



## STRATEGIC DECISION MAKING PROGRAMME

*Using strategic thinking to make  
the RIGHT decision every time!*

### QUOTE

“There is no decision that we can make that does not come with some sort of balance or sacrifice.”

Simon Sinek, bestselling author of “Start with Why”

# STRATEGIC DECISION MAKING

*Using strategic thinking to make the **RIGHT** decision every time!*

What do you do when you are faced with a major decision to make? How do you react when this decision will impact a lot of people, and well into the future? How do you know that you are making the right decision, and more importantly, how will you confidently sell this decision to all the stakeholders?

A programme like “Strategic Decision Making” comes with a lot of notions. While we can use this in areas of strategic defense of a nation, this programme is not that specific. Our definition of “strategic” may differ from others’. To us, a strategic decision is one that impacts more than one person or group of persons; has a high opportunity cost; AND impacts the future. Yes, it is when all three conditions are present that your decision is strategic, and you need to apply the right thinking rigour.

Developed by **GrowthConsulting** Founder, Ian Dyason, in conjunction with Prof Jeanne Liedtka of Darden Business School, and V. Prof Luda Kopeikina of MIT/Sloan and NUS, this programme combines strategic thinking with decision sciences to offer a robust process to help all executives in major corporations, officers in government ministries and statutory boards, and managers in SMEs make the right decision every time! This programme has its genus way back in 2004, when Ian, then at A I Training & Consulting (AITC), launched their Strategic Thinking programme. Then as a licensed master trainer for Prof Kopeikina’s Clarity State Decision Making programme in 2007, Ian saw the benefits of both programmes coming together. So in 2013, AITC’s strategic thinking programme evolved into the Strategic Decision Making programme.

Today, that programme has been enhanced by incorporating the Success Quotient Intelligence profile as a pillar of the programme, identifying each participant’s strategic thinking traits, and making this programme more individualized. Also different is the way the programme is being delivered, using a combination of online learning, workshops and coaching to meet each organisation’s unique learning needs.

Welcome to **GrowthConsulting’s Strategic Decision Making Programme**

## LEADERSHIP ADVANCEMENT

At Growth Consulting Asia, we focus on leadership advancement. Our programmes are designed to help new, and soon to be, leaders of different levels, to acquire the leadership skills required to succeed at that level. There are three levels:



Developmental Focus for Each Level:

Basic	Advanced	Expert
Applying key leadership skills to lead the team to meet its objectives.	Lead in collaborating with other teams to meet departmental goals	Coaching younger leaders to higher performance, increasing organisational collaboration
<i>How can I lead my team successfully despite not having had any leadership experience?</i>	<i>How can I bring all my team leads together to collaborate and achieve departmental objectives?</i>	<i>How can I help my junior leaders to understand the bigger picture and achieve organisational goals?</i>

## INDIVIDUALISING LEARNING

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### **We focus on HOW learners learn, not WHAT**

Sure, content is important but if it is not relevant for learners, or simply puts them through a cookie-cutter framework to comply with certain outcomes, it has limited application.

### **Learning needs to be targeted**

This starts with awareness and the need to know what to focus on. We achieve this through behavioural traits assessments. So the outcomes of our programmes are not simply knowledge, but behaviours in applying this knowledge.

