

In partnership with:



 **APMG** International

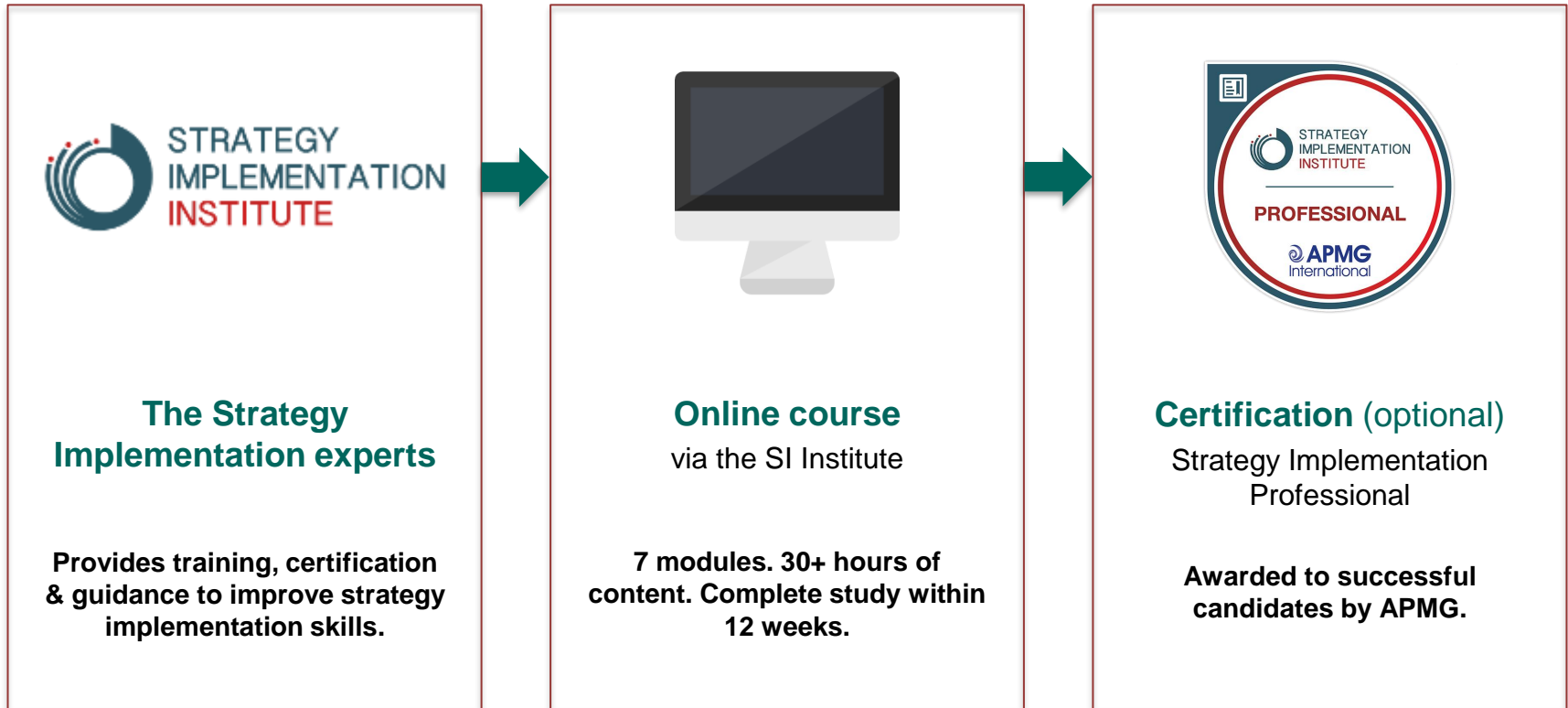
Strategy Implementation Professional
Training and Certification



An online training course and certification designed to equip managers and leaders with the knowledge, skills and ability to become a strategy implementation specialist.

Approved training courses available globally via APMG's network of accredited training organizations (ATOs).

Strategy Implementation Professional (SIP)



Contents

■ About Strategy Implementation:

– Background	6-8
– Research	9-12
– The Strategy Implementation Institute	13
– Strategy Implementation Roadmap©	14-15

■ Strategy Implementation Professional training & certification:

– Course & exam details	17-19
– Course & exam fees	20
– Target Audience	21
– Benefits & learning outcomes	22
– Testimonials	23-24
– Recommended Reading	25



Background

- Implementing strategy is a rare and highly appreciated skillset that sets apart the most successful and influential leaders in business.
- People with the skill to implement strategy are in high demand from organizations all around the world.
- 90 percent of businesses fail to reach their strategic goals, which researchers believe is due to a gap between strategic planning and execution.*
- The current generation of leaders has been taught how to plan but not how to implement. This is reflected in the high strategy implementation failure rate.
- This high failure rate drives the need for leaders to enhance their abilities and become recognized implementation professionals.

