In the current fast-paced and evolving climate of higher education it is important for institutions to build strategic capability with a different, innovative mind set to identify new challenges and opportunities.

**Building Strategic Capability** focuses both on the most senior team and on the wider leadership group reporting to them. It is the second in a new series of two-day programmes, with Essentials of Leading Change, that have been designed specifically for delivery in-house to groups of leaders from the same institution. Building Strategic Capability provides a very cost effective way of developing strategic awareness and capability of a leadership group for up to 15 leaders within your institution.

**POTENTIAL PARTICIPANTS AND APPLICATIONS**

There are many possible applications of this Building Strategic Capability, including:

- Working with a Top Team, whether at an institution, faculty or directorate level, either in workshop or team coaching format, to reflect on existing strategy, develop new strategic directions or work through scenarios
- Coaching and supporting key strategic partners on strategy implementation and culture change, for example, the vice-chancellor/principal, key members of the top team and/or chairs of key council committees
- A two stage approach with Day One being for the Top Team and Day Two involving a wider group from the senior/middle leadership community in order to begin the process of strategic engagement and reflection

**PROGRAMME OBJECTIVES**

Building Strategic Capability is for leadership and management teams and aims to:

- Offer a contemporary and institution-specific appreciation of, and reflection on, sector drivers and influences on strategy
- Support leaders to rethink their approach to strategy development, planning and implementation to reflect this changing context
- Create a framework for assessing the strategic capacity and agility against the background of current pressures and agendas

**FOCUS AND BENEFITS**

Building Strategic Capability will focus on a number of key issues:

- Achieving a shared understanding of the context and drivers influencing strategy
- Thinking the unthinkable – future scoping and scenario planning
Balancing traditional predictive, target-driven, models of strategy with development of more adaptive systems, values-based approaches

Do we understand where we are today? Addressing strategic capacity and capability through use of SWOT processes and stakeholder analysis

Development of a strategic narrative. Expressing vision, mission, objectives, targets and outcomes in a compelling and engaging new language

Bringing strategic intentions to life. What are the skills, processes, and behaviours we need to build to deliver the new strategy. How are we going to change behaviours in the external environment to give ourselves strategic advantage?

Some of the main benefits of Building Strategic Capability are that it:

- Builds a shared understanding of the sector and institutional drivers and context for strategy
- Offers the use of techniques of scenario planning. SWOT analysis, Peter Senge’s change model and the McKinsey 7 Ss
- Fosters a shared understanding of the institution’s strategic capacity and capability, and analysing the gaps
- Creates a fresh narrative for the organisation that moves on from tired and well-worn vision and mission statements to more engaging guiding processes

PROGRAMME COST AND STRUCTURE

Designed specifically for delivery in-house to groups of leaders from the same institution, this programme provides a very cost effective way of developing the change management skills of a group of your leaders.

The core cost of this 2-day programme for up to 15 people is £4,500 (plus expenses) providing exceptional good value for money. Our strategy consultant will come to your institution or a venue of your choice to deliver the programme on two consecutive days, having made initial contact about 6 weeks before hand to refine the needs and approach.

If you would like to tailor the standard programme to your more specific requirements we are happy to do this for a negotiated extra cost.

PROGRAMME OUTLINE

Below is a typical outline. We will of course work with you to develop a version that best suits your HEI, your colleagues and your teams.

Day One
Session 1: Contemporary context of HE
Session 2: Implications of future – Scenario development
Session 3: Addressing our own capacity to respond to future needs, opportunities and threats

Day Two
Session 1: Your emerging strategic narrative (or reassessing your current strategy)
Session 2: Bring your strategic intentions to life – engaging staff more widely
Session 3: Fostering principled agility. Cultivating the necessary culture and skills. Building resilient partnerships
Session 4: Continuing session 3, and planning your strategic future

Final review, consolidation and next steps.

FIND OUT MORE

If you would like to discuss booking Building Strategic Capability for leaders in your institution please contact:

Tom Irvine, Director of Consultancy
T: 020 7849 6915
E: tom.irvine@lfhe.ac.uk