BLACKBIRD FOR TRAINING

Developing a Strategic Mindset

16 – 20 August 2027
Munich (Germany)



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Introduction

The Developing a Strategic Mindset course is designed to help participants move beyond daily operational follow-up and build a longer-term way of thinking about work, priorities, risk, process improvement, and team development. The course focuses on how to connect current responsibilities with future capability, stronger decision-making, and sustainable performance improvement.

For functions that depend on accuracy, reconciliation, payments, controls, and timely issue resolution, strategic thinking is not limited to high-level planning. It means understanding recurring problems, identifying root causes, improving processes, building stronger follow-up habits, and developing people and systems for long-term reliability.

This three-day program is structured around long-term development. It begins with strategic awareness and priority setting, then moves into process improvement and stakeholder alignment, and ends with building a practical development roadmap for stronger performance, better controls, and sustainable operational maturity. The structure reflects the required course theme, Developing A Strategic Mindset.

Course Objectives

By the end of this course, participants will be able to:

- Understand what strategic mindset means in operational and control-driven environments.
- Shift from short-term task completion to long-term performance development.
- Identify recurring operational issues and convert them into improvement priorities.
- Analyze the connection between daily work, risk, controls, and business outcomes.
- Strengthen decision-making through clearer prioritization and root cause thinking.
- Improve planning for payment, reconciliation, reporting, and follow-up activities.
- Build stronger stakeholder alignment around process improvement.
- Develop practical approaches for reducing repeated errors and delays.
- Create long-term improvement plans for teams, processes, and controls.
- Measure progress through practical indicators and review routines.
- Support team development through clearer expectations and capability-building.
- Build a personal action plan for sustained strategic growth.



Course Outlines

Day 1: Thinking Beyond Daily Operations.

- Understanding the difference between operational execution and strategic thinking.
- Recognizing how daily payment and reconciliation activities affect wider business confidence.
- Identifying repeated issues that require long-term solutions rather than temporary fixes.
- Linking accuracy, timeliness, controls, and stakeholder trust.
- Prioritizing work based on risk, impact, urgency, and future value.
- Using root cause thinking to understand why issues continue to reappear.
- Reading operational patterns from errors, delays, exceptions, and escalations.
- Building a stronger mindset for long-term development and process maturity.
- Practical activity on converting recurring operational challenges into strategic priorities.

Day 2: Improving Processes, Controls, and Stakeholder Alignment.

- Mapping critical payment, reconciliation, and follow-up workflows.
- Identifying control gaps, handover issues, and unclear ownership points.
- Strengthening process visibility through better tracking and documentation.
- Improving coordination with finance, operations, technology, vendors, and internal stakeholders.
- Building practical review routines to reduce late corrections and repeated rework.
- Using data and observations to support process improvement discussions.
- Communicating improvement needs in a clear and business-focused way.
- Balancing speed, accuracy, compliance, and service expectations.
- Workshop on redesigning a workflow to improve reliability and reduce recurring issues.

Day 3: Long-Term Development Roadmap and Sustainable Performance.

- Defining long-term development priorities for people, processes, and controls.
- Building a practical roadmap for improving operational maturity.
- Creating development actions for team capability, accountability, and knowledge sharing.
- Designing simple indicators to monitor accuracy, timeliness, exceptions, and improvement progress.
- Establishing follow-up mechanisms for continuous improvement.
- Handling resistance to process change and new working habits.
- Turning lessons learned from issues into future prevention actions.
- Preparing executive updates that show progress, risks, and next steps.
- Final application on developing a long-term improvement plan for a payment and reconciliation environment.



Why Attend This Course: Wins & Losses!

- Build a stronger strategic mindset for long-term professional development.
- Improve the ability to see beyond daily tasks and repeated urgent issues.
- Strengthen planning for payment, reconciliation, and control activities.
- Reduce recurring operational problems through root cause analysis.
- Improve process reliability, accuracy, and follow-up discipline.
- Build stronger alignment with stakeholders involved in financial operations.
- Support better decision-making through clearer prioritization.
- Improve team capability through structured development actions.
- Create practical indicators to monitor long-term improvement.
- Build a roadmap that supports sustainable performance and operational maturity.

Conclusion

The Developing a Strategic Mindset course provides a practical framework for building longer-term thinking in operational, payment, reconciliation, and control-related environments.

The course does not treat strategic mindset as a theoretical leadership concept. It connects it directly with daily work, recurring issues, process reliability, stakeholder coordination, and team development. Participants learn how to identify patterns, prioritize improvement areas, and turn operational challenges into structured development actions.

Across three days, the program moves from strategic awareness and root cause thinking to process improvement, stakeholder alignment, and long-term development planning.

By the end of the course, participants will be better prepared to manage current responsibilities while building stronger future capability, improving process maturity, and supporting sustainable performance over time.

