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COURSE BROCHURE

Performance Diagnosis and Strategy Paper Development Training Course

13 – 17 September 2027
Milan

Performance Diagnosis and Strategy Paper Development Training Course

Ref: 3127_118765 **Date:** 13 – 17 September 2027 **Location:** Milan **Fees:** 6200 GBP

Performance Diagnosis and Strategy Paper Development is a 1-week training course for managers moving into strategy roles who must turn business results into a reasoned direction, leaving with a Business Unit Strategy Paper. Executives now expect strategy proposals to trace every recommendation back to evidence on margins, customers and capacity. Jupiter Prime Training runs this performance diagnosis and strategy paper development course.

Why Performance Diagnosis and Strategy Paper Development Matters Now

Three pressures make this skill urgent. Reporting systems now produce more operating figures than leaders can read, so the scarce ability is spotting which variances actually explain a decline. Boards and investors challenge strategy proposals harder, asking what evidence supports each choice and what was rejected. Meanwhile many managers step into strategy posts from finance, operations or sales without ever having written a decision paper. Business units that diagnose root causes before proposing remedies spend less on the wrong fixes; those that skip diagnosis repeat initiatives that treated symptoms.

Who Gains Most from Performance Diagnosis and Strategy Paper Development

- Managers newly responsible for preparing strategy proposals for a business unit head
- Operations and finance leads who explain performance gaps to senior committees
- Commercial managers who must justify where a unit should compete and invest
- Planning staff who consolidate departmental results into a single direction
- Project and transformation leads who need sharper problem statements before launching work

The strongest gains come when a business unit head sends two or three future strategy contributors at once.

Performance Diagnosis and Strategy Paper Development Capabilities

Participants move from describing what the numbers show to arguing what the unit should do about them.

- Decompose a headline result into price, volume, mix and cost drivers — explanation given to the unit head
- Test competing root-cause hypotheses against operating evidence — choice of problem worth solving
- Write a sharp problem statement with scope and success measure — sponsor agreement on the question
- Generate and appraise distinct strategic options with weighted criteria — executive committee shortlist
- Structure a recommendation so the answer comes first and evidence follows — board reading time
- Specify the resources, milestones and indicators a chosen option needs — budget and staffing requests

Key Performance Diagnosis and Strategy Paper Development Terms

- Variance bridge — A chart that walks from one period's result to the next through each contributing driver.
- Root-cause hypothesis — A testable statement of why a result moved, stated before evidence is gathered.
- Problem statement — One sentence naming the decision to be made, its scope, its owner and its deadline condition.
- Issue tree — A breakdown of a question into mutually exclusive branches that guide evidence gathering.
- Option appraisal matrix — A table scoring strategic alternatives against weighted criteria agreed with the sponsor.
- Answer-first structure — A writing pattern that states the recommendation before the supporting argument.

Performance Diagnosis and Strategy Paper Development Day by Day

Day 1: Reading the Performance Picture

- Business Unit Results Pack Review — Which Figures Signal Real Change
- Variance Bridge Construction — Price, Volume, Mix and Cost Effects
- Customer and Segment Profitability Cuts — Where Margin Is Won or Lost
- Capacity and Productivity Ratios — Operating Limits Behind the Numbers
- Peer and Trend Comparison — Whether a Gap Is Internal or Market-Wide

Day 2: Diagnosing Root Causes

- Root-Cause Hypothesis Writing — Explanations Worth Testing First
- Issue Tree Design — Branches That Direct Evidence Gathering
- Evidence Request Lists — Data Owners and Interview Targets
- Hypothesis Testing Log — Explanations Confirmed, Rejected or Refined
- Diagnosis Summary Slide — Agreed Cause Presented to the Sponsor

Day 3: Framing the Strategic Question

- Problem Statement Drafting — Scope, Owner and Success Measure
- Stakeholder Question Mapping — What Each Executive Needs Answered
- Constraint and Assumption Register — Limits the Strategy Must Respect
- Option Generation Techniques — Distinct Paths Beyond the Obvious Fix
- Option Appraisal Matrix — Weighted Criteria Agreed Before Scoring

Day 4: Building the Recommendation

- Answer-First Storyline — Recommendation Stated Before the Evidence
- Financial Effect Estimate — Revenue, Cost and Investment Ranges
- Risk and Sensitivity Notes — Assumptions That Could Overturn the Choice
- Resource and Milestone Outline — People, Budget and Sequence Required
- Progress Indicator Selection — Measures Showing the Strategy Is Working

Day 5: Practising the Business Unit Strategy Paper

- Diagnosis Evidence Refresh — Variance Bridge and Cause Confirmed
- Problem Statement and Options Recap — Chosen Path Restated Clearly
- Executive Summary Writing — One Page Leaders Read First
- Peer Challenge Session — Weak Evidence and Gaps Exposed
- Business Unit Strategy Paper — Final Draft Submitted to the Sponsor

Applying Performance Diagnosis and Strategy Paper Development After the Course

- Build a variance bridge for the latest quarter's results and test two root-cause hypotheses
- Rewrite one pending proposal in answer-first structure with an option appraisal matrix and table it at the next unit meeting

Performance Diagnosis and Strategy Paper Development Questions FAQ

What is performance diagnosis and strategy paper development and why does it matter now?

Performance diagnosis and strategy paper development is the discipline of explaining why business results moved and turning that explanation into a written recommendation. It matters now because executives demand evidence behind each strategic choice and reporting volumes hide the real causes.

Which roles gain most from performance diagnosis and strategy paper development training?

Managers stepping into strategy posts from finance, operations, sales or planning gain most.

How does performance diagnosis and strategy paper development differ from a corporate strategic planning course?

A corporate planning course sets direction for the whole organisation over several years. This subject works at business unit level, starting from current results, diagnosing causes and arguing one recommendation in a decision paper.

What do you bring back from performance diagnosis and strategy paper development training?

You bring back a Business Unit Strategy Paper built on your own results. It contains a variance bridge, a tested diagnosis, a problem statement, appraised options and an answer-first recommendation with resources and indicators.

Performance Diagnosis and Strategy Paper Development: The Way Forward

The Business Unit Strategy Paper first informs whether the unit head backs the recommended option for the next budget round. Strategy contributors, finance partners and the sponsor use it to test commitments. After the first quarter of execution, revisit the root-cause diagnosis, because early results often reveal a second driver the original evidence missed.