
Strategy Execution and Operational Excellence

21 - 25 Dec 2026
Milan





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Strategy Execution and Operational Excellence is a 5-day senior execution course delivered by Mars Training Centre UK across Europe, the Gulf and Asia — in London, Dubai, Munich, Prague and Kuala Lumpur — designed for directors, general managers and senior operational leaders responsible for turning strategy into delivered results.

Strategy is the easy part. Execution is where the value lives, and where most organisations come unstuck. The classic strategy-execution gap is well documented: credible research has long suggested that the majority of strategies fail to deliver their intended results, and that the failure is rarely in the strategy itself. It is in the operating model, the cadence, the accountability and the discipline. This programme is built for senior leaders who own execution and want a deliberate, repeatable way to close that gap.

Across five focused days, you will work through the major execution and operational-excellence frameworks — Hoshin Kanri, OKRs, the Balanced Scorecard, Lean and Six Sigma — combine them with the leadership disciplines that actually move organisations, and build an execution playbook for a strategic priority of your own. The programme is delivered by senior practitioners with executive and operational-leadership experience.

What You Will Learn

- Diagnose the strategy-execution gap in your own organisation.
- Design an execution operating model that connects strategy to the daily cadence.
- Apply Hoshin Kanri, OKRs and Balanced Scorecard methods to set and cascade priorities.
- Use Lean and Six Sigma thinking to remove waste and variation from core processes.
- Build the executive operating rhythm — review meetings, decision rights, escalation paths.
- Lead transformation initiatives without losing the day-to-day business.
- Hold the right accountability conversations at the right level.
- Use data and dashboards to drive decisions, not just to report status.
- Distinguish operational management from operational leadership.

How You Will Benefit

You will leave with a working execution plan for one of your organisation's strategic priorities, a sharper operating discipline, and a Mars Certificate of Completion.

Your organisation will gain a senior leader who can close the strategy-execution gap, run a tighter operating cadence, and lead transformation initiatives without grinding the operating engine to a halt.



Who This Programme Is For

This programme is designed for senior leaders responsible for delivery, including:

- Chief Operating Officers and operational directors
- General managers and country managers
- Heads of strategy, transformation and PMO
- Heads of business units accountable for P&L delivery
- Senior commercial, finance and supply-chain leaders
- Senior public-sector executives leading institutional delivery
- Family-business principals modernising operating discipline

The seniority floor is senior manager and above. The course is delivered in person over five consecutive days and carries a fee of £4,950.