*“Implementation is transformation from the core.
Change management is transformation around the core.”*

Antonio Nieto-Rodriguez & Robin Speculand (co-Founders of the Strategy Implementation Institute)

* <https://hbr.org/2005/10/the-office-of-strategy-management>

Background

- Organizations are crafting strategy more frequently than at any other time in history.
- This places a great demand on the ability to implement that strategy. Part of the challenge is that the current generation of leaders has been taught how to plan but not how to implement—at a time when implementation skills are highly required.
- Even the best strategic plans can fall flat without the right execution.
- Poor implementation slows down both innovation and excellence in business.

*“You can outsource the crafting of the strategy
but not its implementation.”*

Antonio Nieto-Rodriguez & Robin Speculand (co-Founders of the Strategy Implementation Institute)

Background

- Leaders of organizations are becoming worse at strategy implementation, not better!
- Research conducted by Bridges Business Consultancy Int shows how leaders were steadily improving in strategy implementation for 16 years as they recognized its importance. However, in the past few years, the failure rate of implementations has started to rise again.
- Why? Part of the reason is that the current generation of leaders has been taught how to plan but not how to implement. Another is because digital implementation is even harder than traditional implementation.
- Also, a business degree teaches strategy but very few are teaching how to implement strategies. This has created a skills gap among leaders that the Institute is positioned to fill for lifelong learners.

Research

- Bridges was one of the first consultancies to report the high failure rate for strategy implementation.
- Their "20 Year Results From Surveying Strategy Implementation" report offers interesting insight into the challenges of effective strategy implementation.
- [Download and read the full report here.](#)



BRIDGES

20-Year Results From Surveying Strategy Implementation

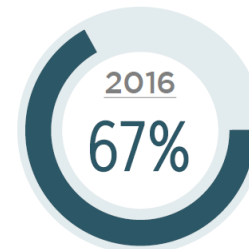


BRIDGES™

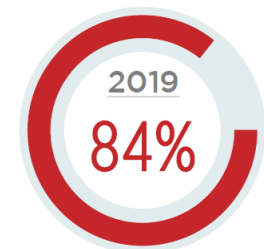
Business Consultancy Int.



