

# Strategic Thinking for Leaders

## An Essential Skill in Today's Turbulent Times

### Introduction



The average life of an organization has been reduced by 50 years in the last 50 years. In the 1950s, it was 67 years; today, it is 17 years, and the impact of that 50-year difference is immense.

Leaders now need to be increasingly more aware of their strategic landscape, conscious of their business operating model and constantly thinking strategically. This dramatic change in business transformation is affected by artificial intelligence, algorithms, augmented and virtual reality, nanotechnology, and other new technologies. Many companies race to adopt digital transformation while others run a race to stay in business.

The need to be constantly changing calls for rewiring organizations and provoking leaders' thinking. This two-day workshop—Strategic Thinking for Leaders—provides the opportunity to discuss what is affecting *your* business and at what pace it needs to move to survive.

Not every organization needs to advance at the same pace. For example, the luxury goods market has been slow in adopting the digital age because of the high barrier of entry into this market. Also, when customers interact digitally with a brand, the company wants it to be the same high level as their products. Due to high barrier of entry, they can afford to be followers instead of leaders. Compare this to financial intuitions where the need for digital and artificial intelligence constantly accelerates. For example, more money is being invested in Fincons than any other area of digital.

In addition, leaders feel conflicted between managing for the short-term and leading for the long-term. They often struggle to step back and view the industry trends, the strategy shifts and the influence of innovations. This causes a strategic blindness that can be expensive and even fatal to the organization.

The challenge for leaders is to recognize the changes ahead.

This workshop discusses the skills you need to be a strategic thinker at both a macro and micro level while providing ways to test your ability as an effective strategic thinker.

## Workshop Outcomes

1. Learn the four critical characteristics of thinking strategically.
2. Develop and practice everyday practical strategic thinking habits.
3. Understand the importance of an organization's strategic inflection point and its implications.
4. Apply Business Model Disruption (BMD) to your organization.
5. Understand why a strategy fails and how to implement it successfully.
6. Examine the uncommon practices of successful leaders in today's business landscape.

## Workshop Outline

Strategic Thinking for Leaders is a thought-provoking, tools-enhancing workshop that explains how to become more strategic in your thinking while managing the day-to-day business.

During the workshop, you learn the tools and techniques for advanced strategic thinking and applying them through a simulation called The Chocolate Factory. This workshop encourages group discussion and learning from mini case studies, examples, stories and videos.

## Day One

### **Module One: Strategic Thinking for Businesses**



These four key macro characteristics allow business leaders to think strategically:

1. Analyze problems and opportunities from a broad perspective and understand their impact.
2. Consider business for tomorrow.
3. Reflect on why the strategic landscape is changing faster than at any time in history.
4. Think beyond the needs of day-to-day tasks to create a big-picture view.

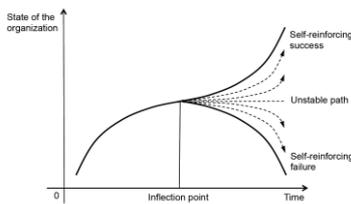
Each macro characteristic is explained using examples and videos that make them come alive.

## Module Two: Thinking Strategically as a Leader



Finding time to reflect during a business day is never easy, but it's become an essential skill for leaders or they miss the future. You are provided with four techniques to adopt in Module One. Here, your strategic thinking skills are then put to the test through a number of stimulating challenges.

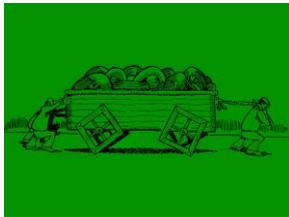
## Module Three: Importance of an Organization's Strategic Inflection Point



Organizations must transform faster than at any other time in history. This means leaders have to create new strategies and execute them more frequently than ever.

Responsible for creating the future of their organization, leaders must understand the importance of the Strategic Inflection Point. This module discusses Microsoft, Alibaba, Google, and Encyclopedia Britannica—successful organizations whose leaders are incorporating the Strategic Inflection Point to build on their success.

## Module Four: Singular Action Bridge



This is a facilitated discussion to identify the challenges you face today and one action you can take over the next 90 days to carry you forward—what we call your Singular Action Bridge. Successful strategic thinking involves the theory and also the implementation.