### **Choose what you want, when you want it**

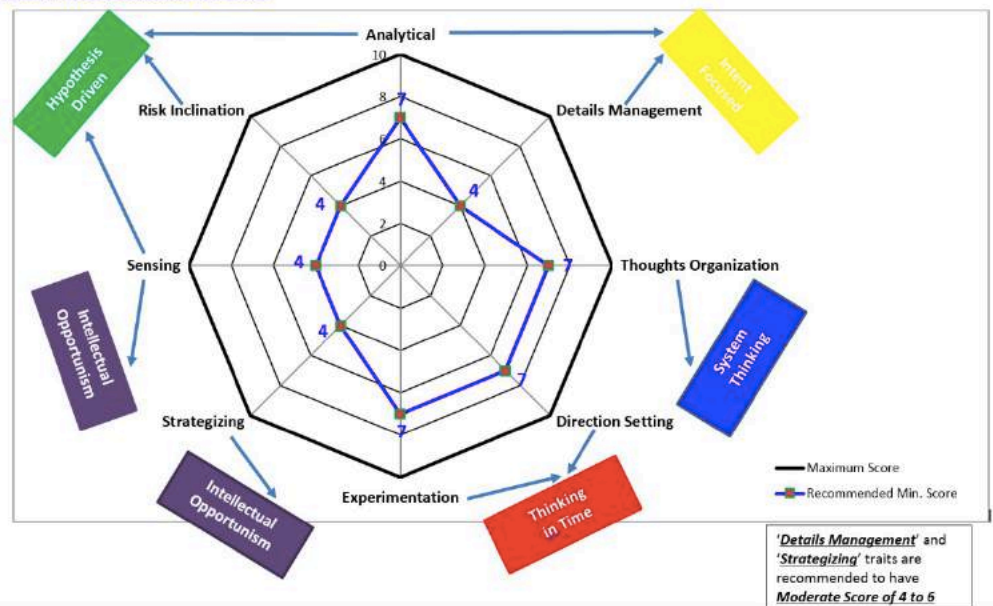
That awareness translates into learning focus. We don't force anyone to comply with fixed outcomes. Learners choose what they want to develop, when they want to develop it. We achieve this through our perpetual online learning course. Learners are signed up for life!

**@GrowthConsulting, we individualise learning.**

## USING THE SUCCESS QUOTIENT INTELLIGENCE (SQI™)

The SQI is a psychological tool developed in Singapore by Dr Frederick Cheng. It allows users to understand their behavioural traits and yields the SQI Strategic Thinking traits profile. Offering a radar graph that maps the traits for all of the Liedtka strategic thinking competencies, participants will uncover their natural bent towards which competencies they are strong in, and where they may need development; what they may be inclined towards and what they may shy away from.

**Strategic Thinking Profile**



By understanding their personal learning and development traits, participants will be able to tailor the information they need to maximise in class and individualize each lesson to make all interactions meaningful. And this leads to continuous learning success.

## WHAT WILL LEARNERS GET FROM THIS PROGRAMME?

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1. Uncover one's strategic thinking traits;
2. Understand which are strengths, and which can be further developed;
3. Identify the strategic thinking competencies to focus on in developing deeper capabilities;
4. Apply strategic thinking competencies in making strategic decisions;
5. Learn the 8 steps for making the right decision every time;
6. Master ways to deal with decision uncertainty

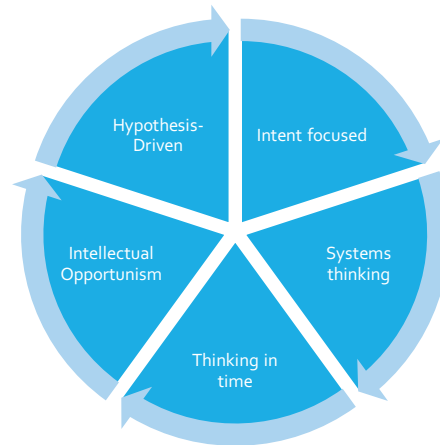
## LEARNING FOCUS FOR EACH LEADERSHIP LEVEL