of strategy implementation failed



failed – we were steadily improving



of digital execution fail – we are getting worse again

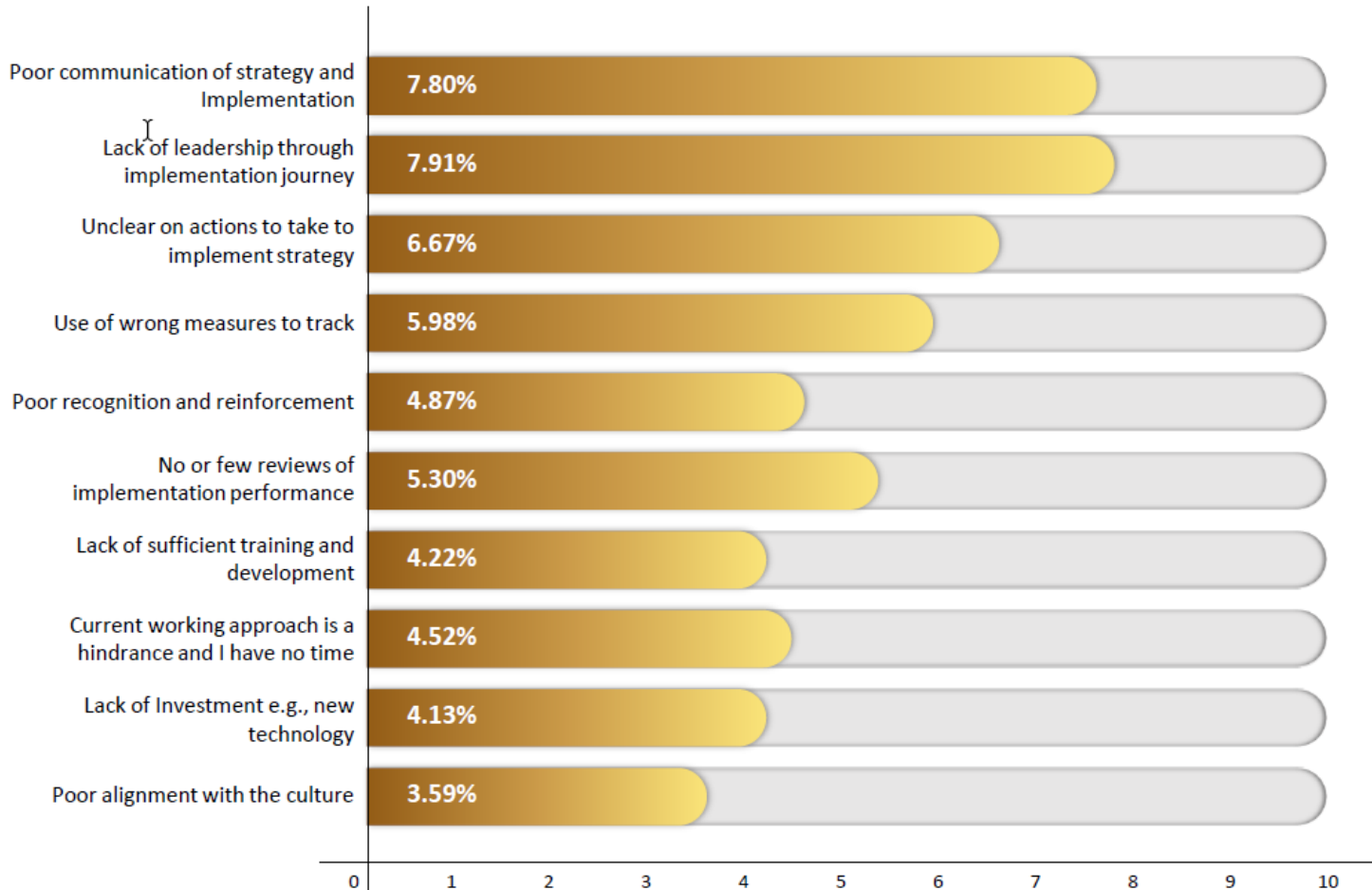
Research: 2020 report executive highlights

