

SMP Content Outline and Knowledge Needed for Competent Performance

Domain 1 ENGAGEMENT		
1A CULTURE OF STRATEGIC MANAGEMENT AND AGILITY	Knowledge Needed for Domain 1 Competence	
1A1	Coach organizational leadership working from a shared vision toward organizational performance-driven alignment and accountability to a strategic plan.	<ul style="list-style-type: none"> • Knowledge and application of Strategic Management Philosophy <ul style="list-style-type: none"> • Elements of a strategic management function • How to think with a systems perspective • How to apply change management principles that best fits the organization • How to design agile planning and strategy management processes • How to define organizational policy to align strategy across the organization • How to cascade strategy and goals throughout the organization • How to assess organizational capacity and leverage the ecosystem to build that capacity • How to design change structures, processes and culture needed to transform an organization • How to facilitate the role and leverage the importance of executive sponsorship • How to facilitate the role and leverage the importance of internal and external stakeholders • Knowledge and application of organizational performance models and how to choose the best fit model <ul style="list-style-type: none"> • How to design processes that garner buy-in for strategic change • Planning approaches and options for consideration by the planning team • How to create a culture of accountability and learning • How to assess gaps in leadership capacity • How to assess strategic options in relation to desired outcomes • Knowledge and application of communication methods to share knowledge and learning <ul style="list-style-type: none"> • How to communicate complex ideas at executive level • How to select communication strategies and methods to align strategy across the organization • How to teach and coach leaders to enhance communication skills • How to document and deliver rationale for strategies assessed, proposed and selected • How to communicate the design of the process at various stages and to the various levels of the organization • How to assess and use fact-based data to drive decisions • How to reinforce executive sponsorship for strategic change among senior management and key stakeholders (e.g., communications, incentive plans) • Knowledge and application of interpersonal and group process facilitation skills <ul style="list-style-type: none"> • How to demonstrate executive presence and emotional intelligence
1A2	Design processes and drive a culture of strategic management and agility enterprise-wide and at all levels of the organization using a whole system approach.	
1A3	Provide leadership and facilitate organizational capacity-building.	
1A4	Establish and manage a strategic management function to guide the strategic thinking, planning, and implementation processes.	
1A5	Facilitate processes that encourage innovation and identify and agree upon strategic options.	
1A6	Model and guide effective sourcing, application, and sharing of knowledge and learning enterprise-wide.	
1A7	Build necessary relationships across country cultures, languages and geography with awareness and sensitivity.	
1B PLANNING TEAM EXPECTATIONS		
1B1	Establish a top management planning team process led by the chief executive that involves key internal and external stakeholders.	
1B2	Orient assembled top management planning team to planning process.	
1B3	Tailor the planning process to the needs of the organization.	
1B4	Support executive sponsorship efforts among senior management and key stakeholders to gain their advocacy for strategic change.	
1B5	Mentor and coach executive sponsors on strategic planning and management processes.	