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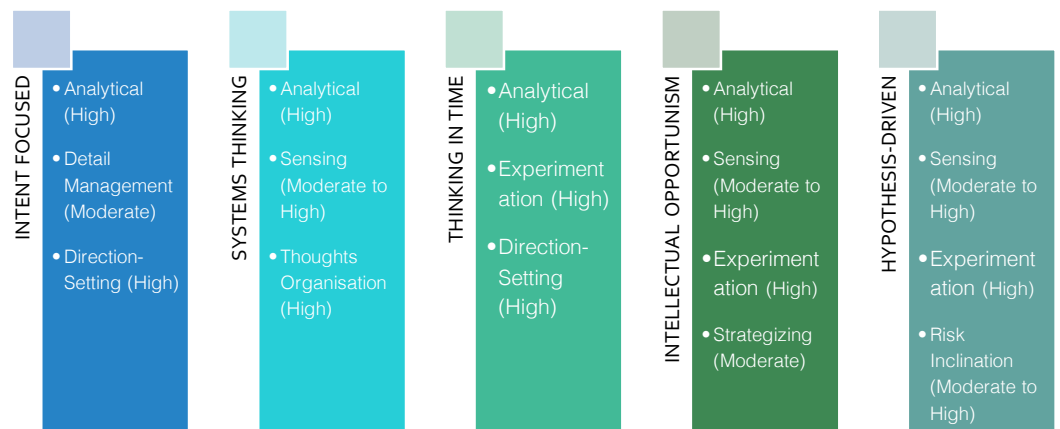
Basic	Advanced	Expert
<p>Understand what strategic thinking is</p> <p>Learn the 8-Step SDM process</p> <p>Apply SDM to recommend procedural improvement</p> <p>FOCUS: Confidence in recommending to department head</p>	<p>Apply strategic thinking for collaborative solutions</p> <p>Facilitate team planning</p> <p>Providing information &amp; guidance</p> <p>Apply SDM to recommend policy/process improvement</p> <p>FOCUS: Bring teams together to think collaboratively</p>	<p>Apply SDM to help younger leaders understand Power of Intent</p> <p>Mentor leaders to facilitate intra- and inter-department strategic planning</p> <p>Bring resources to bear on organisation-wide projects</p> <p>FOCUS: To apply SDM skills to develop younger leaders</p>

## OUR FRAMEWORK

### 1. LIEDTKA STRATEGIC THINKING MODEL



### 2. STRATEGIC THINKING COMPETENCY BEHAVIOURAL TRAITS



The SQI affords us the opportunity to peer into the veil of behaviours and attitudes towards the development of competencies. Having mapped the traits with the competencies, participants will have a better understanding of what areas they are strong at, and what need to be developed.

### 3. 8-STEP STRATEGIC DECISION MAKING PROCESS



### CONDUCT OF PROGRAMME



### SQI ASSESSMENT

To be done **at least** two weeks prior to the start of the workshop. If the learner already has his/her SQI Source Report (33 pages) done within 6 months of the programme, (s)he can use that report for this course and does not need to do the SQI again.

## ONLINE LEARNING COURSE OUTLINE

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The online course comprises a suite of mini-courses, driven by the overarching Strategic Decision Making course. It begins before the workshop or coaching but picks up in between the two workshop days, continuing well past the end of the workshop or coaching. Access to online learning material is perpetual. Modules are:

### Strategic Decision Making

1. Introduction to strategic thinking / strategic thinking models
2. Understanding your strategic thinking traits
3. The 8-Step Strategic Decision Making model
4. Start with the Decision Question
5. Identify strategic intent (*jump to mini-course 1*)
6. Think in time to understand the situation
7. Identify constraints (*jump to mini-course 2*)
8. Discover drivers & holistic options (*jump to mini-course 3*)
9. Reframe for new options (*jump to mini-course 4*)
10. Balance options with constraints
11. Manage uncertainty with scenario thinking (*jump to mini-course 5*)

### Mini-Course 1: Intent Power! – Seeding Super Success

1. Introduction
2. Differentiating between decision question and main intent
3. Crafting true intent
4. Shaping intent with success factors
5. Conclusion

### Mini-Course 2: Constraints Are King – Shaping Solutions through Limits

1. Introduction
2. Constraints and sources / Making constraints positive
3. Important points to consider
4. Shaping constraints for insights and solutions
5. Conclusion

