

Overview

Successfully leading and managing an organisation involves making and implementing strategic decisions concerning how to maintain your organisation's direction whilst continuously improving performance and impact in a changing environment. Today, leaders and managers require a wide and diverse range of competencies to successfully motivate, drive and facilitate strategic development and change in an organisation.

This course focuses on the strategic management of non-profit organisations and its importance to their success. It provides you with core knowledge, practical skills and tools to support you in the strategic management of your organisation.

This certificate course comprises three independent but mutually reinforcing modules:

1. **Strategic Analysis & Decision-Making** (3 days)
2. **Strategy Formulation & Implementation Planning** (4 days)
3. **Managing Organisational Change** (4 days)

Training Methodology

Emphasis is placed on "action learning" and each module features presentations, structured learning experiences, facilitated discussions, individual and group activities.

Participants

This course will benefit in particular:

- Executive Directors
- Senior Managers
- Programme Directors, Managers, and Coordinators
- Functional Directors, Managers, and Coordinators (such as of human resources, administration, planning, PME)
- Senior Project Managers
- Consultants
- Board Members

Included Services

Course fees include tuition, training materials and handouts, lunch & coffee breaks, and a course certificate.

Tailored Options

- This course can be provided in-house for your team/organisation
- Optional post-course accompaniment for the implementation of action plans is available
- This course can also be conducted on a one-to-one basis

Modules can also be taken individually, leading to a course certificate for each module.

Learning Outcomes

After this course participants will be able to:

1. Strategic Analysis & Decision-Making

- Identify the main strategic opportunities and challenges facing NPOs
- Explain the concept of strategy, its multiple definitions and their relevance to NPOs
- Describe the differences between strategy, strategic planning and strategic management
- Present the strategic management cycle and understand its relevance to NPOs and the challenges associated with such an approach
- Explain the importance of strategic thinking, create conditions that are conducive to strategic thought and minimise those that are not
- Describe what is involved in the strategic analysis of an organisation's internal and external environment
- Identify and use some of the different tools and approaches available for internal and external strategic analysis and assess which are of most relevance in a given situation
- Explain the different types of strategic options and choices available to NPOs
- Understand how to generate and appraise strategic options, as a basis for strategic decision-making
- Guide and facilitate strategic individual and group decision-making which supports and benefits from organisational learning

2. Strategy Formulation & Implementation Planning

- Identify and develop the key content of a strategic plan including vision, mission, values, aims, strategic priorities, objectives, strategies (small "s") and approaches
- Understand the different phases of strategic planning and describe what is involved in a successful process
- Explain who should participate in strategic planning and when
- Understand how to translate strategy into a robust implementation plan and why this process is important, and describe the different ways implementation planning can be approached
- Explain the key functions of implementation planning (both organisational and programmatic): the alignment of resources (financial, human and physical) and structure, and the management of performance
- Describe the importance of performance monitoring and evaluation to achieving results, and explain the influence of results-based management and the pressure for increased aid effectiveness on NPOs
- Identify and use some of the different frameworks, tools and approaches available for strategic and implementation planning and assess which are of most relevance in a given situation
- Manage a successful strategic and implementation planning process
- Recognise and address the potential challenges and risks associated with translating strategic intent into organisational action
- Effectively monitor and evaluate the implementation of strategic and implementation plans
- Identify different types of strategies and understand and assess strategic management in practice

3. Managing Organisational Change

- Explain the relationship between strategic management and organisational change and the difference between planned and unplanned change
- Identify and understand the drivers of organisational change and role of change agents
- Explain the influence of knowledge management and organisational learning on organisational performance
- Describe different perspectives and approaches to organisational change and the implications of these differences
- Explain evolutionary and revolutionary change and determine which type of change is required
- Assess the organisational desirability and cultural feasibility of proposed changes
- Recognise potential impediments to change and the understand different sources of resistance to change
- Identify and apply some of the tools and models available for assessing and managing change in a given situation
- Understand how to promote change and manage resistance to change constructively, including how to: i) communicate effectively, ii) promote commitment, ownership and trust, and iii) encourage and facilitate participation
- Know how to design, plan and manage a process of change within an organisation and develop an appropriate and relevant change management plan

For further information about this course, please contact us: courses@ngomanager.org

Practical Info

- Duration & timings: 11 days, 09h – 17h
- Non-OECD fee: 2,690* / 3,090 Swiss francs (CHF)
- OECD fee: 3,290* / 3,690 Swiss francs (CHF)
- Location: Geneva, Switzerland

* **Early bird fee:** book 2 months before the course starts to benefit from the reduced rate