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COURSE BROCHURE

Advanced Enterprise Direction Setting for Directors Training Course

25 January – 5 February 2027
Milan

Advanced Enterprise Direction Setting for Directors Training Course

Ref: 2793_107014 **Date:** 25 January – 5 February 2027 **Location:** Milan **Fees:** 11100 GBP

Enterprise Direction Setting for Directors is a 2-week training course for directors and senior leaders who decide where an organisation competes, what it stops doing and how its resources follow those choices, with participants building a director's direction brief. Boards and investors now expect sharper choices made faster, as markets, capital costs and talent supply shift together. Jupiter Prime Training offers this course on enterprise direction setting for directors.

Why Enterprise Direction Setting for Directors Matters Now

Three pressures shape enterprise direction setting today: boards asking for clearer choices and earlier warning of risk, capital and talent becoming scarcer and more contested across business units, and top teams spread across functions that each read the future differently. An organisation that sets direction well concentrates effort, funds its few real bets and stops weak activity early. One that sets it badly spreads money thinly, tolerates conflicting priorities and loses credibility with its board. The course rests on established practice in strategic choice, portfolio allocation and board engagement, described in plain terms rather than branded methods.

Who Gains Most from Enterprise Direction Setting for Directors

- Directors accountable for the long-range choices of a business unit or division
- Senior leaders who shape what the executive committee debates and decides
- Heads of strategy who frame options and trade-offs for the top team
- Finance leaders who steer capital and operating budgets towards stated priorities
- Functional directors who turn enterprise choices into agendas for their own leaders

An executive committee that sends several members together gains most, because its members leave with a shared language for choices, trade-offs and board conversations.

Enterprise Direction Setting for Directors Capabilities

Participants move from describing ambitions to making explicit choices about arenas, bets and exits, and to defending those choices with the board and the top team.

- Frame a small set of distinct strategic options with clear consequences — the executive committee's choice of direction
- Weigh portfolio trade-offs between growing, holding, fixing and exiting businesses — capital allocation decisions
- Design resource reallocation rules that follow stated priorities — the annual budget round
- Build a board narrative that links choices, risks and signposts — the board's approval and oversight
- Communicate direction as concrete leadership agendas for each function — the leaders who carry it out

- Test direction against early signals and trigger points — the decision to stay the course or adjust

Key Enterprise Direction Setting for Directors Terms

- Enterprise direction — the few explicit choices about where an organisation competes, how it wins and what it will no longer pursue.
- Strategic option — a coherent, distinct path the organisation could take, described with its logic, costs, risks and conditions for success.
- Portfolio trade-off — the deliberate choice to fund one business, market or initiative at the expense of another with weaker prospects.
- Resource reallocation — moving capital, people and leadership attention away from historical patterns towards the chosen priorities.
- Board dialogue — the structured exchange in which directors test, challenge and endorse the direction and its main risks.
- Signpost — an observable external or internal signal agreed in advance that prompts leaders to revisit a strategic choice.

Enterprise Direction Setting for Directors Day by Day

Day 1: The Director's Role in Direction

- Director Accountability Map — Who Owns Which Enterprise Choices
- Direction Versus Planning Distinction — Where Choice Ends and Scheduling Begins
- Ambition Statement Critique — Turning Aspirations Into Testable Choices
- Choice Cascade Logic — Linking Arenas, Advantage and Capabilities
- Current Direction Diagnostic — Gaps Between Stated and Actual Priorities

Day 2: Reading the External Arena

- Industry Profit Pool Mapping — Where Value Is Shifting Over Time
- Customer Need Migration Review — Which Segments Deserve Future Attention
- Competitor Move Anticipation — Likely Responses to Each Direction
- Capital and Talent Market Scan — Constraints on Feasible Ambition
- Disruption Signal Log — Early Evidence That Old Assumptions Fail

Day 3: Building Distinct Strategic Options

- Option Generation Session — Widening Choices Before Narrowing Them
- Where-to-Play Variants — Markets, Segments and Channels to Enter
- How-to-Win Logic Statements — Sources of Lasting Advantage
- Option Distinctiveness Test — Removing Variations of the Same Idea
- Conditions-for-Success Lists — What Must Be True for Each Option

