Course : Managing the Performance of a Business Unit

From Strategy to Action Plan

Practical course - 2d - 14h00 - Ref. D1G

Price : 1680 € E.T.

NEW

Leading a business unit (BU) involves translating the company's strategic direction into tangible results, while managing performance and motivating teams. This training provides you with an operational method for aligning your BU's objectives with the overall strategy, building a management system based on metrics that are truly useful for decision-making, and organizing effective governance. You'll learn how to delegate effectively, lead performance reviews, and structure a prioritized action plan. You'll leave with tools you can apply immediately.

Teaching objectives

At the end of the training, the participant will be able to:

- Analyze the alignment between the company's strategy and the objectives of its business unit in order to identify the key success factors
- Develop a management system based on key performance indicators aligned with the business unit's objectives
- Interpret the results of your dashboard to determine what corrective actions to take
- Organize an empowering management approach through clear governance, appropriate delegation of authority, and regular follow-up processes
- Presenting Your Strategic Plan to Your Peers and the Board of Directors

Intended audience

Executives, business unit directors, profit center managers (at the subsidiary or regional level), members of the executive committee responsible for an operational unit, and managers on track to assume one of these positions.

Prerequisites

None

PARTICIPANTS

Executives, business unit directors, profit center managers (at the subsidiary or regional level), members of the executive committee responsible for an operational unit, and managers on track to assume one of these positions.

PREREQUISITES

None

TRAINER QUALIFICATIONS

The experts leading the training are specialists in the covered subjects. They have been approved by our instructional teams for both their professional knowledge and their teaching ability, for each course they teach. They have at least five to ten years of experience in their field and hold (or have held) decision-making positions in companies.

ASSESSMENT TERMS

The trainer evaluates each participant's academic progress throughout the training using multiple choice, scenarios, hands-on work and more.
Participants also complete a placement test before and after the course to measure the skills they've developed.

Practical details

Teaching methods

Self-assessment, group exercises, group and individual reflection, case studies, and role-playing exercises. Tools and methods: Key Success Factors (KSF) matrix, dashboard template with leading and lagging indicators, 90-day roadmap, etc.

Course schedule

1 **Translate the group's strategy into performance drivers for the business unit**

Compétences visées

- Translate a strategic vision into measurable objectives for your business unit
- Mapping the Value Chain of Your Business Unit (Porter)
- Identify the key success factors that truly make a difference (KSFs)
- Align the BU's strategy with its business model
- Structuring Management Based on the Four Dimensions of the Balanced Scorecard (Kaplan & Norton)

Activités pédagogiques

- Assess the alignment between the group's strategy and the current objectives of its business unit
- Map out your business unit’s value chain, identify the key success factors, and align them with the four dimensions of the Balanced Scorecard
- Discuss the identified key success factors with peers and question whether they are truly distinguishing factors

Outils et méthodes

- Porter's Value Chain
- Key Success Factors (KSF) Matrix
- Kaplan & Norton's Balanced Scorecard

TEACHING AIDS AND TECHNICAL RESOURCES

• The main teaching aids and instructional methods used in the training are audiovisual aids, documentation and course material, hands-on application exercises and corrected exercises for practical training courses, case studies and coverage of real cases for training seminars.
• At the end of each course or seminar, ORSYS provides participants with a course evaluation questionnaire that is analysed by our instructional teams.
• A check-in sheet for each half-day of attendance is provided at the end of the training, along with a course completion certificate if the trainee attended the entire session.

TERMS AND DEADLINES

Registration must be completed 24 hours before the start of the training.

ACCESSIBILITY FOR PEOPLE WITH DISABILITIES

Do you need special accessibility accommodations? Contact Mrs. Fosse, Disability Manager, at psh-accueil@orsys.fr to review your request and its feasibility.

2 Designing an Effective Management System to Support Decision-Making

Compétences visées

- Setting SMART Goals at the Business Unit Level
- Select relevant financial and non-financial indicators (KPIs)
- Distinguishing Decision-Driven KPIs from "Vanity Metrics"
- Distinguishing Between Leading and Lagging Indicators
- Build a streamlined dashboard focused on critical metrics
- Analyze variances and identify necessary decisions based on the indicators

Activités pédagogiques

- Analyze a complex dashboard, distinguish between metrics that truly drive decision-making and vanity metrics, and justify the priority decisions to be made
- Develop your business unit's target dashboard: 6 to 8 balanced leading and lagging indicators linked to the key success factors identified earlier
- Conduct a peer review of dashboards in groups of three, using a structured feedback grid: relevance, actionable insights, data availability, and balance between leading and lagging indicators

Outils et méthodes

- SMART Goal Assessment Grid
- Dashboard template with leading and lagging indicators
- Library of Metrics by Area (Sales, Operations, HR, Customer Satisfaction)

3 Structuring Strategy Through Delegation and Accountability

Compétences visées

- Clarify Responsibilities Using the RACI Matrix
- Delegate Strategically While Avoiding Micromanagement
- Establish a system based on goals and accountability
- Facilitate useful management rituals (performance reviews)
- Addressing Variances: Moving from Metrics to Decisions

Activités pédagogiques

- Assess where your current practices fall on the delegation scale and identify areas where you engage in micromanagement
- Analyze a case of management dysfunction: diagnose the causes, propose governance trade-offs, and justify the decisions made
- Develop a governance framework for your business unit (governing bodies, processes, RACI matrix for key decisions) and formalize three priority areas of delegation: scope, level of autonomy, and accountability

Outils et méthodes

- RACI Matrix
- Delegation Level Chart
- Performance Review Ritual Outline
- Delegation Form Template

4 Developing a Strategic Action Plan and Winning Over the Board

Compétences visées

- Prioritize initiatives based on impact and feasibility
- Balancing available resources with stated objectives
- Outline your priorities in an operational roadmap (OKRs or strategic objectives)
- Break down your action plan into milestones and checkpoints
- How to Structure a Compelling Strategic Pitch for Your Board of Directors

Activités pédagogiques

- Prioritize your action plan using an impact/feasibility matrix, define implementation milestones, and formalize monitoring objectives (OKRs or equivalent)
- Present your strategic plan in a simulated executive committee meeting, then receive structured feedback from your peers on the plan's clarity, prioritization, and credibility.

Outils et méthodes

- Impact/Feasibility Matrix
- OKR (Objectives & Key Results) Framework
- Pitch and Structured Feedback Grid
- 90-Day Roadmap

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Dates and locations

REMOTE CLASS
2026 : 30 Nov.

2027 : 18 Mar., 28 June, 16 Sep., 6 Dec.

PARIS LA DÉFENSE
2027 : 18 Mar., 28 June, 16 Sep., 6 Dec.