



PROJACS ACADEMY  
by @egis



# Translating Vision and Strategy into Action

تحويل الرؤية والخطط الاستراتيجية الى اعمال  
وإجراءات تنفيذية

12 – 16 June 2023

Barcelona / Spain

## Introduction

Translating strategy into Action needs a kind of Applied Strategic Planning (ASP) which is a process by which the top management of an organization envisions its future and develops the procedures and operations necessary to achieve that future.

At the highest level, the Balanced Scorecard is a framework to help organizations to clarify their vision and strategy and translate them into operational objectives that drive both performance and behavior. It is a management system that uses measurement to provide feedback on internal processes and external outcomes in order to improve strategic performance and operational results. The Balanced Scorecard has become established management best practice for many of the world's leading businesses.

## Objectives

At the end of this course trainees will be able to:

- Acknowledge the steps of Applying and implementing of Strategic Management
- Describe the structure and typical content of a Balanced Business Scorecard.
- Translate an organization's strategic themes and objectives into a Balanced Scorecard.
- Use a Balanced Scorecard in a management-for-results environment.
- Know how to use the Balanced Scorecard to align operational activity with strategy.
- Use best practice approaches to overcome obstacles and challenges.
- Understand the Change Management implications of implementing a Balanced Scorecard.

## Who Should Attend?

All Managerial and Executive levels

## Course Outline

### 1. Strategic Management of Change

- Strategic Rope
- Managerial Tools
- Strategic Management Matrix
  - Technical
  - Political
  - Cultural
- Implications

### 2. Applied Strategic Planning: A New Model For Organizational Growth and Vitality

- A Definition of Strategic Planning
- A New Strategic Planning Model
  - Planning To Plan
  - The Values Audit
  - Mission Formulation
  - Strategic Business Modeling
  - Performance Audit
  - Gap Analysis
  - Contingency Planning
  - Integrating Functional Plans
  - Implementation And Implementation Considerations
  - Environmental Scanning
- Conclusion

### 3. Applied Strategic Planning

- Phase One: Planning To Plan
  - Timing
  - Environmental Monitoring
  - Ongoing Implementation Considerations
- Phase Two: The Values Scan
  - Individual Values
  - Organizational Values
  - Philosophy Of Operations
  - Organizational Culture
  - Stakeholder Analysis
- Phase Three: Mission Formulation
  - What
  - Who
  - How
  - Driving Forces

- Mission Statement
- Unit Mission Statements
- Phase Four: Strategic Business Modeling
  - Considerations
- Phase Five: Performance Audit
  - Competitor Analysis
  - Sbu Analysis
  - Other Data
- Phase Six: Gap Analysis
  - Comparison And Modification
- Phase Seven: Contingency Planning
  - Key Indicators And “Trigger Points”
- Phase Eight: Integrating Action Plans
  - Agreement To Share Resources
  - Putting It All Together
- Phase Nine: Implementation

#### **4. Linking Strategic Planning To The Management Of People**

- Introduction
  - Vision And Values
  - Structure And Roles
  - Recruitment And Selection
  - Training And Development
  - Communication
  - Care And Concern
  - Conclusion

#### **5. Putting The Management In Total Quality Management: Creating A Strategic Framework**

- The Strategic-Framework Process
  - Mission And Vision
  - Key Results Areas
  - Key Results Measures
  - Improvement Strategies, Projects, And Action Plans
  - Monitoring The Framework
  - Strategic-Framework Document
  - Conclusion

#### **6. Guide to Balanced Score Card**

- Performance Management Methodology
  - Assessment of the Performance Challenge
  - Performance Management Strategy
  - What is Performance Management?
  - Performance Management System Goals