1B6	Advise leaders on how to involve and communicate the value of change to staff to minimize resistance.	<ul style="list-style-type: none"> • How to create credibility at executive level • How to build relationships at executive level • How to coach executives • How to facilitate group process • How to listen and synthesize input into the process design • How to bring a conversation to resolution • How to inject innovative thought into solution-seeking • How to engage staff at various levels to minimize resistance • When and how to resolve conflicts among top management <ul style="list-style-type: none"> • Knowledge and application of multi-cultural inclusion <ul style="list-style-type: none"> • How to be effective in a multi-cultural environment • How to be cross-culturally competent • How to design changes in process required by inclusion of multi-cultural representation • How to value and blend multi-cultural input into a final result • How to select the members for an effective planning team
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Domain 2 STRATEGY FORMULATION	
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2A INTERNAL & EXTERNAL ENVIRONMENTAL SCAN	Knowledge Needed for Domain 2 Competence
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2A1	Organize systematic trend-spotting in sectors external to the organization and throughout the organization.	<ul style="list-style-type: none"> • Knowledge and application of various approaches to external and internal environmental scanning <ul style="list-style-type: none"> • How to design consistent trend-spotting processes • How to apply appropriate categorizations for change drivers (e.g., PESTEL, STEEP) • How to identify potential synergistic impacts in environmental developments • How to develop and implement an effective monitoring process for strategic issues (e.g., external risk threats and enterprise opportunities) • How to recognize patterns and interdependencies in environmental developments • How to recognize and assess future trends in change drivers and evaluate relevance to the organizational strategy • How to make sense of the environmental data and its impact on the organization • How to identify opportunities and assess value of customer segments and elements of the product portfolio • How to use tools such as personas to inform strategic direction • How to match customers with product portfolio • How to use scenario planning to assess strategic options • How to assess organizational capacity for change • How to identify the core competencies of the organization • How to apply various approaches to SWOT analysis • How to select and implement the appropriate SWOT approach for the organization • How to conduct a SWOT analysis of organization-wide processes, structures and culture in light of the new strategies
2A2	Gather, analyze, and interpret environmental trends.	
2A3	Monitor and assess early indicators of external trends in change drivers that could lead to disruption of the organization.	
2A4	Identify the key environmental indicators at play.	
2A5	Synthesize internal and external environmental data as appropriate to the context of the organization.	
2A6	Identify future customers/clients and the likely alignment with currently relevant products and services.	
2A7	Analyze both the current and the future environment and create a range of scenarios which are the most likely and relevant.	
2A8	Evaluate readiness or capacity for change and ensure recommended changes are informed by findings.	

2A9	Communicate data, both written and orally, to create actionable understanding.	<ul style="list-style-type: none"> • Knowledge and application of various theories around strategy design (e.g., scenario planning, Porter's Five Forces, etc.) and how to select the most appropriate for the organization <ul style="list-style-type: none"> • How to craft clear and concise mission and vision statements • How to communicate the differences between mission, vision and purpose • How to identify relevant business model options and how to select the appropriate one for the organization • How to create compelling value proposition for the customers of the organization • How to create strategic positioning and competitive advantage • How to leverage creativity and innovation to enhance customer value • Knowledge and application of communication tools and skills <ul style="list-style-type: none"> • How to identify and appropriately attune to key audiences (e.g., their dynamics, culture, etc.) • How to identify and appropriately attune key audiences (e.g., their dynamics, culture, etc.) to the strategy • How to present the strategies that result in competitive differentiation effectively and confidently to senior management while facilitating discussion and decision-making • How to get buy-in organization-wide • How to design different types of feedback loops (e.g., experiential data) and how to determine which to use • How to conduct regular reviews and validations of strategic decisions (e.g., double loop learning) • How to use communication tools available, select and use the appropriate tool • How to present data effectively and persuasively to various audiences using various formats (e.g., virtual, face to face and written reports) • Knowledge and application of group facilitation skills <ul style="list-style-type: none"> • How to facilitate identification and selection of desired outcomes • How to facilitate identification and selection of core strategies and key results • How to engage others in creating options • How to facilitate identification and selection of performance metrics (e.g., key success measures and organization key results) • When and how to apply conflict resolution to reach consensus
2B	STRATEGY DESIGN AND FORMULATION	
2B1	Create alternative strategic directions that create value for stakeholders and a competitive differentiation for the organization.	
2B2	Articulate to senior management the importance of the organization's distinctive core competencies and the strategies that result in competitive differentiation.	
2B3	Facilitate the crafting of vision and mission statements that clearly articulate the organization's purpose.	
2B4	Assist senior management with the identification of business models that drive value for stakeholders and achieve the expected performance outcomes.	
2B5	Facilitate leadership in the identification and selection of the organization's objectives, core strategies, and key results.	
2B6	Anticipate changes that can impact or support the successful execution of the strategy.	
2B7	Assess the potential impact of competitor activities, macro changes and regulatory policies on strategic direction.	
2B8	Assess and advise on options to enhance value proposition and to improve return on investment.	
2B9	Develop appropriate feedback loops to validate strategy options.	
Domain 3 PREPARATION FOR STRATEGY INTEGRATION		Knowledge Needed for Domain 3 Competence
3A	ALIGNMENT OF THE ORGANIZATION DESIGN WITH STRATEGY	<ul style="list-style-type: none"> • Knowledge and application of different approaches to organizational design (e.g., human centered design, LEAN thinking, etc.) <ul style="list-style-type: none"> • How to identify relevant organization design frameworks available and how to select the appropriate one for the organization
3A1	Educate senior management on organization design/ redesign principles and its relationship to	