### Mini-Course 3: New Systems Thinking – Solving sticky problems with ease

1. Introduction
2. Impact of systems on problems
3. Solving systemic problems
4. Some important points
5. Conclusion

### Mini-Course 4: New Perspectives, New Products – Reframing for Novel Solutions

1. Introduction
2. Seven Reframing Techniques
3. Reframing the Reframe
4. Best practices
5. Conclusion

### Mini-Course 5: Success Scenarios! – Making Uncertainty More Certain

1. Introduction
2. Creating Scenarios
3. Deriving Maximum Information
4. Planning for the worst, expecting the best
5. Conclusion

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## 2-DAY WORKSHOP OUTLINE

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The two days of the workshop are designed to be one week apart so that participants will benefit from initial contact with the material, and be encouraged to learn in a group. Conduct of the workshop is deliberately “free-and-easy” because it is in this environment that people will open up, think, discuss and learn. Hence, there are “coordinated activities” where participants engage in a fixed set of activities, and there are “breakout activities” where participants work on their own material in their own time.

## Contextualisation for Levels

Each workshop will be contextualized for the level of leadership. Hence, while the outline may be the same, the outcomes will be targeted at the appropriate level of participants.

Workshops are scheduled by homogeneous levels of participants.

## **Day One**

### **0900 – 0930 Welcome and introductions**

Brief outline of the mindsets, the activities for the day, and the expected outcomes

### **0930 – 1015 What is strategic thinking**

Introduction to the definition of strategic thinking, the models behind the concept, focusing on the works of Profs Henry Mintzberg and Jeanne Liedtka, converging on Liedtka's five strategic thinking competencies.

### **1045 – 1230 Video introduction to the five strategic thinking competencies**

Through a series of 5 different videos, participants will be introduced to the five strategic thinking competencies, articulating the lessons learnt from these videos, and identifying the key learning points for application in the strategic decision making process.

### **1230 – 1330 Lunch**

### **1330 – 1530 Understanding your Success Quotient Intelligence report**

By first uncovering the strategic thinking traits, and drawing their own strategic thinking profile, participants will understand which traits they are more inclined towards, and which may be less of a focus. Once done, they will dive into the next activity, plotting the relative strengths of each of the strategic thinking competencies. They will identify for themselves what they want to focus on as they dive into the next segment of online learning and workshop.

### **1600 – 1715 Roundtable Discussion**

Sitting in a circle, participants will share their strategic thinking traits, where they are strong and where they may like to further develop. They also share personal anecdotes relating to strategic thinking.

### **1715 – 1730 Summary**

The facilitator will summarise all the learning, circling back to the online learning course to encourage learners to pick up the interactions, dive deeper into the different lessons, and coming into Day Two of the workshop even more prepared to participate and share experiences.

### **1730 End**

## **Day Two**

Participants will bring a LIVE case to work on in the workshop.

### **0900 – 0930    Sharing of experiences from Day One & online learning course**

The Facilitator will open the day by inviting participants to share the lessons and experiences from Day One, and from the online learning course, highlighting key takeaways.

### **0930 – 1015    GROUP PARTICIPATION: What makes for the right decision?**

Participants will be given a decision scenario and a decision to be made. After the decision goes against them, they are to rate how well they made the decision, rating themselves in an online poll from a scale of 1 to 10. Most people will NOT rate themselves a 10, although, that is precisely the answer! A discussion ensues about why not 10, and why people normally base their assessment on outcome. However, this is the wrong basis for the right or wrong decision, and this discussion will end with ALL participants agreeing that it is inputs and process that make for the right decision, and understand why this course gives them both! The Facilitator then introduces the **8-Step Strategic Decision Making Process**

### **1015 – 1045    Step One: Start with the Decision Question**

The Facilitator will introduce the beginning of the strategic decision making process – the decision question. This will flow into the discussion of **What Makes for a Strategic Decision**, closing up with the 3 Tests for strategic decisions. At the end of this step, participants will break into pairs and discuss what issue they brought to the class, and sponsoring one to work with throughout the rest of the steps.

