



Essential Strategy Formulation

Insight for Designing the Future

Why Attend

Strategy Formulation – Where is your organization going?

Understanding the key issues of strategy achievement is a source of difficulty today. The dominant disconnect in strategic management today is the lack of use of newer methods, analytics, tools, AI, Gen AI.

Managers and professionals need effective and productive knowledge and skills to apply analytics using a systematic and structured method for strategy formulation. These skills are critical for senior and middle managers, analysts and planners.

“The greatest danger in times of turbulence is not the turbulence – it is to act with yesterday’s logic.” – Peter Drucker

There are the key issues with strategy formulation today, namely:

- Rapid changing environment/landscape
- Weak analytics
- Missing strategy to execution alignment
- Missing strategic fit alignment
- Short term focus
- Siloed strategy development

Resolving these issues requires an upgrade of strategic techniques:

- Clear mental models that define organization vision.
- Using current AI technology for analytics with newer predictive algorithms
- Applying GenAI for improved analysis research productivity ,
- Preparing and analyzing scenarios for strategy identification
- Better landscape analytic algorithms,

Successful situation analysis leads to quality strategy formulation.



Essential Strategy Formulation

Insight for Designing the Future

Learning Objectives

Learning Outcomes - what you will learn:

- Explain the different uses and value of strategy formulation today.
- Interpret and explain the value of more rigorous strategy formulation.
- Use newer analytic methods to improve strategy development effectiveness.
- Understand the techniques used for strategic options and evaluation.
- Describe how analytics provide the capability to focus option identification.
- Explain the technologies and tools for comparative option and scenario analysis.
- Interpret how strategy formulation evolves into a plan.
- Select analysis techniques for that promote analysis productivity.
- Understand the limits of decisions under uncertainty.

This course uses Excel, WIZSM for business analysis, AI Trilogy for neural net examples and ChatGPT for GenAI examples.

In this course you will:

- Apply Gen AI to landscape definition
- Analyze the organization landscape
- Set strategic and objectives
- Rank Strategies
- Analyze strategic relationships
- Assess strategic fit and alignment

Contact Knowledge Consultants, Inc. at 847-543-1225, Or email requests to kci-info@knowledgebiz.com.



Essential Strategy Formulation

Insight for Designing the Future

Day One

Theme: The Strategic Formulation Framework

Strategy formulation uses the core techniques of situation analysis. Situation analysis supports better strategic impact assessment. Impact assessment supports decision-making. Competitive advantage and organization continuity are improved making the organization adaptive and responsive.

Section 1: Formulating Strategy - The Value Proposition

- The goal is generating strategies
- Strategies and their context (Touchpoints)
- Formulation and the strategic planning cycle
- The formulation method
- The use of scenarios in strategic planning
- Tools and skills needed for strategy formulation

Video and Discussion – Formulating Strategy

Section 2: Developing a unified direction

- Identifying the organization mental model
- Value based strategic leadership
- The stakeholder perspective
- Guiding strategy across functions
- Vision – The purpose and meaning oriented planning

Demo and Discussion – Ranking External Influences

Section 3: Setting Direction – The strategic view.

- Mission – achieving the vision
- The strategic planning process
- Gathering the stakeholder perspective
- Business Continuity - The long-term view
- Performance remediation – the short-term view

Skill Development – Strategic Impact Analysis



Essential Strategy Formulation

Insight for Designing the Future

Day Two

Theme: Developing Strategic Insight

All strategic initiatives should fit the overall mission of the organization. All departments and stakeholders should be aligned in their understanding and effort. The value of this effort, coupled with good leadership enables pursuit of mission and goals. Situation analysis skills are imperative for best strategic value.

