Translating Strategy into Action

Understand how to plan implementation, engage and align the organisation, deal with resistance and turn the big goals into action

Programme overview
This two-day programme will provide you with all you need to implement your strategy successfully: how to design an implementation process; how to translate the strategy into the right things for people to work on; how to align an organisation behind its strategy; how to harness the power of your people (and how to assess where the resistance is); how to keep the pressure up and push through the obstacles; how to approach risk; how to assess the weaknesses of an implementation plan; how to secure synergies when integrating functions.

Your profile
You are a manager tasked with implementing strategy and you need to equip yourself with the necessary tools to turn strategy into action and get results for your organisation.

Benefits to you and your organisation
There is strong evidence that well thought-through, robust strategies that are well communicated do not have impact unless and until they are treated to a management process which we call translation.

Effective translation of strategy involves a type of goal setting and staff engagement. Some organisations excel at this and managers who ‘translate’ strategy well are more effective than those who simply communicate it.

This programme helps participants learn what these organisations and these leaders do, and then provides an opportunity for everyone to work out how their own management could benefit from these principles and practices.
Our approach

The programme is built around you: before, during and after the two-day residential module, Ashridge tutors, who continue to work in industry as well as in the Business School, will support you as you explore and apply practical and robust methods to address your own issues. You may draw on their support with assessments of your own implementation challenge, your action-planning and with detailed follow up work. This enables you to learn while doing.

In order to effect ‘translation’, organisations need to work in three areas: the strategic thinking skills of managers, goal-setting processes and organisation-wide attitudes. That work then needs to achieve: the capacity for collaboration, the clarity of ownership of actions, and the ability in managers to sort and develop their goals.

You will consider how you can make the most of thinking from Lean, Toyota’s Hoshin, the world of sport, the military, change management consultancy, Google software development, and many more.

Programme coverage

- **The execution challenge:** assessing your blockers to change – resources, politics, and mental models; assessing the state of organisational readiness
- **The requirements of successful translation:** the translation model
- **Working with goals:** strategic thinking, the pyramid principle and mapping goals; managing goal setting processes – Hoshin, BSC - and goal analysis; planning for every facet of the organisation
- **Achieving productive collaboration:** getting attention and communicating vision; designing social mechanisms - meetings and other events; reading and working with culture
- **Securing commitment and accountability:** using incentives; winning support and influencing actions
- **Managing the change programme:** using tools to direct traffic, monitor progress and manage risk; using method when there are no clear answers
- **Making improvements in your organisation:** working out which tools and techniques could work for you; using Ashridge tutors to assess ongoing projects, plans and papers.

“Excellent summary of strategy translation - helpful research and tools but mainly it’s been practical. I have a clear view of what I need to go away and do now.”

Head of Finance, Nesta.

“This programme will give you a practical, stress-tested and carefully refined plan of action; you will also have the skills, knowledge and confidence to repeatedly get results.”

Megan Reitz