### **1100 – 1230    Step Two: Identify the Strategic Intent**

This is one of the MOST important steps in strategic decision making, because if one is unable to articulate the true intent of the decision, then the result will be wrong. Participants will be given tools to help uncover strategic intent, articulating it in the right manner, and shaping it with success factors. At the end of this step, participants would already be able to identify at least three separate options to solve their problem. Yet, this is only the beginning...

**1230 – 1330 Lunch****1330 – 1400 Step Three: Thinking in Time to understand the situation**

Participants will use the Thinking in Time Template and take a forward and backward look at past events, to understand how they got to where they are and what they can do now, if any, to improve outcomes.

**1400 – 1430 Step Four: Identifying Constraints**

In this step, participants will be introduced to the positive nature of constraints, understanding that if there are no constraints, there are no “problems”. Yet, a constraint is not a deterrent to a solution, but a necessary condition for success. Participant will be taught how to look for constraints, and how to turn them into a positive statement. At the end, they will work in their pairs to come up with the constraints for their situation.

**1430 – 1515 Step Five: Identifying drivers and holistic options**

We come to another “biggie” in the process, and a source of great “Aha!” Participants will apply systems thinking to dive deeper into the system that they are working on, identifying drivers and centres of gravity. In the end, participants will uncover the true reasons why they are facing their issues, and uncover ways to overcome them. This is a real value driver in this process!

**1530 – 1600 Step Six: Reframing for other options**

Participant pairs position themselves under one of the reframing techniques pinned up around the room. When the activity starts, they have 1.5 minutes to brainstorm different ideas under that frame for each of their decision intent. When the time is up, they do a round-robin and move to the next frame, developing new ideas from there. This continues until they have completed all 7 frames.

At the end, they collate the different ideas and see what new and novel ideas they have as solutions towards their intent

**1600 – 1620 Step Seven: Balancing Options with Constraints**

It is now time to converge on the two best options for the decision. Using the Constraints-Options Grid, participants will narrow down onto the last two options. For all intents and

purposes, one of these will be the right decision, but which of them depends on their risk, the subject of the last step.

#### **1620 – 1710 Step Eight: Manage risk with scenario thinking**

This final step is to manage decision risk through the application of scenario thinking. Participants will learn to use their assumptions to define the best case, worst case, and most likely case scenarios, understand the variability of the options, and choose the better one, based on their risk profile. This will be the RIGHT decision to take!

#### **1710 – 1730 Conclusion**

The Facilitator will close up on the workshop by sharing with them the keys to making the right decision every time, and encourage them to continue their learning, their development. Participants will share ONE key learning point about the programme before it closes.

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### **ONE-ON-ONE COACHING (60 MINS)**

Working through the SQI Report the coach helps uncover areas of strength and areas for development. In the end, he will help the learner develop his/her developmental needs, both in the area of strategic thinking, and in making the right decision every time!

**ADDITIONAL VALUE:** The coach will also provide the learner with his Growth Mindset report, uncovering this together with his strategic thinking report.

## WORKSHOP FACILITATORS

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### ROSS SWAN

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Ross Swan is a perceptive, responsive, and accessible consultant and coach and trainer, with broad experience in varied industries worldwide, including financial services, construction, energy, logistics, distribution, retail, engineering, hospitality, airlines, and manufacturing. He is highly regarded for his proactive methods to capture and integrate employees' Discretionary Performance<sup>SM</sup> with corporate vision. He works internationally, spanning a variety of industries around the globe, from an energy giant's refinery in his Australian homeland to the largest local bank in Singapore. His projects in Singapore, where he is mainly based, encompass diverse cultural backgrounds. Ross holds an M.Sc. in Training and Performance Management from the University of Leicester, UK, and received his Graduate Certificate in Business Education from the Queensland University of Technology. He is certified in Training and Assessment and holds a Management Certificate in Marketing from the Queensland University of Technology, as well as certificates in Media Relations.

