
Strategic Agility and OKR Training Course for Transformation Leaders

15 – 19 August 2027
Doha





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Programme Summary

Strategic agility and OKR practice is the subject of this one-week training course for directors, strategy heads and transformation leaders, ending in an adaptive strategy and organisation plan for one business unit. Annual plans often lock priorities and budgets long before conditions change, leaving organisations slow to redirect effort. The programme moves from strategy cycles to objectives and key results, portfolio and funding choices, operating model design and organisational development, using cases from financial services and industry. Mars Training Centre UK delivers this programme on strategic agility to mixed-organisation cohorts.

The Business Case

When strategy is set once a year and funded in fixed blocks, teams keep working on yesterday's priorities while new risks and openings go unaddressed. A shared method for short planning cycles, visible objectives and flexible funding lets leaders redirect effort sooner, while organisational development keeps people and structures able to follow the change.

- Strategic Responsiveness: Improves as planning cycles are shortened and priorities are reviewed on a fixed rhythm.
- Funding Flexibility: Improves as portfolio decisions release or stop funding against evidence.
- Organisational Alignment: Improves as roles, structures and measures are adjusted to support the chosen priorities.

Principles and Evidence Base

- Agile Manifesto Values and Principles: Favour responding to change over following a plan, and shape the cycle design in Sessions 1 and 4.
- OKR Method: Objectives and key results link ambition to measurable outcomes, applied in Session 2.
- McKinsey 7-S Model: Tests whether strategy, structure, systems, shared values, skills, style and staff align, applied in Sessions 4 and 5.

Intended Participants

- Directors who own strategy delivery and must keep plans responsive to change.
- Strategy and planning heads who run planning cycles and priority reviews.
- Transformation leaders who redesign ways of working across several units.
- Organisational development leaders who adapt structures, roles and capability to new priorities.
- Finance partners who steer portfolio funding and release budgets against results.

Typical functions include financial services, manufacturing, telecommunications and public sector entities.



Learning Outcomes

1. Participants will be able to design a short-cycle strategy rhythm that reviews and resets priorities on a fixed calendar.
2. Participants will be able to construct objectives and key results that link strategic intent to measurable outcomes.
3. Participants will be able to prioritise a portfolio of initiatives and set funding release rules against evidence.
4. Participants will be able to evaluate an operating model for the agility of its decision rights, teams and governance.
5. Participants will be able to diagnose organisational development needs that block adaptive delivery.
6. Participants will be able to justify an adaptive strategy and organisation plan to senior sponsors.

Programme Structure

Day 1: Strategic Agility and Planning Cycles

How often should strategy be reviewed, and what should each review decide?

- Strategic Agility Diagnostic
- Planning Cycle Calendar
- Signal and Trigger Register
- Agile Manifesto Principles Review
- Priority Reset Protocol

Day 2: Objectives and Key Results

How does ambition become measurable outcomes that teams can steer by?

- Objective Writing Standard
- Key Result Measure Design
- Cascade and Alignment Map
- Check-In and Scoring Routine
- Common OKR Failure Patterns

Day 3: Portfolio and Funding Decisions

Which initiatives deserve funding now, and when is funding released or stopped?

- Initiative Portfolio Inventory
- Value and Urgency Ranking Matrix
- Staged Funding Release Rules
- Stop and Redirect Criteria
- Portfolio Review Dashboard



Day 4: Operating Model and Organisational Development

What structures and capabilities let the organisation follow its own priorities?

- Operating Model Option Table
- Decision Rights Map
- McKinsey 7-S Alignment Check
- Role and Capability Gap Review
- Change Readiness Profile

Day 5: Adaptive Strategy Plan for One Unit

Do the cycle, objective, funding and organisation records support one plan?

- Applying the Session 1 Planning Cycle Calendar
- Testing the Session 2 Cascade and Alignment Map
- Reviewing the Session 3 Staged Funding Release Rules
- Checking the Session 4 Decision Rights Map
- Completing the Adaptive Strategy and Organisation Plan

Methodology

The programme uses a structured exercise method built on a shared case of a business unit whose annual plan no longer fits a changing market. Participants build each artefact on prepared data, then adapt it to a unit of their own and test it with peers.

- Suggested activity: Writing objectives and key results for a unit and scoring them against a standard.
- Suggested activity: Ranking a portfolio of competing initiatives and setting staged funding rules.
- Suggested activity: Presenting a draft operating model change to a mock executive committee.

Capstone Output

Each participant completes an adaptive strategy and organisation plan for one business unit. It holds a planning cycle calendar, a set of objectives and key results, funding release rules, a decision rights map and an alignment check. The plan is used at work to brief the leadership team and agree the first review cycle.

Frequently Asked Questions

Is strategic agility training suitable for leaders without an agile delivery background?

Yes. Strategic agility is taught for directors and planning leaders, assuming responsibility for strategy or organisation design but no experience of software or team-level agile methods.



Which models does strategic agility training rest on?

Strategic agility training rests on the Agile Manifesto values and principles, the OKR method for linking intent to measurable outcomes and the McKinsey 7-S model for testing organisational alignment.

How is the plan from strategic agility training used at work?

You use the adaptive strategy and organisation plan to brief the leadership team, agree objectives and funding rules and schedule the first priority review.

How does strategic agility differ from agile project management training?

Strategic agility concerns how a leadership team sets, funds and resets strategy and organisation, while agile project management training covers running delivery teams and sprints on individual projects.