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COURSE BROCHURE

# Advanced Strategic Plan Design and Operating Model Alignment Training Course

8 – 19 February 2027
Milan

# Advanced Strategic Plan Design and Operating Model Alignment Training Course

**Ref:** 2788_106790 **Date:** 8 – 19 February 2027 **Location:** Milan **Fees:** 11100 GBP

Strategic Plan Design and Operating Model Alignment is a 2-week training course for strategy office leaders and senior managers who must turn a multi-year direction into a structure, capability set and resourcing pattern that can carry it, producing a Plan-to-Operating-Model Alignment Map. Organisations now revise direction faster than they redesign how they work, and the gap shows up as stalled priorities. Jupiter Prime Training delivers this course for leaders who own that gap.

## Why Strategic Plan Design and Operating Model Alignment Matters Now

Three forces shape plan design today: shorter planning horizons driven by market and technology shifts, boards asking for clearer evidence that structure follows direction, and workforces whose skills move more slowly than strategy statements. An organisation that designs its plan alongside its operating model gains coherent decision rights, funded capabilities and units that pull the same way. One that treats the plan as a document leaves duplicated roles, orphaned priorities and spending that drifts from intent. The course rests on strategy mapping, capability mapping, operating model design and portfolio prioritisation.

## Who Gains Most from Strategic Plan Design and Operating Model Alignment

- Leaders who own the corporate planning cycle and its choice of long-range priorities
- Senior managers accountable for how units, roles and decision rights are arranged
- Heads of transformation who sequence structural change against strategic intent
- Senior performance leads who track whether units stay aligned with chosen priorities
- Resource and capability owners who decide where people and investment go

A strategy office attending with the heads of two or three major business units gains most, because the alignment choices then rest on a shared reading of the plan.

## Strategic Plan Design and Operating Model Alignment Capabilities

Participants practise moving from strategic choices to the arrangements that make them real, testing each design against the priorities it must serve.

- Design a multi-year strategic plan with explicit choices and trade-offs — executive committee
- Assess the current operating model against chosen priorities — transformation sponsors
- Specify the capabilities each priority depends on — capability and resource owners
- Align structure, decision rights and roles to the plan — unit heads
- Build a cascade of priorities with clear ownership — department leaders
- Test alignment through indicators and review rhythms — the board and strategy office

## Key Strategic Plan Design and Operating Model Alignment Terms

- Operating model — the arrangement of structure, processes, decision rights, capabilities and locations through which an organisation delivers its strategy.
- Strategic choice — a deliberate decision about where to compete or serve and how, which also states what the organisation will not do.
- Capability map — a structured view of what an organisation must be able to do, independent of who does it today.
- Decision rights — the agreed allocation of who proposes, decides, is consulted and is informed on recurring decisions.
- Priority cascade — the translation of enterprise priorities into unit and team priorities with named owners and measures.
- Alignment gap — a measurable difference between what the plan requires and what the current structure, skills or resourcing provide.

## Strategic Plan Design and Operating Model Alignment Day by Day

### Day 1: Forces Reshaping Long-Range Plans

- Horizon Scanning Signals — Which External Shifts Deserve Plan Attention
- Stakeholder Expectation Mapping — Board and Owner Demands on Direction
- Planning Horizon Selection — Balancing Long-Range Ambition with Review Frequency
- Strategic Ambition Statements — Setting a Testable Direction for Units
- Plan Maturity Diagnostic — Locating Weaknesses in the Current Planning Cycle

### Day 2: Making Explicit Strategic Choices

- Where-to-Play Choice Grids — Narrowing Markets, Segments and Services
- How-to-Win Logic Chains — Linking Advantage to Required Conditions
- Choice Cascade Worksheets — Connecting Enterprise Choices to Unit Choices
- Trade-Off Registers — Recording What the Organisation Stops Doing
- Scenario Stress Tests — Checking Choices Against Plausible Futures

### Day 3: Structuring the Plan Document

- Strategy Map Construction — Showing Cause-and-Effect Between Objectives
- Objective Hierarchy Design — Separating Enterprise, Theme and Unit Objectives
- Strategic Theme Definition — Grouping Priorities for Ownership and Funding
- Plan Narrative Drafting — Explaining Direction to Non-Specialist Audiences
- Assumption Logs — Tracking Beliefs the Plan Depends On