## Module Five: Business Model Disruption (BMD)



Studying the impact of digital has shown that business models need to be more fluid than ever before. Participants analyze technologies disrupting their businesses. They discuss how to manage it while considering the effect of disruptions relevant to their industry.

## Day Two

### Module Six: Implementing Strategy



More implementations fail than succeed; thus, there's no use thinking strategically if you can't implement your plans.

This module explains a proven implementation framework using organizational examples as well as videos. It introduces the eight areas required for strategy implementation.

### Module Seven: Readiness2Execute



This module provides the opportunity to rate your organization's ability to execute. After answering an assessment, you come to recognize your organization's strengths and find opportunities to improve how you implement strategy. Then you identify the right actions for you and your organization to take.

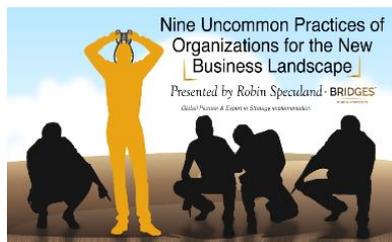
### Module Eight: The Chocolate Factory



This module introduces a unique experiential business simulation. The Chocolate Factory simulates the problems of a non-productive company and addresses the issues of customer dissatisfaction, implementation, low staff morale, and failing organizational processes.

Through strategic thinking, participants analyze the current state of the business and are then shown how to redesign a workable desired state. As a result, you learn how the factory can improve its efficiency by up to 200%, which raises morale and delights customers. Through immediate exposure to outstanding results, you discover how to find innovative solutions and improve systems and processes in your own organization.

### Module Nine: Uncommon Practices of a Successful Leader



The final module gives you the opportunity to identify what to do differently as you learn the practices of top-performing leaders. It reviews how to:

- achieve your strategic objectives by doing less, not more
- provide people with choices for high engagement
- constantly review those choices to create a rhythm

## Learning Outcomes

- Think strategically at both a macro and micro level
- Know why leaders don't think strategically
- Understand how to identify when your organization needs to strategically change
- Understand the importance of changing your organization's business mode
- Know why strategy implementation fails
- Discover eight areas of excellence in execution
- Know your organization execution capabilities
- Discover the Uncommon Practices of a Successful Leader

## Who Should Attend

With disruption affecting every part of an organization, this workshop is for leaders at any level who want to prepare well for tomorrow's challenges.

## Workshop Lead Facilitator Robin Speculand

A leader today needs both the ability to formulate strategy and the skills to execute it. The global drive toward imbuing implementation as an organizational competency stems from the right strategy. Being able to implement it is a worldwide business differentiator with tremendous payoff.

Robin Speculand is a global pioneer and expert in strategy implementation. He is the founder and CEO of Bridges Business Consultancy Int, creator of the Implementation Hub, and author of three books on implementation (two are international bestsellers) including his new fourth book, *Excellence in Execution—HOW to Implement Strategy*.

Robin is driven to transform the strategy implementation approach globally by inspiring leaders to adopt a different approach. His work begins when his clients are crafting their strategy and are starting to think about implementing it. He guides them through the implementation journey and provides them with the knowledge, tools and templates to succeed where so many fail. These include Bridges' Implementation Compass™—a proprietary framework for successful implementation—as well as access to the Implementation Hub—the first portal in the world dedicated to strategy implementation with its 500+ resources—and IMPACT, a toolkit with a structured approach for implementing actions in 90 days.

In 2000, Robin left his position as Citigroup Regional Vice President, Corporate Bank, Asia Pacific to start Bridges as a specialist in strategy implementation. Since assisting its first client, Singapore Airlines, Bridges has worked with governments, multinational corporations and local organizations across five continents to help them achieve Excellence in Execution.

Robin is one of the most prolific writers and thinkers on implementing strategy. An international bestselling author, his books include *Bricks to Bridges – Make Your Strategy Come Alive*, which set the benchmark for new thinking in his field and *Beyond Strategy – The Leader's Role in Successful Implementation*, John Wiley & Sons. His pioneering work has been featured in strategy journals, international print and electronic media including the BBC U.K. & Global, CNBC, *Financial Times*, *Sunday Telegraph* and *Singapore Straits Times*. He is a sought-after speaker at strategy and international business forums.

Robin is an educator for Duke CE, an award-winning case writer and adjunct faculty at the Office of Executive and Professional Education in Singapore Management University. Outside of work, he's a die-hard ironman athlete.