

# 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 Fintech 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 every day practical strategic thinking habits.
3. Practice strategic thinking through interactive challenges
4. Understand the importance of an organization's strategic inflection point and its implications.
5. Apply Business Model Disruption (BMD) to your organization.
6. Understand why a strategy fails and how to implement it successfully.
7. 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

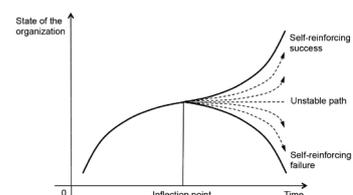
Finding time to reflect during a business day is never easy, but it's become an essential skill for leaders or they miss the future. You are provided with four techniques to adopt in Module One. Here, your strategic thinking skills are then put to the test through a number of stimulating challenges.



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

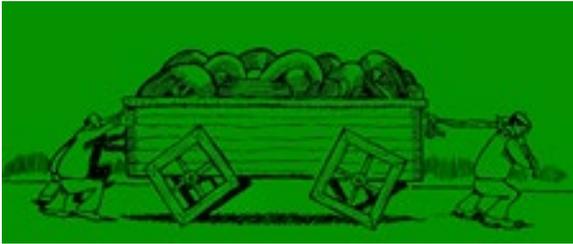
Organizations must transform faster than at any other time in history. This means leaders have to create new strategies and execute them more frequently than ever.

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.



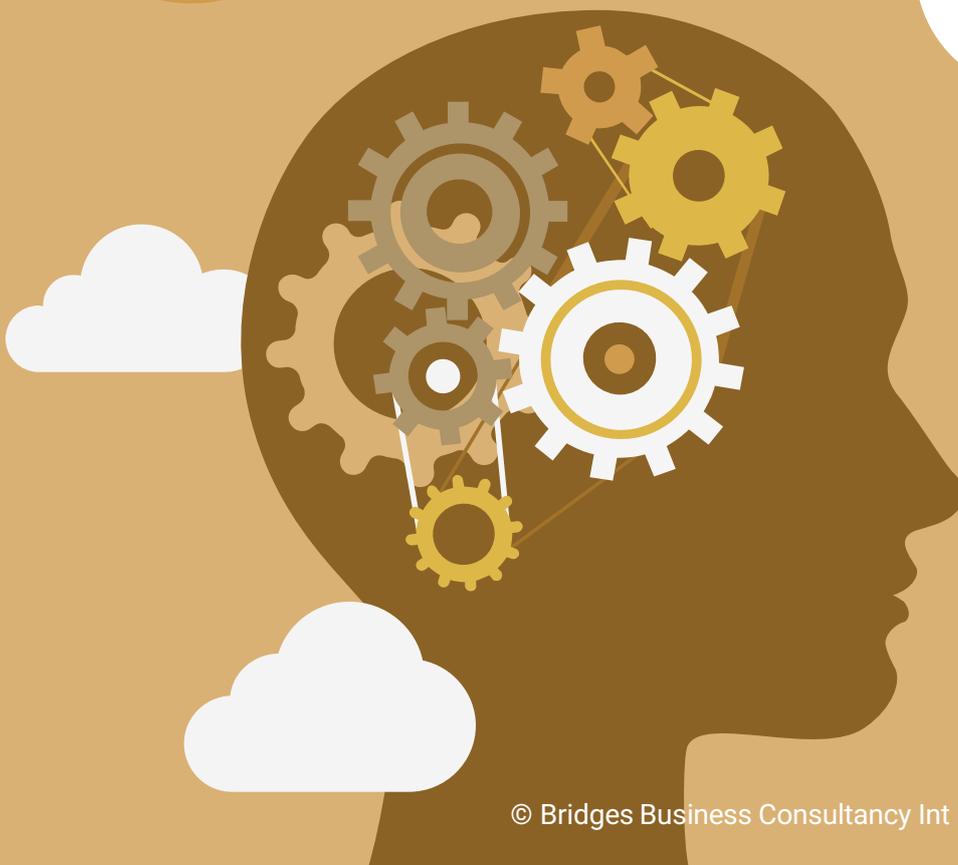
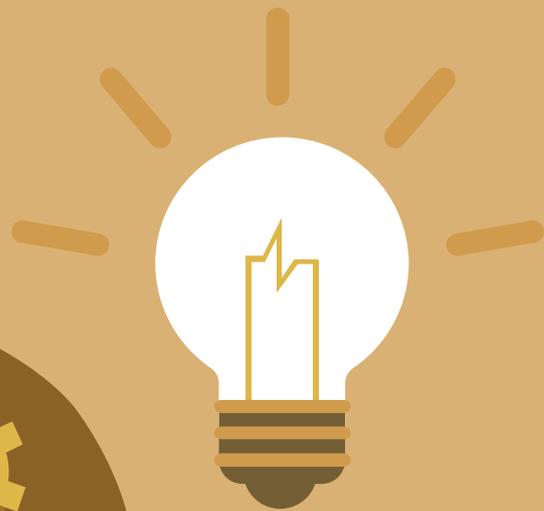
## Module Four: Singular Action Bridge

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.

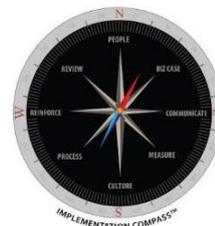


# Day Two

## 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.

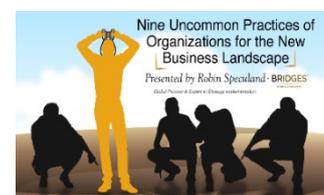
Through strategic thinking, participants analyze the current state of the business and are then shown how to redesign a workable desired state. As a result, you learn how the factory can improve its efficiency by up to 200%, which raises morale and delights customers. Through immediate exposure to outstanding 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
- 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



Robin Speculand was looking out of his corner office when he had this epiphany: There was a gap in the market on strategy implementation. It was 1999 and within a year, he walked away from his regional vice president position at Citigroup to follow his passion and become a strategy implementation specialist.

Bridges Business Consultancy Int was the first of two companies and five associations that this entrepreneur founded. When Robin started Bridges, there was not the ecosystem for startups nor the understanding of the field that exists today. In Bridges' first market survey in 2000, for example, people didn't know the word "implementation" so he had to replace it with "change management."

Singapore Airlines was among the first companies to embrace this new field and engaged Robin to support its global strategy implementation.

Today, Robin supports leaders to implement their strategy. He is known for his breakthroughs on implementation methodology and techniques, including the Implementation Compass™, a proprietary framework built on the eight areas for excellence for execution; the Ticking Clock®, a framework for digitalizing an organization; digital maturity model; IMPACT, a toolkit for implementing actions in 90 days; Readiness2Execute, an assessment of an organization's execution capabilities; and Implementation Hub, featuring more than 600.

online resources on strategy implementation. He also established an online education forum—the Strategy Implementation Institute—that provides leaders with a certification course in the field.

In 2015, Robin had another epiphany: There was a gap in the market on how to execute strategy in a digital world. He pivoted to focus on digitalization. Before long, demand soared for his Digital Conversations keynote and digital execution consultancy.

The author of seven books and dozens of articles, Robin is one of the world's most prolific writers in strategy implementation. His latest book is *World's Best Bank: How DBS Made Banking Joyful, Digitally*. He is also a TEDx speaker, an educator for Duke CE, and an adjunct member of Singapore Management University and National University of Singapore. His pioneering work has been featured in media worldwide.

Outside of work, Robin competes in ironman events around the world and calls Singapore home.





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