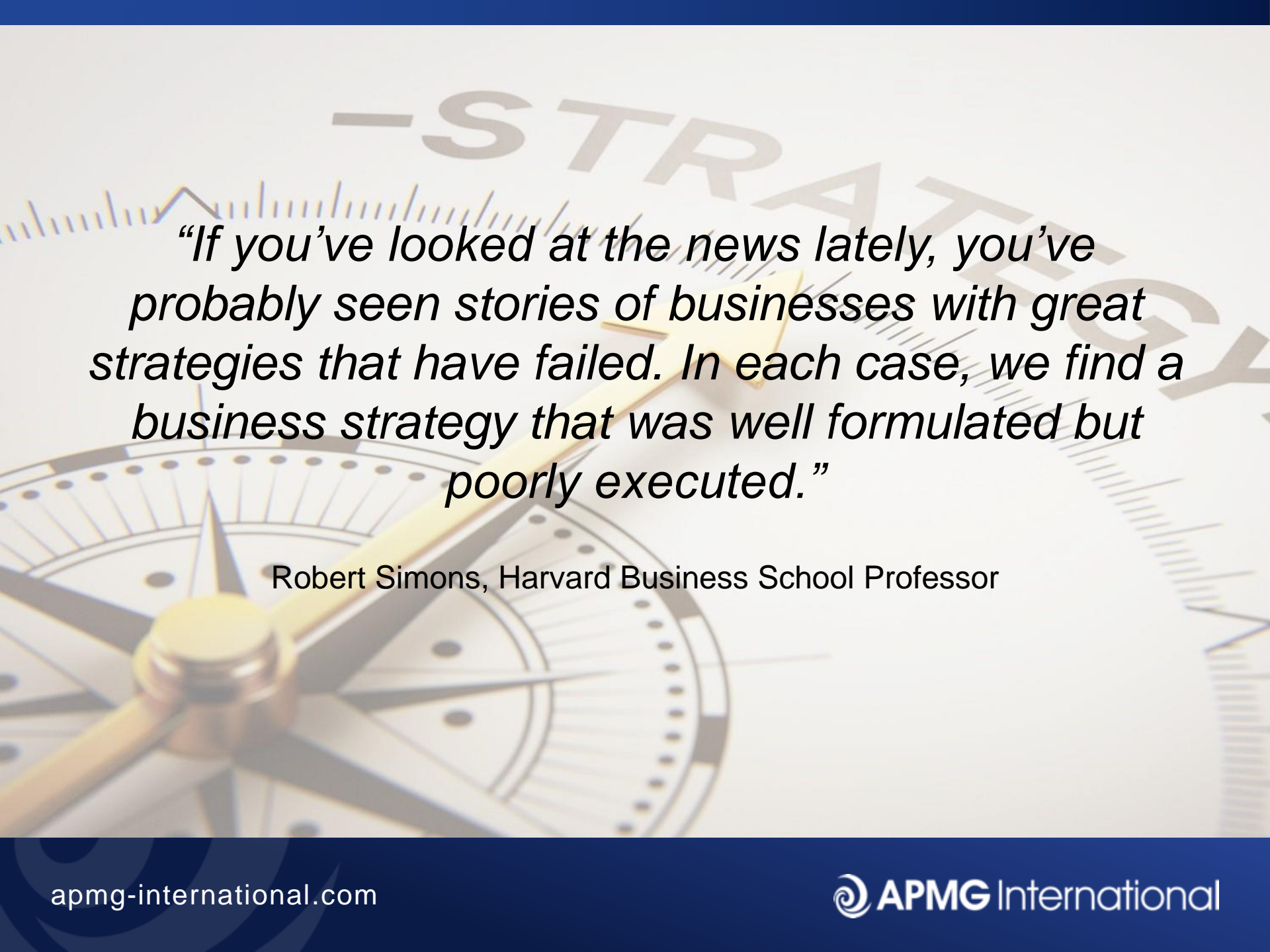
- Only 7% of respondents believe their organization is excellent in its ability to implement strategy. 61% voted 'neutral' or 'poor'.
- Leaders are consistently improving their ability to implement strategy. For the first time over 20 years, more companies have succeeded than failed, with 52% of respondents implementing their strategy successfully.
- We have consistently seen a reduction in failure rates from 90% in 2004 to 67% in 2016 and now 48% in 2020.
- Only 28% of organizations have an effective measurement system in place for tracking strategy implementation.
- Our 20 years of research reveals leaders consistently underestimate what it will take to successfully implement strategy. They continue to repeat past mistakes such as not communicating consistently through the whole implementation journey and that organizations lack the discipline that it takes to achieve success.
- From comments received, the single greatest challenge leaders are facing as they implement strategy is "managing teams and talent". This issue has increased in importance probably because many organizations are adopting agile, which requires cross functional teams and new skills.

Research: 20 years consistent findings

- Leaders habitually underestimate the implementation challenges
- Vision, mission and values is always in the top three organizational transformations
- Employees struggle to understand the right actions to implement strategy
- Leaders don't review their strategy implementation frequently enough
- Poor communication, lack of different actions being taken and lack of leadership consistently rank as the key reasons implementation fails
- People are being recognized for their efforts
- Leaders have the skills and knowledge to implement strategy successfully but not the discipline to do it
- Only one in five leaders reviews the implementation at least once a month

Research: 20 Year Results of Q: Please rank the reasons you think implementation fails, with number one being the top reason.





“If you’ve looked at the news lately, you’ve probably seen stories of businesses with great strategies that have failed. In each case, we find a business strategy that was well formulated but poorly executed.”

Robert Simons, Harvard Business School Professor



STRATEGY IMPLEMENTATION INSTITUTE

The Strategy Implementation Institute (the Institute) provides the training, certification and resources to people looking to acquire the knowledge and skills to be implementation specialists.

www.strategyimplementationinstitute.org

APMG has partnered with the Institute to deliver the Strategy Implementation Professional examination and certification.

Strategy Implementation Roadmap© (SIR)

- Developed by the Strategy Implementation Institute.
- Provides a step-by-step guide on how to implement a strategy.
- Covers the key areas an implementation specialist needs to know and outlines the skills required.
- SIR is circular as you can start anywhere.
- Consists of the seven components required to be successful in strategy implementation.
- Seven components make up the modules for the online course & certification.



Strategy Implementation Roadmap© (SIR)

The center of SIR shows the four stages for the seven components:

Crafting

Leaders start to prepare for the implementation by considering how to communicate and engage the whole organization. This includes focusing on gaining awareness of the new strategy, explaining why the organization needs to change, aligning activities, allocating resources, assessing the organization culture, identifying measures and new skills people require among others.

