

Leading Strategy Into Action™

Focused Workshop

Leading for Business Results™ Focused Workshops are a series of modularized courses on leadership, management, and teamwork. Workshops – typically conducted in one day – offer an advanced exploration of key topics in leadership. Each is designed around the philosophy that leadership behaviors can improve productivity, innovation, judgment, adaptability, collaboration and learning.

Leading Strategy into Action™ is a simulation that can stand-alone or be combined with other workshop components on strategy implementation. The simulation gives participants the experience of implementing organizational strategy. Participants begin the simulation by setting a strategy using a specialized tool called the Strategic Matrix. They then spend four “years” in the life of their simulated organization, attempting to make decisions that support their chosen strategy.

Each *Leading for Business Results™* Focused Workshop is intended for managers and other professionals with supervisory responsibilities. The target group ranges from experienced first-line supervisors who may be assuming increased responsibility, to middle and general managers.



Learning Objectives

The *Leading Strategy Into Action™* simulation supports the following objectives:

- Define the 3 value disciplines as described by Treacy & Wiersema
- Explain how each management decision impacts each of the 3 value disciplines
- Align the work environment, talent, management practices, & business interactions with the lead strategy
- Facilitate change in practices to support the lead strategy, where necessary
- Reward employee behavior that supports the lead strategy
- Organize functions so that they best support the lead strategy
- Explain the interrelationship between leadership and strategy implementation
- Facilitate people to support the organizations' strategy
- Describe the tendencies (biases) of various functions toward specific strategies
- Resolve conflict caused by bias toward different strategies (values)
- Resolve conflict caused by dependence on functions that are following a different lead strategy

Based On

The *Leading Strategy Into Action™* simulation is based on leading research in the areas of organizational strategy and implementation. The primary models exemplified in the course are based on The Discipline of Market Leaders: Choose Your Customers, Narrow Your Focus, Dominate Your Market (1997) by Michael Treacy and Frederik Wiersema.

Learning and Take-Away Tools

The success of leadership training relies on participants making a transition from the workshop to the job. The BTS learning methodology and take-away tools provide a vehicle for participants to implement new ideas and create business results. *Leading Strategy into Action™* tools include:

- Computer Simulation and Debrief
- Organizational Strategic Discipline Survey

Computer Simulation Overview

In the *Leading Strategy Into Action*[™] simulation, participants take on the role of General Manager of a company called VTI Robotics, a recent acquisition division of a larger company called Virtual Technologies, Incorporated (VTI). VTI Robotics manufactures and sells “mobots,” robotic lawnmowers. In the face of its organizational changes and pressures from both its competitive and supplier marketplaces, VTI Robotics needs a strong strategy and consistent implementation.

Computer simulation provides participants the opportunity to apply new skills in a realistic environment before returning to the job. In teams, participants experience two 90-minute computer simulation rounds in which they make decisions modeled upon real business situations. To reinforce skills and competencies, the simulation provides ongoing feedback on decisions made, plus qualitative and quantitative feedback following the simulation.

At the end of each simulation round, participants receive feedback reports including:

- A graph comparing their chosen strategy to the strategy reflected in their decision-making
- A written evaluation of each of their decisions
- A Balanced Scorecard that reflects their performance in key financial, customer, product innovation, and operational measures

Financial	Customer	Product Innovation	Operational
<ul style="list-style-type: none">• ROIC• Gross Margin Percent• R&D (as a Percent of Sales)• Asset Turnover	<ul style="list-style-type: none">• Average Revenue per Customer• Customer Churn• Customer Care Expenses (as a Percent of Revenue)• Growth in Number of New Customers	<ul style="list-style-type: none">• Percent of Sales of New Products• Utilization of External Data• Generating & Screening New Ideas	<ul style="list-style-type: none">• Sales per Employee• Order Fulfillment Cycle Time• Employee Morale

About BTS:

BTS partners with leading companies to accelerate change and improve business results. We are the world leader in customized business simulations and other discovery learning solutions that enable leading corporations to change, grow and succeed. BTS adds value for our Global Fortune 1000 clients through three practice areas: Strategic Alignment & Business Acumen, Leadership & Management, and Sales. We have additional capability in Operational Excellence & Project Management and offer an innovative Engage for Change process. BTS is a public company listed on the Swedish Stock Exchange and trades under the symbol BTS B.

For more information please visit www.bts.com.