
Strategic Leadership Training Course: Execution, Alignment and Organisational Direction

11 – 22 January 2027
Vienna





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Programme Summary

Strategic leadership is the subject of this two-week training course for senior executives who turn strategy into results through their leadership teams, ending in a strategic leadership plan for one organisation or unit. Many strategies are well argued yet stall because the leadership team is not aligned, the structure does not fit the direction and risks are watched too late. The programme moves from reading the environment and choosing direction to alignment, execution, risk and renewal, applying each tool to the participant's own organisation. Mars Training Centre UK delivers this programme on strategic leadership to mixed-organisation cohorts.

The Business Case

Strategy rarely fails on the idea alone. It fails in the gap between the executive group that approves it and the people who must carry it out. Where strategic leadership is treated as a yearly document, priorities multiply, owners are unclear and reviews report activity instead of progress. Leaders who set direction, align their team, design the organisation around the choice and review execution together can redirect resources early and report to boards in plain terms.

- Initiative Completion Rate: Improves as owners, measures and review points are set for every priority.
- Leadership Team Alignment: Improves as decision rights and shared priorities are agreed in writing.
- Strategic Risk Exposure: Falls as early warning indicators and contingency triggers are set in advance.

Principles and Evidence Base

- Scenario planning: Exploring several plausible futures structures the environment work in Session 2.
- Strategy maps: Linking objectives and measures in cause-and-effect order guides the execution plans in Session 6.
- Execution reviews: A regular rhythm of progress, issue and decision reviews frames the work in Session 7.
- Risk registers: Recording, owning and watching strategic risks shapes the risk work in Session 8.

Intended Participants

- Chief executives and senior executives who own the strategy and answer to a board for it.
- Heads of business units who must carry a group direction into their own plans.
- Strategy and transformation leaders who prepare options and track delivery.
- Heads of function who sit on the leadership team and own part of the plan.
- Leaders preparing to move into an executive group.



Typical functions include corporate strategy, operations, public service delivery and finance.

Learning Outcomes

1. Participants will be able to evaluate the external environment and its effect on strategic choices.
2. Participants will be able to construct a strategic direction statement with options and trade-offs.
3. Participants will be able to diagnose misalignment in a leadership team and its organisation design.
4. Participants will be able to design an execution plan with owners, measures and a review rhythm.
5. Participants will be able to prioritise strategic risks and their early warning indicators.
6. Participants will be able to justify a strategic leadership plan and its renewal triggers to a board.

Programme Structure

Day 1: Strategic Leadership and the Executive Role

What does strategic leadership ask of a senior executive?

- Strategic Leadership Role Profile
- Leadership Decision Log Review
- Executive Attention Audit
- Stakeholder Expectation Map
- Leadership Baseline Self-Assessment

Day 2: Reading the Environment

Which external signals should change the direction of the organisation?

- Environment Scan Template
- Trend and Signal Register
- Scenario Planning Canvas
- Peer Comparison Table
- Strategic Issues List

Day 3: Choosing Strategic Direction

How are options compared and one direction chosen?

- Strategic Options Table
- Direction Statement Draft
- Choice Cascade
- Trade-Off Ranking Grid
- Assumptions Register



Day 4: Aligning the Leadership Team

Is the leadership team pulling in one direction?

- Team Alignment Diagnostic
- Decision Rights Chart
- Disagreement Mapping Sheet
- Shared Priorities Sheet
- Leadership Team Charter

Day 5: Organisation Design for Strategy

Does the structure of the organisation support the chosen direction?

- Capability Gap Map
- Structure Options Comparison
- Role and Accountability Matrix
- Governance Forum Calendar
- Resource Allocation Rules

Day 6: Turning Strategy into Execution Plans

How does a direction become initiatives with owners and measures?

- Strategy Map
- Initiative Portfolio Grid
- Objective and Measure Table
- Milestone and Dependency Chart
- Initiative Owner Register

Day 7: Driving Execution and Reviews

How does the leadership team keep execution on track?

- Execution Review Rhythm
- Performance Dashboard Layout
- Escalation Path Chart
- Corrective Action Log
- Blocked Initiative Triage Sheet

Day 8: Managing Strategic Risk

Which strategic risks could stop the plan, and how are they watched?



- Strategic Risk Register
- Risk Appetite Statement
- Early Warning Indicator Set
- Contingency Trigger Plan
- Risk Ownership Chart

Day 9: Sustaining Performance and Renewal

How is performance held over time and the strategy refreshed?

- Performance Sustainment Plan
- Learning Review Template
- Change Fatigue Check
- Capability Pipeline Plan
- Renewal Trigger List

Day 10: Applying the Tools to One Strategy

Do the tools from earlier sessions support one leadership plan?

- Applying the Session 3 Strategic Options Table
- Using the Session 4 Leadership Team Charter
- Testing the Session 6 Strategy Map
- Checking the Session 8 Strategic Risk Register
- Completing the Strategic Leadership Plan

Methodology

The programme uses a case analysis method built on anonymised strategy papers, leadership team minutes, initiative lists and review packs from companies and public bodies. Participants work in peer groups on a shared organisation, challenge each other's choices and receive written facilitator feedback on each exercise set, before applying the same tools to their own organisation in Session 10.

- Suggested activity: Comparing three strategic options and defending the ranking.
- Suggested activity: Mapping where a leadership team disagrees on priorities.
- Suggested activity: Running a mock execution review and agreeing corrective actions.

Capstone Output

Each participant completes a strategic leadership plan for one organisation or unit. It holds a direction statement, a leadership team charter, a strategy map, an execution review rhythm and a strategic risk register with early warning indicators. The plan is used at work to brief a board, align the leadership team and open the next planning cycle.



Frequently Asked Questions

Is strategic leadership suitable for executives who have not led a whole organisation?

Yes. Strategic leadership assumes senior management responsibility and builds environment, direction, alignment, execution and risk reasoning step by step over the ten sessions.

Which methods does strategic leadership rest on?

Strategic leadership rests on scenario planning, strategy maps, execution reviews and risk registers, applied to the strategy of the participant's own organisation.

How is the plan from strategic leadership used at work?

You use the strategic leadership plan to brief a board, align the leadership team and open the next planning cycle with clear owners and review points.

How does strategic leadership differ from general strategic planning training?

Strategic leadership centres on what executives do to align a team and deliver a chosen direction, while general strategic planning training centres on preparing the planning document itself.