Embedding

After the strategy is launched, leaders focus on gaining traction, building momentum and changing the way it operates. They do this by synchronizing projects, allocating budgets to strategic initiatives, aligning roles and responsibilities, identifying resource requirements, adopting technology and developing the discipline to take the required and corrective actions.

Executing

This stage focuses on ensuring the organization continues to transform to the new way of working so as to deliver the strategy. By this point, the new strategy is becoming the current way of working. Key activities include ensuring key business decisions and financial investments are positioned to the strategy, reviewing external partners' performance, regularly reviewing actions internally, supporting middle managers and leveraging measures to drive the implementation.

Sustaining

In this stage the financial benefits of the strategy start to flourish as the organization completes its implementation. The time this takes for each organization of course varies depending on the strategy, culture and business. Activities in this stage include reviewing the business model, reviewing changes to the initial strategy and recognizing and adapting to shifts in trends and culture.



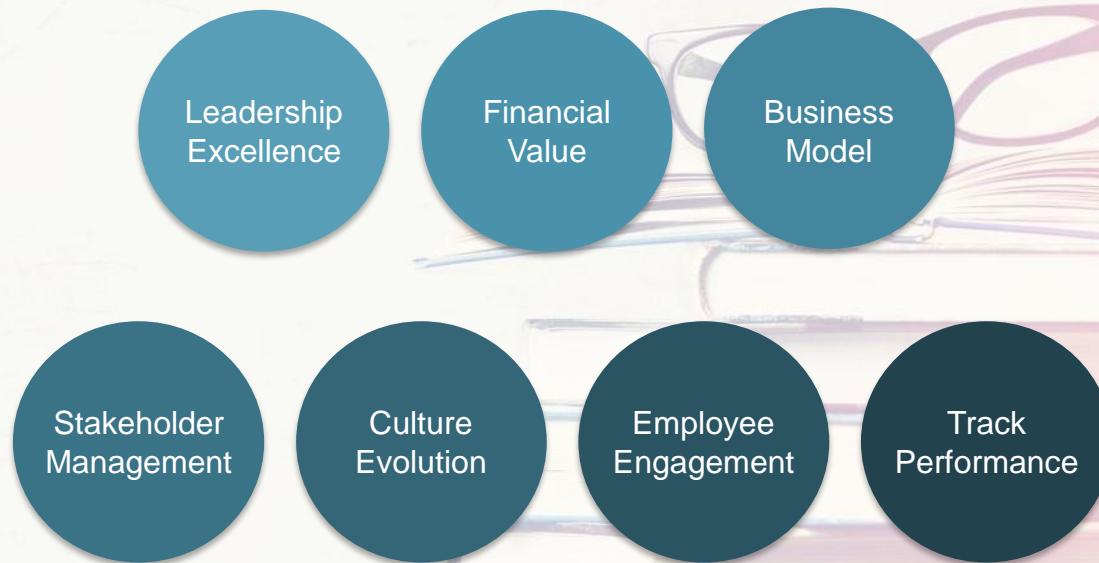
COURSE & CERTIFICATION

About the course

- Online course developed by strategy implementation experts.
- Provides leaders and managers the opportunity to develop the knowledge, skills and ability to become a Strategy Implementation specialist.
- Underpinned by the Strategy Implementation Roadmap© which provides a step-by-step guide on how to implement strategy successfully.
- Based on rigorous standards and ongoing research to meet real-world needs of organizations.
- Participants study seven course modules over one (full-time) or 6-8 (part-time) weeks before completing the optional certification exam.
- You can choose which modules you would like to take at your own pace and in which order. The material is open for up to 12 weeks.
- Applying for certification also involves becoming a member of the Strategy Implementation Institute, joining a global community of implementation specialists and practitioners.
- Unlimited email support and live conference call sessions to support learners.
- For further information and to book, visit:
www.strategyimplementationinstitute.org/online-course-certification-training

Course content

The seven components of the Strategy Implementation Roadmap© make up the modules for the online course & certification:



Exam

Strategy Implementation Professional

Online only

Multiple-choice format

70 questions

70% pass mark (49/70)

60 minutes

Closed-book

- Upon successful completion of the certification, you can add the recognition after your name, Strategy Implementation Professional (SIP).
- After becoming a Professional Member for two years, you can then apply to become a Fellow of the Strategy Implementation Institute.

