
Leading from Strategy to the Shop Floor: Direction, Planning and Daily Delivery Course

11 – 15 January 2027
Vienna





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Ref: 450_25781 Date: 11 – 15 January 2027 Location: Vienna Fees: 5500 GBP

Programme Summary

Leading from strategy to the shop floor is the subject of this one-week training course for directors, vice presidents and heads of function, ending in a strategy cascade plan for one operating unit. Many organisations set strategy at the top but lose it in operating plans, so frontline teams follow different priorities. The programme moves from the three leadership levels, through diagnosis of where direction is lost, to design of objectives, plans and daily routines, and then to application. Mars Training Centre UK delivers this leading from strategy to the shop floor programme for leaders from mixed organisations.

The Business Case

Strategy execution suffers when strategy, operating plans and daily work are owned by different people using different measures. Strategic goals reach frontline teams late or changed, operational plans reward local targets, and decisions taken each shift pull against the direction set at the top. Leaders who can trace one objective from the boardroom to the shift handover find conflicts sooner and resolve trade-offs with evidence.

- Objective Alignment: Improves as every team objective traces back to a stated strategic goal.
- Operating Plan Reliability: Strengthens as plans, capacity and measures are agreed across levels.
- Frontline Decision Consistency: Rises as supervisors share priorities and escalation rules.

Principles and Evidence Base

- The strategic, operational and tactical leadership levels: They frame the decision rights and planning horizons set out in Session 1.
- Balanced Scorecard Kaplan and Norton: It translates strategy into objectives and measures in the maps built in Session 3.
- Hoshin Kanri policy deployment: It cascades objectives through the organisation in the review rounds of Sessions 3 and 4.
- KPI cascade alignment: It guides the gap review in Session 2 on where measures drift from strategy.

Intended Participants

- Directors who set direction and need it carried into operating plans.
- Heads of function who translate strategic goals into resourced plans.
- Operations leadership teams who manage supervisors and daily delivery.
- Performance leads who own scorecards and review cycles.

Typical functions include manufacturing, energy, logistics and utilities operations.



Learning Outcomes

1. Participants will be able to distinguish the decisions that belong to the strategic, operational and tactical levels.
2. Participants will be able to diagnose where strategic direction weakens between the boardroom and the shift.
3. Participants will be able to construct a cascade from strategic goals to plans and measures.
4. Participants will be able to design daily management routines that keep frontline work tied to the plan.
5. Participants will be able to prioritise conflicts between local targets and organisational objectives.
6. Participants will be able to justify a strategy cascade plan to senior colleagues and frontline supervisors.

Programme Structure

Day 1: Leading from Strategy to the Shop Floor and the Three Levels

What does a leader own at the strategic, operational and tactical levels?

- Leadership Level Decision Rights Map
- Planning Horizon Ladder
- Strategic Intent Statement Sheet
- Role Interface Charter
- Personal Level-Shift Profile

Day 2: Diagnosing Where Direction Is Lost

Where does strategic direction weaken between the boardroom and the shift?

- Objective Traceability Test
- KPI Cascade Gap Review
- Priority Conflict Matrix
- Handover and Escalation Audit
- Local Target Distortion Log

Day 3: Designing Objectives, Operating Plans and Measures

How are objectives cascaded into plans and measures that teams can act on?

- Balanced Scorecard Strategy Map
- Hoshin Kanri Cascade Review Round
- Objective-to-Plan Cascade Table
- Capacity and Resource Alignment Grid
- Measure Ownership Register



Day 4: Daily Management and Frontline Delivery Routines

Which routines keep daily work tied to the plan?

- Tiered Review Meeting Design
- Visual Performance Board Layout
- Shift Priority Briefing Script
- Issue Escalation Ladder
- Frontline Coaching Conversation Guide

Day 5: Applying Leading from Strategy to the Shop Floor to One Operating Unit

Does the cascade hold from strategic goal to shift priority?

- Applying the Session 1 Decision Rights Map to the Unit
- Testing the Session 2 Traceability Test on Live Objectives
- Refining the Session 3 Cascade Table and Measures
- Rehearsing the Session 4 Review Cycle
- Completing the Strategy Cascade Plan

Methodology

The programme uses a structured exercise method built on anonymised operating plans, KPI sets and short written cases from manufacturing, energy and logistics. Participants work in small groups on one operating unit and receive facilitator and peer feedback on each work product before it enters the strategy cascade plan.

- Suggested activity: Tracing three team objectives back to a strategic goal and marking where the link breaks.
- Suggested activity: Rewriting a local target that conflicts with an organisational priority.
- Suggested activity: Running a short tiered review and agreeing escalation rules.

Capstone Output

Each participant completes a strategy cascade plan for one operating unit. It holds a decision rights map, an objective traceability table, a strategy map with measures, a daily management routine and an escalation ladder. The plan is used at work to brief senior colleagues and frontline supervisors.



Frequently Asked Questions

Is leading from strategy to the shop floor suitable for leaders who have not worked across all three levels?

Yes. Leading from strategy to the shop floor is taught from first principles and assumes responsibility for plans or delivery, not experience at every level.

Which models does leading from strategy to the shop floor rest on?

Leading from strategy to the shop floor rests on the Balanced Scorecard of Kaplan and Norton, Hoshin Kanri policy deployment and the three leadership levels.

How is the strategy cascade plan from leading from strategy to the shop floor used at work?

You use the strategy cascade plan to brief senior colleagues and supervisors on priorities, measures and escalation rules.

How does leading from strategy to the shop floor differ from a programme on strategic planning?

Leading from strategy to the shop floor centres on carrying agreed direction into plans and daily routines, while strategic planning centres on choosing the direction.