- The Balanced Scorecard Methodology
- The Four Perspectives of the Balanced Scorecard
- Implementing A Balanced Scorecard
- How to Establish Performance Measures
  - Define Organizational Vision, Mission, Strategy
  - Develop Performance Objectives, Measures and Goals
  - Evolve With Experience
- Establishing Measures for an Acquisition System
  - Customer Perspective
  - Finance Perspective
  - Internal Business Processes Perspective
  - Learning And Growth Perspective
- Data Collection
  - Basic Principles
  - Survey Methodology
- Moving from Performance Measurement to Performance Management
  - Right Organizational Structure
  - Using Performance Measurement Results to Effect Change
- Building and Maintaining a BSC Knowledge Repository
  - Need For Maintenance
  - Company Flexibility
  - Sharing Best Practices
  - Outreach Efforts
  - Future Endeavors
- Implementing the balanced scorecard (BSC) by creating SMART projects
  - SMART target is....
  - The equation
  - Measurements
  - Techniques
  - Control
  - Focused Persistence
  - Consensus
  - Conclusion
- The Accountability Scorecard
  - A Stakeholder-based Approach to "Keeping Score"
  - Abstract
  - Executive Interest in Organizational Performance
  - Organizations And Performance
  - Balancing And Integrating Stakeholder Needs and Requirements
  - Differences Between Accountability and Balanced Scorecards
  - Developing An Accountability Scorecard



## Training Method

- Pre-assessment
- Live group instruction
- Use of real-world examples, case studies and exercises
- Interactive participation and discussion
- Power point presentation, LCD and flip chart
- Group activities and tests
- Each participant receives a binder containing a copy of the presentation slides and handouts
- Post-assessment

## Program Support

This program is supported by interactive discussions, role-play, case studies and highlight the techniques available to the participants.

## Schedule

The course agenda will be as follows:

- |                     |                  |
|---------------------|------------------|
| • Technical Session | 08.30-10.00 am   |
| • Coffee Break      | 10.00-10.15 am   |
| • Technical Session | 10.15-12.15 noon |
| • Coffee Break      | 12.15-12.45 pm   |
| • Technical Session | 12.45-02.30 pm   |
| • Course Ends       | 02.30 pm         |

## Course Fees\*

- **5,200 USD**  
*\*VAT is Excluded If Applicable*

## المقدمة

ترجمة الاستراتيجية إلى العمل يحتاج إلى نوع من التخطيط الاستراتيجي التطبيقية (ASP) وهي العملية التي الإدارة العليا للمنظمة تتصور مستقبلها وتطوير الإجراءات والعمليات اللازمة لتحقيق ذلك المستقبل.

على أعلى مستوى، وبطاقة الأداء المتوازن هو إطار لمساعدة المؤسسات لتوضيح رؤيتهم والاستراتيجية وترجمتها إلى أهداف تشغيلية التي تدفع كل من الأداء والسلوك. وهو نظام إدارة يستخدم القياس لتوفير التغذية المرتدة على العمليات الداخلية والخارجية نتائج من أجل تحسين الأداء والنتائج الاستراتيجية التشغيلية. أصبحت بطاقة الأداء المتوازن أنشأت إدارة أفضل الممارسات للعديد من الشركات الرائدة في العالم.

## الأهداف

في نهاية هذه الدورة المتدربين سوف يتمكن المتدربون من:

1. التعرف على كيفية تطبيق وتنفيذ الإدارة الاستراتيجية
2. وصف هيكل ومحتوى نموذجي لبطاقة الأداء المتوازن الأعمال.
3. ترجمة المواضيع والأهداف الاستراتيجية للمنظمة في بطاقة الأداء المتوازن.
4. استخدام بطاقة الأداء المتوازن في بيئة الإدارة القائمة على النتائج.
5. تعرف على كيفية استخدام بطاقة الأداء المتوازن لمواءمة الأنشطة التشغيلية مع استراتيجية.
6. استخدام نهج أفضل الممارسات للتغلب على العقبات والتحديات.
2. فهم الآثار المترتبة إدارة التغيير من تنفيذ بطاقة الأداء المتوازن

## الحضور

كافة الإدارات من المستوى التنفيذي