### LOUISE SHENTON

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Louise is a passionate & empathetic trainer & coach with experience globally, specialising in leadership development, cross cultural business and communication. She has trained government departments, local companies and MNCs from various sectors including finance, shipping, engineering & IT in the development of their leaders, focusing on senior executives, middle managers, and front line managers as they steer their companies to face new challenges. She has lived in Singapore for the past 8 years and is a permanent resident. For over a decade she worked in Strategic Management Accounts and Transactional Accounts in London, Melbourne & Sydney across various industries including Media, Sports & FMCG. In Japan she worked for 4 years, training & coaching diverse groups of people in cross cultural business. Louise qualified as a member of the Chartered Institute of Management Accountants and has an HNC in Business & Finance from De Montford University, Leicester UK. She is certified in Training and Assessment, 360° feedback, DISC and the Kirkpatrick Four Levels of Evaluation (Bronze level).

## WHO SHOULD ATTEND?

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<b>BASIC Level:</b>	Assistant Managers, Managers,
<b>ADVANCED Level:</b>	Senior Managers, Assistant Directors
<b>EXPERT Level:</b>	Directors and CXOs

## WORKSHOP VENUE

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Holiday Inn® Singapore Orchard City Centre

11 Cavenagh Road, Singapore 229616

Conveniently located in the heart of Singapore, Holiday Inn® Singapore Orchard City Centre is just minutes away from the Central Business District and the Somerset and Dhoby Ghaut Mass Rapid Transit (MRT) stations. With 11 well-appointed function rooms, and two restaurants – the award-winning Tandoor, featuring authentic North Indian cuisine, and the Window on the Park serving International buffet - and the Lobby Lounge & Bar which provides a perfect venue to unwind after and network at the end of the day.



## PROGRAMME FEE PER LEARNER (BASIC & ADVANCED)

SQI \$176	Online Course \$255	Workshop \$1,583	Coaching \$488
<b>Bundle A</b> \$2,252			
<b>Bundle B</b> \$1,913			

## PROGRAMME FEE PER LEARNER (EXPERT)

SQI \$176	Online Course \$255	Workshop \$2,138	Coaching \$688
<b>Bundle A</b> \$2,931			
<b>Bundle B</b> \$2,440			

## Terms and conditions

1. Learners can opt to do each element of the programme separately, or choose any of the bundles.
2. **Bundle A** consists of all the learning elements – SQI Assessment, Online Course, Workshop and One-on-One coaching
3. **Bundle B** consists of the SQI Assessment, Online Course and Workshop
4. Bundled price is applicable only upon registration and cannot be applied retrospectively
5. Participant levels cannot be mixed due
6. Minimum class size per Workshop to run is **12** persons; maximum is **16** persons. No limitations for other modalities
7. Workshop fee includes venue and meals. Unless otherwise arranged, Day One lunch will be held at Window on the Park, and Day Two lunch will be held at Tandoor.
8. Workshops need to be scheduled at least 4 weeks in advance of the registration to enable participants to undergo the online learning and SQI assessment
9. Trainer and coach may not be the same person.
10. Each coaching session lasts one hour.
11. Subsequent coaching may be purchased at \$525 per hour per person; or \$2,880 per block of 6 hours per person.
12. All fees are nett with no additional GST
13. Only online registration is accepted. To register, click here <http://www.growthconsultingasia.com/workshop-sign-up/>
14. By submitting your registration online, it denotes an agreement between your company and Growth Consulting & Training Pte Ltd, and agree to abide by these terms and conditions. Read together with this brochure, the online registration form and the corresponding confirmation email, they form a legally binding agreement from the date of submission.
15. This agreement shall be governed by and construed in accordance with the laws of the Republic of Singapore.

