

Group Level Strategy

Length

3 days

Dates

3 - 5 Nov 2014

Fee

£4,250 + VAT

including all residential costs

To find out more call our Programme Advisors

T: +44 (0)1442 841026

E: info@ashridge.org.uk

www.ashridge.org.uk/gls



ASHRIDGE
business school

Registered as Ashridge (Bonar Law Memorial) Trust.
Charity number 311096



Learn how to be an effective manager at a divisional or corporate level

Programme overview

Group Level Strategy provides a unique set of perspectives, tools and examples to help those who are involved in the management of a number of business units – for example, those in corporate, divisional or matrix positions. This three-day course is an opportunity for you to stand back and review the decisions you are making. Based on ground-breaking research, the programme is about the fundamental choices that affect business performance.

You will also have the opportunity of 1:1 coaching with either a programme tutor or an Ashridge accredited coach.

Your profile

You work, or are about to work, at corporate or divisional level in your organisation. Decentralised units report into you or you work in a matrix structure. Examples include corporate or divisional executives, those involved in central and corporate functions, matrix managers and those involved in large central departments. You will likely be involved in making decisions about the overall strategy at one of these levels. You may also be involved in decisions about what businesses should be retained in the portfolio, what divested, and what type of acquisitions should be targeted.

Benefits to you and your organisation

- You will be able to make better quality decisions
- You will have the skills to contribute more effectively to your corporate strategy
- You will know how to work with the operating units to create added value
- The accumulated insight generated by Ashridge's thirty years of research into group level strategy will refresh your thinking.



Our approach

This course combines real-life case studies, exercises and presentations to provide a practical framework you can apply in your organisation. You will also receive a copy of the tutor's recently published book, *Strategy at the Corporate Level*, which provides a valuable reference after the programme.

Exercises will tap into participants' organisations as examples. Our guest speakers, a major feature of the programme, enhance your learning experience further with their unique insights and perspectives.

Programme coverage

Based on leading research by the Ashridge Strategic Management Centre, the programme addresses such questions as:

- How can corporate and divisional levels in an organisation add value to the individual businesses?
- What are the appropriate roles for a corporate or divisional manager – whether in a staff function or executive position? What should such managers do and, importantly, what should they leave to the businesses?
- What businesses should we acquire, hold and invest in? Which should we avoid or divest?
- How should we develop a corporate or divisional strategy? How should this differ from, and complement, the strategies created by individual businesses?
- What should be the overall corporate organisational design? How should the corporate centre be designed and organised? How should individual corporate functions be structured? What responsibilities and decision making authority should they have?

“We started the training on a Monday morning, by Wednesday evening of the same week I had learnt more about group strategy than throughout my entire life. Thank you.”

Chief Finance Officer, AZADEA Group.



Jo Whitehead



Andrew Campbell

“Many executives need new skills and perspectives when they transition from a successful career in a business to operating at a divisional or corporate level.”