MERCURY

# Translating Strategy into Team Results for Managers

22 – 26 August 2027
Istanbul (Turkey)



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# Translating Strategy into Team Results for Managers

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Translating Strategy into Team Results for Managers is a one-week course for managers who lead teams and now need to translate organizational strategy into team priorities, decisions and results. It suits managers moving from day-to-day supervision toward a strategic role. You take back a Team Strategic Alignment Plan for your own unit. Translating Strategy into Team Results for Managers is delivered by Mercury Training Center.

## About This Course

Many managers are promoted for operational strength, then struggle when asked to think strategically, set direction and influence upward. This course closes that gap. You should already lead a team and own its targets. You practice on cases and on your own unit's goals, building your alignment plan through the week.

## Who It Is For

- Managers responsible for a team's results and for turning organizational goals into team plans.
- Section and unit heads responsible for resources, priorities and performance across several teams.
- Staff responsible for coordinating cross-functional work toward shared objectives.
- Team leads responsible for performance who are preparing for a broader management role.
- Specialists responsible for leading projects that support strategic initiatives.

This course is not for first-time supervisors still learning basic people management, who are better served by a foundational supervision course, or for senior executives setting enterprise strategy, who are better served by an executive strategic leadership course.

## Competencies You Will Build

- Strategic Thinking: reads the organization's strategy and spots what it means for the team.
- Goal Cascading: turns organizational objectives into clear team priorities and measures.
- Structured Decision-Making: weighs options, risks and trade-offs before committing resources.
- Upward and Lateral Influence: gains support from senior leaders and peer managers.
- Performance Leadership: holds the team accountable through regular reviews and feedback.
- Leading Change: guides the team through new priorities while keeping work on track.

## What You Will Be Able to Do

By the end of the course you will be able to:

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- From your organization's strategic plan, identify the three to five priorities your team must deliver.
- Given an external and internal scan, explain how trends and capabilities affect your unit's direction.
- Using OKRs or a scorecard, set team objectives and measures that link to organizational goals.
- Given competing requests, prioritize work and resources and justify the choice to stakeholders.
- Using a stakeholder map, plan how to gain support for a team initiative from senior leaders and peers.
- From the week's work, complete a Team Strategic Alignment Plan with milestones and review points.

## Course Content

### Day 1: From Operational Manager to Strategic Leader

- Operational Management Versus Strategic Leadership Roles
- Leadership Self-Assessment and Personal Development Priorities
- Situational Leadership Model for Adapting Style to Team Readiness
- Reading the Organization's Vision, Mission and Strategic Objectives
- Mapping the Team's Contribution to Organizational Strategy

### Day 2: Strategic Thinking and Environmental Scanning

- PESTLE Analysis for Trends Affecting the Unit
- SWOT Analysis of Team Capabilities and Constraints
- Scenario Thinking for Uncertain Operating Conditions
- Systems Thinking for Cross-Functional Dependencies
- Identifying Strategic Priorities for the Team

### Day 3: Cascading Goals and Structured Decisions

- OKRs for Translating Strategy into Team Objectives
- Balanced Scorecard Measures for Unit Performance
- Decision Matrix for Weighing Options and Trade-Offs
- Prioritization of Initiatives Under Limited Resources
- Risk Assessment Before Committing to Team Initiatives

### Day 4: Influence, Communication and Change

- Stakeholder Mapping for Senior Leaders and Peer Managers
- Strategic Messaging to Explain Direction to the Team
- Kotter's 8-Step Change Model for Team-Level Change
- Performance Conversations and Accountability Reviews
- Delegation for Developing Team Members and Freeing Strategic Time

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## Day 5: Team Strategic Alignment Plan Practice

- Exercise: Applying the Environmental Scan to Your Own Unit
- Exercise: Setting Team OKRs Linked to Organizational Goals
- Exercise: Building a Stakeholder Influence Plan for a Key Initiative
- Peer Review of Draft Plans and Feedback Integration
- Completing and Presenting the Team Strategic Alignment Plan

## Case Studies and Exercises

The following are suggested activities.

- Case study: a retail operations manager facing a new customer-service strategy; you decide which team priorities to change first.
- Case study: a hospital department head with rising demand and fixed staff; you produce a prioritized resource plan.
- Exercise: a logistics unit receiving conflicting requests from two directors; you decide how to prioritize and explain the choice.
- Exercise: a technology team leading a process change; you draft the message and change plan for the team.

## What You Take Back

You return with a Team Strategic Alignment Plan for your own unit. In your first month back, use the Team Strategic Alignment Plan to agree priorities with your manager, share objectives with your team, and set the first monthly review of progress.

- A summary of the organizational priorities your team supports.
- Team objectives and measures linked to those priorities.
- A stakeholder influence plan for one key initiative.
- Milestones and review points for the coming quarter.

## Quick Answers FAQ

## What do I need before a strategic leadership course for middle managers?

You need experience leading a team and owning its targets. Familiarity with your organization's strategic plan helps. No prior training in strategy frameworks is needed; the course introduces each tool and applies it to your own unit.

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## How does strategic leadership for middle managers differ from executive strategic leadership?

Executive strategic leadership focuses on setting enterprise strategy. Strategic leadership for middle managers focuses on translating that strategy into team priorities, influencing upward and sideways, and leading a team through change.

## Why do middle managers need strategic leadership skills?

Middle managers connect strategy to daily work. Without strategic leadership skills, team effort drifts from organizational priorities. With them, managers set the right priorities, make better resource decisions and explain direction clearly to their teams.

## What will I take back from Translating Strategy into Team Results for Managers?

You will take back a Team Strategic Alignment Plan for your unit, with linked objectives and measures, a stakeholder influence plan for one key initiative, and milestones and review points.

## For Your Manager

After the course, the team member will be able to translate organizational strategy into clear team priorities, make structured resource decisions and gain support from senior leaders and peers. They return with a Team Strategic Alignment Plan, which they first use to agree priorities with their own manager and set objectives with their team.