Section 4: Understanding situation analysis – Evaluating external influences

- Assessing the organization landscape
- What analytics are useful?
- How does this fit with formulation?
- Strategic fit and the landscape
- Scenarios - The linkage to strategy formulation

Demo and Discussion – The Role of Situation Analysis

Section 5: Integrating Performance and Evaluation Criteria

- Define Key Performance Indicators (KPI)
- Identify Key Influence Indicators (KII)
- Identify key results indicators (KRI)
- Identifying the drivers of the key indicators
- Integrating indicators – the balanced scorecard

Skill Making Development – Assessing Goal Achievement

Section 6: Making Strategic Decisions

- Simple decisions and multi criteria decisions
- Robust decision – deep uncertainty
- 4 Quadrant SWOT Risk Assessment
- Strategic category relationships
 - (Goals, Indicators, Objectives Capabilities, Initiatives etc.)
- Analyzing strategy properties (e.g. skills vs difficulty, vs capability)

Skill Development – Assessing Strategy Ranking and Impact



Essential Strategy Formulation

Insight for Designing the Future

Day Three

Theme: Generating Strategies from Scenarios

Comparative analysis skills are needed for success in this effort. Along with scenario planning and evaluation using the comparative skills an organization can choose and rank the best options for strategic direction.

Section 7: Analyzing scenarios

- Using the SA scenario input
- Identify the drivers of scenarios
- Identify objective and subjective goals of scenarios
- Rank the scenarios by value to the organization

Video and Discussion – Using the RACI concept

Section 8: Developing strategy suite from scenarios

- Identifying the key strategies
- Identify key success factors and outcomes
- Assign responsibility for objectives
- Define success criteria
- Determining the context of strategies
- Validating the suggested strategies

Video & Discussion – Using Strategic Scenarios

Section 9: Assessing Strategic Context Complexity

- Strategic Risk and Complexity Relationship
- Ranking Strategies
 - Applying AI to determine strategy influence
 - Multi criteria ranking of strategies
 - Correlating strategies based on criteria

Demo and Discussion – Using Neural Nets for Analysis



Essential Strategy Formulation

Insight for Designing the Future

Day Four

Theme: Strategic Fit

An organization needs measurable and time bound goals that relate the vision to execution. These goals set the focus of resources and initiatives for desired outcomes. Skill and proficiency in setting valid Key Indicators, is important for success. Analytics provide the discipline needed to identify and apply actionable measures for the performance of the organization.

Section 10: Preparing the Strategic Perspective

- Define strategic initiatives
- Identify initiative goals
- Conduct capability assessment
- Assess initiative/capability impact
- Assess tactical/initiative impact

Interactive Demo and Discussion – Connecting Initiatives to tactics to capabilities

Section 11: Preparing the Tactical Perspective

- Define tactical categories
 - Initiatives, Organizations, Locations, Systems etc.
- Identify and align tactical goals
- Conduct tactical assessment
- Assess tactical impact

Interactive Demo and Discussion – Connecting Initiatives to tactics to capabilities

Section 12: Aligning Levels

- Strategy Property Analysis
- Tactics Property Analysis
- External Landscape to Strategy Linkage
- Strategy to Tactics Linage
- Landscape to Tactics Alignment Assessment

Skill Development – Strategic Fit Assessment



Essential Strategy Formulation

Insight for Designing the Future

Day Five

Theme: Putting it all Together

The final decisions on the most appropriate and best strategic options requires a rigorous analytic approach to highlight the pluses and minuses of the options. The result of the selection is a plan that defines the resources and risks associated with the chosen path. To get the best solution multi criteria decision making is used focused on both objective and subjective criteria.

Section 13: Defining The Strategy Horizon

- Understanding the horizon
- Short term - remedial strategies
- Medium term – competitive actions
- Long term – Organization continuity
- Organization adaptability

Video and Discussion – Strategy to execution interpretation

Section 14: Preparing the Strategic Plan

- What goes into the plan
- Evaluating Plan performance
- Understanding resources
- Managing the strategy portfolio
- Portfolio Assessment

Video and Discussion – Building a strategic plan

Section 15: At the End of the Day what do you Have?

- The quality plan
- Measures of success
- Meeting stakeholder expectations
- More informed decision making
- Higher level of success

Questions and Wrap – What Happens Next?