## QUALITY ASSURANCE

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If for any reason you find our programme not meeting your needs in any way, simply drop us an email at [quality@growthconsultingasia.com](mailto:quality@growthconsultingasia.com) and tell us how we can do better, and we will do that for you, offering another pass at the programme. But if you prefer, you can opt out at any time, and you will receive the full refund of any unutilized portion of the programme.

## NOT WHAT YOU'RE LOOKING FOR?

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Not a problem! We can customize your training and teambuilding with a specialized SQI report designed and applied solely to your team. And we can create the right developmental solutions to meet your end goal in mind.

Simply call or email Irene Yap at **+65-6679-5880** or [info@growthconsultingasia.com](mailto:info@growthconsultingasia.com)

## FREQUENTLY ASKED QUESTIONS

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### 1. What is the focus of this programme?

This programme focuses on developing the strategic thinking capabilities in participants, allowing them to make the right decisions every time.

### 2. What will I achieve at the end of this program?

Here are just some of the key outcomes of this program:

- A much better awareness and understanding of one's behavioural traits;
- How these traits impact one's strategic thinking capabilities;
- Identifying individual development areas for sharpening strategic thinking and decision-making abilities;
- Learn to apply the robust 8-Step Strategic Decision-Making process;
- Increase in understanding of how senior management views strategic thinking and how to influence them to accept your recommendations

### 3. Why such a big emphasis on “growth”?

In Dr Carol Dweck's book, *Mindset: The new psychology of success*, she outlines two distinct mindsets that we adopt: the growth mindset, and the fixed mindset. The growth mindset is one which seeks to learn by doing, to experiment and fail, only to get up and do better. Hence, the growth mindset sees talent and intelligence as evolving. The fixed mindset, by contrast, views all natural endowments as fixed and effort cannot change them. Hence, if one was born talented and intelligent, one remains so throughout life. By contrast, if one was born witless, or was a failure, one is doomed to remain as such. Hence, fixed mindset people will avoid a challenge if they are not certain that they will succeed. And they need to succeed spectacularly well, since their talent and intellect ride on these events.

In an ever-evolving environment, only those who are open to learning new ideas, to new experiences, to experimenting will be successful. In short, those with the growth mindset will succeed in today's environment.

And the growth mindset can be developed in each and every one of us.

4. I am not a leader in my organisation, so I don't need to make strategic decisions at work. How will this program help me?

You may not need to make strategic decisions at work, but we have already been faced with strategic decisions in our life already. Questions like where should I study, what course should I take, whom should I marry, should I buy or rent? These are all strategic questions and for most of us, we didn't apply as much rigour to our thinking that we ought to have. So you see, strategic decision making is not the sole employ of work, and understanding the right way to address these issues will certainly help you! Of course, it doesn't hurt that, when the time comes for you to make a strategic decision at work, you already know how to!

5. Must I do the SQI assessment in order to go through the online learning program?

Yes, this is the basis around which the whole program is designed. Hence the SQI is mandatory.

6. If there is no learning at the Workshop, why are you offering that?

While there is no information-dumping at the Workshop, there will be LOADS of learning in it. The Workshop is the only learning modality where we come together as a community and learn from one another. Through specially designed activities described above, the Workshop reinforces the lessons taken online and effervesces social learning to create a synergetic experience that cannot be matched by any online learning portal. And since decisions centre around people, it is difficult to have any workbased development without them!

7. Can I skip the Workshop and only do the other three modalities?

Technically, the answer is yes; but please see our response to Question 6.

8. What can you customize so that I can adopt this program for my company/organisation?

While most training companies can customize their content and the delivery methods, many will not be able to customize their assessment reports beyond what is already offered. Not so in our case. We can even tailor the SQI report for a small fee to reflect certain core values of the organisation, if required. In short, we can customize every aspect of the program to coincide with your organisation's learning model.

9. Can you just come in and design the SQI for our company without any corresponding development plan?

Yes. Please email [Irene Yap](#) at [info@growthconsultingasia.com](mailto:info@growthconsultingasia.com) for more information.

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