Day 4: Testing Options Under Uncertainty

- Assumption Stress Testing — Which Beliefs Would Break Each Option
- Future Narratives Exercise — Option Resilience Across Plausible Worlds
- Reversibility Assessment — One-Way Versus Two-Way Strategic Doors
- Downside Exposure Mapping — Losses the Board Can Tolerate
- Option Value of Waiting — When Delay Beats Early Commitment

Day 5: Portfolio Trade-Offs

- Business Portfolio Grid — Grow, Hold, Fix or Exit Positions
- Core, Adjacent and New Bets Balance — Spreading Risk Across Horizons
- Exit and Divestment Criteria — Ending Activity That No Longer Fits
- Synergy Claim Scrutiny — Separating Real From Assumed Linkages
- Portfolio Concentration Choice — Fewer, Larger Bets or Many Small

Day 6: Allocating Capital and Talent

- Resource Reallocation Rules — Breaking Last Year Plus Inflation Budgets
- Investment Case Hurdles — Comparable Tests Across Business Units
- Critical Role Deployment — Placing Top Talent on Priority Bets
- Stage-Gated Funding — Releasing Money as Evidence Builds
- Stop-Doing List — Freeing Capacity for Chosen Priorities

Day 7: Leading the Top Team Conversation

- Strategic Conversation Design — Agendas That Force Real Choices
- Dissent Surfacing Techniques — Bringing Hidden Objections Into the Room
- Decision Rights Charter — Who Decides, Who Advises, Who Executes
- Executive Alignment Check — Testing Shared Reading of Priorities
- Commitment Conversations — Securing Ownership From Each Director

Day 8: Board Dialogue and Oversight

- Board Strategy Narrative — Linking Choices, Risks and Evidence
- Risk Appetite Statements — Boundaries for Each Strategic Bet
- Challenge Session Preparation — Anticipating Non-Executive Questions
- Board Dashboard Design — Few Indicators That Track Direction
- Signpost and Trigger Agreement — When the Board Revisits Choices

Day 9: Translating Direction Into Leadership Agendas

- Functional Agenda Translation — Enterprise Choices Into Divisional Priorities
- Leadership Agenda Templates — Three to Five Priorities per Leader
- Direction Storyline — Explaining Choices and Trade-Offs to Managers
- Cross-Unit Dependency Map — Shared Priorities Between Divisions
- Quarterly Direction Review Rhythm — Revisiting Bets With Fresh Evidence

Day 10: Practising the Director's Direction Brief

- Option Set Refinement — Applying Distinctiveness and Stress Tests
- Portfolio and Allocation Proposal — Applying Trade-Off and Funding Rules
- Board Narrative Rehearsal — Applying Challenge Preparation With Peers
- Peer Challenge Panel — Directors Questioning Each Other's Choices
- Director's Direction Brief — Final Choices, Allocations and Signposts

Applying Enterprise Direction Setting for Directors After the Course

- Run a two-hour option session with the top team, using the distinctiveness and stress tests to narrow the next strategic choice to three real options.
- Draft a stop-doing list and reallocation proposal for the coming budget round, applying the comparable investment hurdles to every business unit.

Enterprise Direction Setting for Directors Questions FAQ

What is enterprise direction setting for directors and why does it matter now?

Enterprise direction setting for directors is the work of making a few explicit choices about where the organisation competes and what it stops. It matters now because boards expect sharper choices while capital and talent are harder to secure and easier to waste.

Which roles gain most from enterprise direction setting for directors?

Directors, executive committee members, heads of strategy and finance leaders gain most. Each shapes or approves the choices, trade-offs and allocations that define enterprise direction, and each must explain those choices to the board and to the leaders who carry them out.

How does enterprise direction setting for directors differ from a strategic planning course?

Enterprise direction setting for directors focuses on choosing, not scheduling. A planning course builds objectives, measures and initiatives for an agreed strategy, while this course concerns the earlier director-level choices, portfolio trade-offs and board dialogue that decide what the strategy should be.

What do you bring back from enterprise direction setting for directors?

You bring back a tested set of strategic options, a portfolio and allocation proposal, a rehearsed board narrative and agreed signposts. Together they give your top team a clear basis for its next major decision and for leadership agendas across functions.

Enterprise Direction Setting for Directors: The Way Forward

The director's direction brief first informs the choice of which strategic option the executive committee recommends to the board. Directors and heads of strategy use it to set allocations and leadership agendas, while the board uses its signposts for oversight. After its first use, the perspective worth revisiting is the stop-doing list, because ending weak activity is the choice most often postponed.