### Day 4: Reading the Current Operating Model

- Operating Model Canvas — Describing Structure, Processes, Locations and Partners
- Value Stream Mapping — Seeing How Work Flows Across Units
- Organisation Chart Diagnostics — Spans, Layers and Duplicated Roles
- Decision Rights Audit — Finding Bottlenecks in Recurring Decisions
- Cost-to-Serve Profiles — Where Current Spending Actually Lands

## Day 5: Capabilities the Plan Requires

- Business Capability Mapping — Defining What the Organisation Must Do
- Capability Heat Maps — Rating Maturity Against Strategic Importance
- Capability Gap Analysis — Prioritising Build, Buy or Partner Options
- Skills Supply Forecasts — Matching Workforce Skills to Future Capabilities
- Technology Enablement Review — Systems Each Critical Capability Relies On

## Day 6: Designing the Target Operating Model

- Design Principles Charter — Agreeing Criteria Before Drawing Structures
- Structural Option Appraisal — Functional, Divisional and Matrix Alternatives Compared
- Decision Rights Matrices — Assigning Propose, Decide and Consult Roles
- Shared Service Placement — What to Centralise and What to Keep Local
- Transition State Sketches — Intermediate Designs Between Today and Target

## Day 7: Cascading Priorities to Units

- Cascade Templates — Translating Enterprise Priorities into Unit Objectives
- Ownership Charts — Naming Accountable Leaders for Each Priority
- Interdependency Mapping — Priorities That Need Several Units at Once
- Portfolio Prioritisation Scoring — Ranking Initiatives Against Strategic Themes
- Resource Allocation Rules — Moving People and Investment Toward Priorities

## Day 8: Measuring and Reviewing Alignment

- Alignment Indicator Sets — Signals That Units Pull the Same Way
- Leading and Lagging Measures — Balancing Early Warning with Outcome Evidence
- Strategy Review Rhythms — Quarterly Sessions That Change Decisions
- Alignment Gap Dashboards — Showing Gaps by Unit and Theme
- Course Correction Triggers — When Evidence Should Reopen a Choice

## Day 9: Leading Structural Change

- Change Impact Assessment — Roles, Teams and Processes Affected by Redesign
- Sequencing Roadmaps — Ordering Structural Moves Against Plan Milestones
- Sponsor Coalition Mapping — Leaders Who Must Visibly Back the Design
- Communication Cascades — Explaining New Structures and Decision Rights
- Risk and Continuity Planning — Protecting Service During Transition

## Day 10: Practising the Plan-to-Operating-Model Alignment Map

- Choice and Theme Consolidation — Bringing Earlier Strategic Choices Together
- Capability and Structure Fit Review — Testing the Target Design Against Gaps
- Cascade and Indicator Check — Confirming Ownership and Measures per Priority
- Peer Challenge Panel — Defending Design Trade-Offs Before Colleagues
- Plan-to-Operating-Model Alignment Map — Completing the Shared Work Product

## Applying Strategic Plan Design and Operating Model Alignment After the Course

- Lead a capability heat map session with unit heads to rate the capabilities behind the top three strategic themes.
- Run a decision rights audit on one recurring cross-unit decision and propose a revised matrix to the executive committee.

## Strategic Plan Design and Operating Model Alignment Questions FAQ

### What is strategic plan design and operating model alignment, and why does it matter now?

It is the practice of designing a multi-year plan together with the structure, capabilities and decision rights that deliver it. It matters now because direction changes faster than organisations redesign themselves, and unaligned structures quietly absorb priorities.

### Which roles gain most from strategic plan design and operating model alignment?

Strategy office leaders and senior managers gain most. You will benefit if you own the planning cycle, arrange units and roles, sequence transformation or decide where people and investment go across the organisation.

### How does strategic plan design and operating model alignment differ from a strategy execution course?

It works earlier and deeper. An execution course focuses on tracking delivery of agreed priorities, while this course designs the plan itself and reshapes structure, capabilities and decision rights so that delivery becomes possible in the first place.

### What do you bring back from strategic plan design and operating model alignment?

You bring back a completed alignment map linking strategic choices to capabilities, structure, priority owners and alignment indicators. You also bring back working methods your strategy office can reuse at the next planning cycle.

## Strategic Plan Design and Operating Model Alignment: The Way Forward

The Plan-to-Operating-Model Alignment Map first informs which structural changes to sequence ahead of the next planning cycle. Strategy office leaders, unit heads and capability owners use it to agree ownership and resourcing. After its first use, the perspective worth revisiting is decision rights: they drift quickly, and a fresh audit often reveals where alignment is slipping before indicators show it.