	the success of strategy execution and management.	
3A2	Select the organization design framework in consultation with management and organization design professionals.	<ul style="list-style-type: none"> • How to apply form follows function to redesign the structure of the organization to accommodate the strategies chosen • How to align the overall work environment to support performance • How to document the framework
3A3	Design plan for implementation, including how organization structure should be modified enterprise-wide.	<ul style="list-style-type: none"> • Knowledge and application of various modes of external and internal environmental scanning <ul style="list-style-type: none"> • How to use various SWOT analysis approaches and select those appropriate for the organization • How to facilitate a SWOT analysis of functional components in light of the new strategies • How to develop thresholds of risk appetite and tolerance • How to analyze the values of the current culture and assess gaps towards the desired state • How to identify the activities and tasks required to move from current to future state • How to map the shift from the current organization chart and corporate cultural components and what it needs to be
3A4	Advocate for and coach senior management on change management plan for organizational design effort.	
3A5	Promote ethical consideration and communicate with employees on the minimum nonnegotiable behaviors through the organization code of conduct.	
3A6	Analyze the current and required corporate cultural components and identify the core values that support or hinder the strategy execution.	
3A7	Assemble change leadership team(s) to monitor and assure movement in strategy development and execution	
3B ALIGNMENT OF OPERATIONS WITH STRATEGY		
3B1	Assess internal organizational cross-functional capabilities to close the gap between the current and desired state.	
3B2	Facilitate analysis of the organization's functional components to identify impacts of and risks to implementation of the strategic plan.	
3B3	Identify and sequence the transformation projects that must be executed to improve the organization's ability to execute its strategy.	
3B4	Create transformation plan(s).	
3C OPERATIONAL PLANNING FOR IMPLEMENTATION		
3C1	Facilitate the development of an implementation plan that supports the organization's strategies.	<ul style="list-style-type: none"> • Knowledge and application of change management principles <ul style="list-style-type: none"> • How to apply principles of change management and integrate them into the design plan
3C2	Identify specific activities and resources needed to realize the organization's strategies.	

3C3	Determine and assist senior management in assigning and allocating resources, finances, timelines, and desired outcomes for each activity.	<ul style="list-style-type: none"> How to help senior management to understand change management and assist them in intervening at various stages in response to change Knowledge and application of project management principles <ul style="list-style-type: none"> How to utilize project management principles, techniques, and tools How to allocate resources How to create a budget to support the organization's strategy How to identify the resources and competencies required (e.g., staff, IT, etc.) How to facilitate sequencing the priorities Facilitating Group Engagement and Buy-In <ul style="list-style-type: none"> How to effectively educate and coach senior management in both implementation and execution How to facilitate senior management to establish core values How to engage senior management in the operational planning and strategy execution to assure buy-in, stay-in and change leadership How to engage appropriate organization design professionals How to create and facilitate cross-functional teams to enhance organizational capabilities How to create, communicate expectations, facilitate the initial meetings of and support a change leadership team
3C4	Foster senior management ownership of a viable operational plan for change.	
3C5	Use specific frameworks and structures to build and evaluate the multi-year business plan and the links between the corporate strategic plan.	
3C6	Monitor the selection, and execution of strategic plan initiatives and projects, communicating issues and risks to senior management.	
3C7	Develop an enterprise-wide communication plan to disseminate information about strategy and implementation.	
Domain 4 STRATEGY EXECUTION AND EVALUATION		Knowledge Needed for Domain 4 Competence
4A	STRATEGY EXECUTION AND TRANSFORMATION	<ul style="list-style-type: none"> Knowledge and application of how to govern the execution of the plan and process <ul style="list-style-type: none"> How to create a governance plan How to design and implement the hierarchical structure for decision-making related to the plan How to assign roles for decision-making within the structure How to develop appropriate policies to support the hierarchical structure How to train and communicate to assure consistent procedures are followed How to develop an appropriate enforcement process for ethical decision-making How to enforce the consistency of decision-making How to deconstruct the strategic plan into annual plans of work Knowledge and Strategies to create a Performance Culture <ul style="list-style-type: none"> How to identify and use relevant performance management systems (i.e. Balanced Scorecard) How to apply a variety of models of success metrics (e.g., SMART, OKR, KSMs) How to select strategic values to drive a culture of high performance How to collaborate and communicate to define a culture of high performance How to define measures of success for the strategic plan
4A1	Facilitate the development of annual and project plans that align with the strategy.	
4A2	Educate and coach senior leadership on change management.	
4A3	Cultivate executive sponsorship of senior management to lead and support the strategic change.	
4A4	Collaborate on executive communications that facilitate a high-performance culture.	
4A5	Lead the strategy management function to execute the strategy implementation process.	
4A6	Serve as the trusted advisor to senior management as the strategy is executed.	
4A7	Facilitate development of performance-based systems that motivate and incentivize people to change.	

