

# Middle Managers' Role in Strategy Implementation

The Lynchpin of Success

PROFESSIONAL



You can have the greatest strategy in the world but if you cannot implement it, it is not worth the paper it is written on. While senior leaders are the mastermind of strategy, middle managers are the lynchpin of success in strategy implementation. It is said that the “devil is in the details”. Hence, it is extremely important that middle managers are able to tailor an execution plan which effectively supports the strategy.

This programme is designed with the aim to enhance middle managers' capabilities in translating strategy into actions.

## Who Should Attend

This programme is suitable for supervisors and middle managers who wish to enhance their skills in:

- translating the strategy into day-to-day actions.
- coaching staff members through the transition.
- modelling the right behaviours and right actions.
- providing feedback on the implementation's progress to people both above and below them.

## Programme Outline

### How Middle Managers Can Influence Change

*Middle managers make up the difference between success and failure; therefore, ignoring their role toward implementing the strategy can be devastating.*

Right at the beginning, this session addresses commonly asked questions: “Can middle managers influence change and how would they do it?” It explains how they can create success by using their influence to change attitudes and actions, and emphasizes why small changes have to happen.

### Four Essential Implementation Activities

*Middle managers need to explain why the small changes of implementation have to occur and exactly what their people need to do.*

From Bridges’ research over the years and our work with clients, four essential activities that middle managers who are successful in strategy implementation do consistently have been identified. These four activities are explained using research, stories and examples.

### Understanding the Implementation Challenge

*A framework is needed to guide people through the implementation journey and identify the right actions.*

This session explains why more implementations fail than succeed and why change management can’t be adopted for implementing strategy. It shares the framework used by organisations around the world. Called the Implementation Compass™, this framework explains the eight areas required for excellence in execution through stories and examples.

### The Importance of Being Stewards of Strategy

*Implementing strategy is tough, yet by doing it well, it becomes a powerful business differentiator.*

How capable are middle managers in strategy implementation? This session gives participants the opportunity to apply the eight areas of excellence for execution by assessing themselves while also identifying areas for personal improvement on the job.

### Facilitated Discussion Using “Square Wheels”

*Square Wheels is a tool for generating action learning, reflective perspective, participative involvement and a sense of ownership.*



Square Wheels takes the form of a multimedia presentation in which each picture tells a different story. With a clear objective in mind, Square Wheels is used to facilitate interactive discussions that result in structured responses to current issues. This assessment tool, developed from Bridges’ research in how leaders roll out strategy, also provides an opportunity for participants to develop personal capabilities.

### Lessons Learned from a Case Study

*Case studies are an integral part of any participant’s learning.*

This final session helps participants learn from a case study about how strategy was implemented in one company. The case study itself provides a platform for sharing ideas and applying key lessons learned throughout the workshop.

## Facilitator

A recognised pioneer and expert in strategy implementation, Robin Speculand is driven to transform strategy implementation globally by inspiring leaders to adopt a different approach. The founder and CEO of Bridges Business Consultancy Int, he created the Implementation Hub, the world’s first online portal dedicated to strategy implementation. His work begins as clients are crafting their strategy and starting to think about the implementation. This international bestselling author has sold more than 40,000 books worldwide and been featured on BBC, Channel News Asia and CNBC. His latest book and fourth in the series is Excellence in Execution – HOW to Implement Your Strategy, Morgan James NY. Robin is a masterful event facilitator and an engaging keynote speaker. His work has been featured widely in the media, including BBC Global, Gulf Connoisseur, CNBC, Channel News Asia, Oman Observer, Sunday Telegraph and Financial Times.



■ **Intake**  
8 May 2019

■ **Class Timing**  
9.00am – 5.00pm

■ **Fee**  
\$909.50 incl. GST

#### SkillsFuture Credit

Singaporeans (aged 25 & above) self-sponsoring the programme fee may claim for their SkillsFuture Credit.

■ **Venue**  
Singapore Management University

■ **Assessment Timing**  
5.00pm – 6.00am  
University

■ **Fee after 70% SkillsFuture Funding (T&Cs apply)**  
**\$272.85** incl. GST  
(for Singapore Citizens / PRs)

For more information, please contact:

Mr Tan Kim Guan / Ms Caren Chiang  
Mr Damone Teo / Ms Janel Tan  
Phone: +65 6828 1966 / +65 6808 5361  
+65 6828 0071 / +65 6828 1937  
Email: cps@smu.edu.sg Website: academy.smu.edu.sg

Scan the QR code to visit programme website



Singapore Management University  
SMU Academy | Human Capital, Management & Leadership  
School of Accountancy Building  
60 Stamford Road Level 4 Singapore 178900