Course & exam fees

Course

550* USD

Exam

370* USD

Course + Exam

920* USD

Corporate bookings and discounts are available alongside individual bookings.

Visit **strategyimplementationinstitute.org**
or **contact info@si-institute.org** for more information.

* Standard course & exam pricing.

Check the [Strategy Implementation Institute website](https://strategyimplementationinstitute.org) for current pricing and discounts.

Who is it for?

The course and certification are open to anyone that wishes to enhance their strategy implementation knowledge and skills. They are particular relevant to:

- ❑ Middle managers looking to enhance their implementation skills
- ❑ Leaders responsible for implementing strategy and improving the business performance
- ❑ Project managers looking to complement their capabilities with strategy implementation skills
- ❑ Individuals looking to improve themselves to create new opportunities
- ❑ People who are passionate about strategy implementation
- ❑ Organizations who are looking to give their employees the right skills to successfully implement strategies

Benefits and learning outcomes

Certification validates an individual's competencies to perform in the role of strategy implementation. It enables individuals to:

- ❑ Understand the challenges of implementation
- ❑ Adopt a roadmap to guide an organization through the implementation journey
- ❑ Develop the skills and tools to be an implementation specialist
- ❑ Understand how to lead and direct a strategy team
- ❑ Avoid the common pitfalls that cause more implementations to fail than succeed
- ❑ Identify what will work (and won't work) for your organization
- ❑ Receive the electronic copy of the Strategy Implementation Body of Knowledge (SIBoK)
- ❑ Become a contributor to the living Strategy Implementation Body of Knowledge (SIBoK)
- ❑ Acquire a globally recognized certification and be recognized by your peers
- ❑ Join, participate in and contribute to a community of implementation specialists
- ❑ Add Strategy Implementation Professional (SIP) after your name

Testimonials

“I have been practicing strategy implementation for a few years now. For the first time, I have found in the SIP certification a holistic body of knowledge that brings it all together and allows me to leverage my strategy, performance mgmt and project mgmt experience under one same umbrella. It is exciting to see how a distinct, new professional role – the Strategy Implementation Professional – is being created and acknowledged. I believe that companies across all industries and sectors will benefit from having professionals certified in this critical area and hence be able to execute their strategies more successfully.”

**Marcello Carmignani, Visiting Researcher Webster University
Director Change Management & Programs, Europe Western Union**

“I just wanted to express my thanks for introducing the Strategy Implementation Professional course. It has been a fantastic learning experience and it has also helped me to secure a new position. During my interview I referred to the Strategy Roadmap and how it could be used to help manage and support complex projects and programmes. They were clearly impressed as they gave me the job - so thank you!”

Gurpreet Rehal, Transformation Project Manager

“I have seen both in my own experience as well as in conversations with other companies that the disconnect between strategy and implementation and the various teams involved is a huge barrier to full success. This course and certification directly address that need by bridging strategic business decisions and the execution of initiatives to make sure all players are speaking the same language, thinking of the same strategic issues, and knowing how to get initiatives executed.”

Jason Cassidy, Chief Executive Officer, Project Management Academy®

Testimonials

“I have been looking, for some time, for a course to upgrade my strategy execution skills but everything I came across was too theoretical, too academic. The search though was over the minute I came across the course offered by the Strategy Implementation Institute. It had everything I was looking for – clear structure, relevant and practical content, connection to a community of professionals. Antonio and Robin have created a great course, a must for every strategy implementation professional and every organisation nowadays.”

Olga Valadon, Strategy Implementation Business Partner, Deloitte

“If you are responsible for strategy implementation at your company or working as a consultant in strategy implementation, the strategy Implementation Institute is a must for you. The material that Robin Speculand and Antonio Nieto-Rodriguez have put together makes up a cohesive platform for strategy implementation specialists to expand and deepen their knowledge. The material is set up in 7 different modules each with four stages that make the material easily accessible at your own preference. The material offered is also the necessary base to be able to receive the accreditation as a Strategy Implementation Professional. Having completed my accreditation I am now a certified Strategy Implementation Professional, something that will benefit me greatly as a consultant in strategy implementation.”

Gudrun Ragnarsdottir, Strategy Implementation Professional, Partner & Consultant at Strategía, Iceland

Recommended Reading



More titles available at www.strategyimplementationinstitute.org/recommended-reading

SUCCESSFUL CANDIDATES

#ShareYourSuccess

WITH A DIGITAL BADGE



Find out more....



apmg-international.com/sip

Strategyimplementationinstitute.org