

Traditional corporate cultures encourage people to focus on their own specific objectives rather than on the success of the larger business. Even when pay is based in part on the company's performance, most of the criteria come from individual KPIs. The message is clear: focus on your own small piece of the company, rather than on the company as a whole.

That needs to change.

Opportunities and challenges emerge at a faster pace than ever before. It is not just technology companies that are experiencing dramatic changes; even industries like banking are facing new kinds of challenges, both from small fintech startups and from established giants like Apple and Alibaba. Companies need a new kind of results-focused thinking by employees throughout the entire organization, who can find innovative ways to add to the company's business value.

This two-day session helps to change mindsets and build skills that enable strategic thinking, while allowing participants to start designing their own strategic vision of the company and their role in it. The event is suitable for members of a team who are working together regularly, or for managers from multiple functions who need their employees to work across internal boundaries. The workshop addresses four key questions on the first day:

### WHAT IS STRATEGIC THINKING?

We will evaluate the difference between a long-term approach to overall business success in a changing market, and the much more common short-term, narrow thinking that we see in many companies today. We will explore the difference between focusing on *results* and focusing on the *process*. Before we can think strategically, we need to know what strategic thinking is.

### WHAT IS OUR STRATEGIC ENVIRONMENT?

To find ways for the business to succeed in its environment, employees need to actually understand what the business does and how it defines success. We will discuss revenue streams, customers, competitors, technologies, regulatory structures, and other factors shaping the world in which the business competes.

### WHAT DOES IT TAKE TO THINK STRATEGICALLY?

Since no one has a crystal ball to see the future, how can we plan for it?? How can we get the vision, knowledge, and agility that support strategic thinking? We will identify what it takes to focus on long-term business success, and explore a useful method for designing strategy.

### WHAT DO WE NEED TO DO DIFFERENTLY?

How do we get from working the way we work now to the way we want to work? We will examine changes that need to be made in terms of skill development, policies and processes, recruiting, leadership styles, and other factors that create a culture where strategic thinking is the norm.

On the second day, participants collaborate to develop their own strategic understanding of their company, and identify how their role can best contribute to strategic success.

### FACILITATOR

Dr William Thomas is based in Manila as the Chief Teaching Officer for Designing Leaders. A retired US Air Force lieutenant colonel, he served the majority of his 21-year career as a strategist focused on Southeast Asia. For 7 years he taught as a professor of strategic studies at the US Air Force Academy, and later taught at Georgetown University in Washington DC and as a Fulbright Scholar at Nanyang Technological University in Singapore. With a PhD focusing on organizational learning, he has spent the last 6 years helping leading companies in Asia transform their culture, first as Executive Advisor for CEB Corporate Leadership Council and now at Designing Leaders. An accomplished international marathoner, he is the author of *CROSS THE LINES: A Journey to Complete The Marathon Grand Slam*, sharing his lessons from a global, multi-year experience.