4B	GOVERNANCE AND DECISION MAKING	
4B1	Identify with senior management the strategy evaluation criteria, steps, and procedures for decision-making.	
4B2	Create a governance plan for decision-making regarding strategic plan execution.	
4B3	Communicate the governance structure and decision hierarchy modifications in their plans.	
4B4	Assess performance of current governance structures and decision hierarchy.	
4C	STRATEGIC PERFORMANCE MANAGEMENT	
4C1	Facilitate senior management in identifying the performance metrics and targets for strategic objectives.	
4C2	Oversee the operation of a monitoring and accountability process to track implementation of the change.	
4C3	Recommend corrective action based on opportunities, issues, risks and lessons learned affecting strategy implementation and execution.	
4C4	Measure and monitor organizational health and take corrective actions.	<ul style="list-style-type: none"> • How to develop measurable performance metrics and targets tied to the desired outcomes • How to design performance reporting systems (e.g., dashboard) <ul style="list-style-type: none"> • How to design and use a monitoring function consistent with the level of organizational and business plan complexity • How to collect and assess feedback on the strategy implementation and execution • How to work the strategy plan at all levels of the organization • How to assess efficiency and effectiveness in systems, processes and human performance <ul style="list-style-type: none"> • How to evaluate effectiveness of change leadership team and decision-making hierarchy • How to facilitate the development of strategy evaluation criteria <ul style="list-style-type: none"> • How to capture and assess feedback that could lead to changes to the plans • How to collaborate with appropriate personnel to identify and implement changes required to performance-based systems <ul style="list-style-type: none"> • How to link incentives to desired strategic outcomes and values • How to identify and enforce incentives and consequences of non-compliance with the defined values • How to measure organizational health <ul style="list-style-type: none"> • How to collect and assess information on organizational health to identify required corrective action • How to prioritize the interventions for corrective action <ul style="list-style-type: none"> • How to intervene appropriately to realize performance outcomes • How to intervene and course correct <ul style="list-style-type: none"> • Facilitating Group Engagement <ul style="list-style-type: none"> • How to engage appropriate senior management and gain commitment to the plan • How to facilitate consensus among senior management • How to persuade senior management to take appropriate action • Knowledge of and Application of Communication Skills and Use of Communication Tools <ul style="list-style-type: none"> • How to cultivate and sustain a trust relationship • How to apply relevant communication tools and techniques for various audiences <ul style="list-style-type: none"> • How to use appropriate tools to map and communicate transformation projects • How to create reporting and communication processes about decisions made regarding the plan and changes to it • How to collect and assess feedback on the governance structure • How to capture and communicate lessons learned • How to educate on the differentiation between implementation planning and execution • How to create a communication plan to focus management on plan progress and challenges <ul style="list-style-type: none"> • How to communicate bad news to senior management • How to communicate plan progress to senior management • How to communicate plan progress enterprise-wide

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| | | <ul style="list-style-type: none">• How to collaborate with appropriate internal personnel, including change agents, to roll out communications enterprise-wide |
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