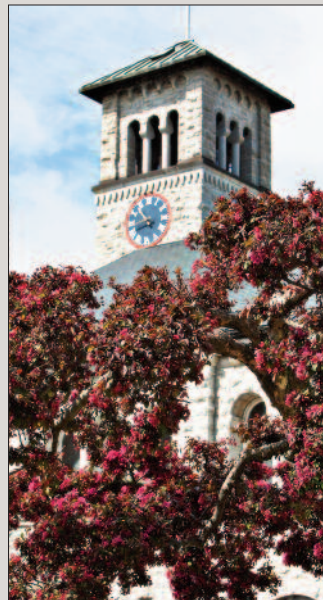
If you know you will be pursuing a Queen's Certificate and would like to remit tuition in one payment before your first program, we offer a special fee with a considerable saving. Contact our Program Administration office for details.

Note: Only *one* discount may be applied.

Cancellations and No-Shows: Substitutions are permitted with no penalty at any time. Transfers and cancellations are permitted with no penalty **up to 3 weeks prior to the program start date**. There will be a \$500 fee charged for cancellations, transfers, and no-shows **within 3 weeks of the program start date**.

Location and Accommodation

Please refer to our website, irc.queensu.ca, for the latest information on venues.



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