Module 1.
Course Introduction
Who is a Strategy Consultant? How does this idea apply to your role and your career? What makes strategy problems challenging to solve? What is the Strategy Consulting skillset?

Module 2.
Webinar: Our Learning Goals
Your specific learning goals from Driving Strategic Impact (Online), and how this program will address them.

Module 3.
Structured Problem Solving: Problem Definition
Typical mistakes managers make when launching strategy projects. Tools to help you influence clients in defining the problem the right way. Key questions that you should address prior to project launch.

Module 4.
Structured Problem Solving: Problem Structuring I
How to organize a complex strategic problem into smaller “chunks”. How to ensure that you have not ignored some major area of analysis.

Module 5.
Structured Problem Solving: Problem Structuring II
How to rapidly penetrate to the core of a strategic question so that you can focus your work on the most critical areas. Why it is important to set the right expectations upfront about your approach with key executives.

Module 6.
Structured Problem Solving: Problem Structuring - BioCo
Case study on Problem Structuring based on a real-life strategy consulting project.

Module 7.
Project Management: Project Management I
How to organize project tasks to minimize the risk of schedule overruns. Critical early behaviors that can make or mar the success of strategy projects.

Module 8.
Project Management: Project Management II
How to establish a positive environment within your team so that it can collectively perform at its best. How to manage yourself, and how to manage others, in doing strategy work.

Module 9.
Communication: Data Gathering Interviews I
How to extract relevant insights and facts from internal and external experts. What preparation is important for you to do before meeting with an expert, and how you should conduct and close such a meeting.

Module 10.
Communication: Data Gathering Interviews II
What you can do when you find that the expert is not being helpful. How you should address informational hurdles when an expert says “I don’t know.”

Module 11.
Structured Problem Solving: Data Analysis I
How to efficiently pressure-test your (and your team’s) analysis to ensure that it drives robust conclusions for clients.

Module 12.
Structured Problem Solving: Data Analysis II
How to extract a compelling story from the data. How to stay focused on the highest-impact areas of data analysis without “boiling the ocean.”

Module 13.
Structured Problem Solving: BioCo Market Sizing and Segmentation
Case study on Data Analysis (market sizing, segmentation) based on a real-life strategy consulting project.

Module 14.
Structured Problem Solving: Recommendation Development - Dynamo Gym
Live case that gets you to build robust recommendations and then gives you feedback on your work.

Module 15.
Structured Problem Solving: Recommendation Development - BioCo
What to do when the client faces challenging strategic choices.

Module 16.
Structured Problem Solving: Recommendation Development
A checklist of best practices in building robust recommendations.

Module 17.
Influencing: Building Trust I
Why trust is such a critical asset in doing strategy work.

Module 18.
Influencing: Building Trust II
The “building blocks” of trust.

Module 19.
Communication: Developing a Storyline I
Why organizing your facts and ideas into a story is crucial even in “casual” one-on-one meetings; the key elements of a story.

Module 20.
Communication: Developing a Storyline II
How to present complex information – data, conclusions, recommendations – in a clear, persuasive and efficient manner.

Module 21.
Webinar: How I will become a Trusted Advisor
How to develop a systematic development plan for using the tools, frameworks and behaviors you have learned to sculpt yourself into a Trusted Advisor to your colleagues and clients.

The duration of each webinar will be one hour. All webinars will be recorded for the benefit of participants who are not able to attend.

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* Subject to change