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COURSE BROCHURE

# Leading for Organisational Impact and Strategic Alignment Training Course

26 – 30 July 2027
Milan

# Leading for Organisational Impact and Strategic Alignment Training Course

**Ref:** 1200_45089 **Date:** 26 – 30 July 2027 **Location:** Milan **Fees:** 6200 GBP

Leading for Organisational Impact and Strategic Alignment is a 1-week training course for middle and senior managers, built around a Strategy-to-Impact Map that each participant drafts to connect their unit's work with organisational priorities. Strategies often stall in the middle layers, where competing goals, silos and unclear sponsorship dilute effort. Jupiter Prime Training created this Leading for Organisational Impact and Strategic Alignment course for managers who turn direction into measurable results.

## Why Leading for Organisational Impact and Strategic Alignment Matters Now

Two pressures meet in the middle of organisations. Boards and executives expect faster execution of strategic priorities, often across several functions at once. Employees want to see how their daily work contributes to something larger. Managers who align and influence well turn strategy into coordinated action and build a culture that sustains it; those who do not leave priorities competing, initiatives duplicated and staff unsure what matters most. The course draws on Objectives and Key Results OKRs, the Balanced Scorecard, Hoshin Kanri catchball for two-way goal setting and the Schein model of organisational culture.

## Who Gains Most from Leading for Organisational Impact and Strategic Alignment

- Department heads responsible for translating corporate priorities into unit objectives
- Middle managers who coordinate work across several functions or sites
- Senior managers sponsoring change initiatives that cut across the organisation
- Strategy and performance leads who track progress against organisational goals

Management teams in utilities, telecommunications and public services gain most when several department heads attend together and align their objectives in the same room.

## Leading for Organisational Impact and Strategic Alignment Capabilities

Participants practise linking each unit objective to a strategic priority and showing evidence of the difference it makes.

- Align unit objectives with organisational priorities using OKRs — executive sponsors
- Build influence across functions without formal authority — peer department heads
- Design a sponsorship plan for a cross-functional change — initiative success
- Assess cultural norms that help or block strategy — leadership priorities
- Calculate leading and lagging indicators of leadership impact — board reporting
- Communicate strategic intent in plain language — frontline staff

## Key Leading for Organisational Impact and Strategic Alignment Terms

- Strategic alignment — the degree to which units, goals and resources point towards the same organisational priorities.
- OKRs — objectives and key results, a goal method pairing a qualitative aim with measurable outcomes.
- Catchball — a Hoshin Kanri practice of passing goals up and down levels until both sides agree them.
- Change sponsor — a senior leader who owns a change, secures resources and visibly supports adoption.
- Leading indicator — an early measure that signals whether future results are likely to be achieved.
- Cultural artefacts — visible behaviours, symbols and routines that reveal an organisation's underlying assumptions.

## Leading for Organisational Impact and Strategic Alignment Day by Day

### Day 1: From Strategy to Unit Priorities

- Strategy Cascade Map — Linking Corporate Priorities to Unit Goals
- Balanced Scorecard Perspectives — Financial, Customer, Process and Learning
- Objectives and Key Results Drafting — Measurable Unit Commitments
- Hoshin Kanri Catchball — Two-Way Agreement on Targets
- Priority Conflict Resolution — Choosing What Not to Do

### Day 2: Influence Across Functions

- Stakeholder Influence Network Map — Formal and Informal Power
- Reciprocity and Exchange in Influence — Building Lasting Alliances
- Cross-Functional Interface Agreements — Clear Handovers Between Units
- Persuasive Business Cases for Peers — Shared Gains Framing
- Escalation Etiquette — When and How to Involve Executives

### Day 3: Sponsoring Change

- Change Sponsor Role Profile — Visible, Active and Accountable
- Sponsorship Coalition Map — Aligning Senior Supporters
- Resistance Diagnosis at Organisational Level — Structural and Personal Sources
- Sponsor Communication Cadence — Messages Across Change Phases
- Adoption Milestones and Reinforcement — Sustaining New Ways of Working

### Day 4: Culture and Measuring Impact

- Schein Culture Levels — Artefacts, Values and Assumptions
- Culture Gap Assessment — Current Versus Required Behaviours
- Leading and Lagging Indicators of Leadership Impact — Evidence of Contribution
- Impact Dashboard Design — Reporting to Executives and Boards
- Case Comparison From Telecommunications and Public Services — Lessons on Alignment

## Day 5: Practising the Strategy-to-Impact Map

- Unit OKR Set for the Next Quarter — Applying Cascade and Catchball
- Peer Influence Simulation — Applying Network Mapping and Exchange
- Sponsorship Plan for a Live Initiative — Applying Coalition Methods
- Impact Indicator Selection — Choosing Measures for Your Unit
- Strategy-to-Impact Map — Final Version for Executive Review

## Applying Leading for Organisational Impact and Strategic Alignment After the Course

- Run a catchball session with the unit and one executive sponsor to agree next quarter's OKRs.
- Agree an interface agreement with one peer department where handovers currently slow delivery.

## Leading for Organisational Impact and Strategic Alignment Questions FAQ

### What is leading for organisational impact and strategic alignment and why does it matter now?

It is the practice of linking a unit's work to organisational priorities and showing the difference it makes. It matters now because executives expect faster execution across functions and staff want to see their contribution.

### Which roles gain most from leading for organisational impact and strategic alignment training?

Middle and senior managers gain most. You benefit if you translate corporate goals into unit plans, coordinate across functions or sponsor change that spans departments.

### How does leading for organisational impact and strategic alignment differ from strategic planning courses?

It focuses on executing and aligning strategy from the middle, not on writing corporate strategy. You work on cascading goals, influencing peers, sponsoring change and measuring impact.

### What do you bring back from leading for organisational impact and strategic alignment training?

You bring back a map linking your unit to organisational priorities. It contains OKRs, a peer influence plan, a sponsorship plan and the indicators you will report.

## Leading for Organisational Impact and Strategic Alignment: The Way Forward

The Strategy-to-Impact Map first informs which unit objectives a manager commits to in the next planning round. Managers, executive sponsors and peer department heads use it to agree priorities and handovers. After the first quarter, the impact indicators deserve a fresh look, because early results show which measures truly signal contribution and which only track activity.