TrainingConcepts

A FOUR-HOUR EXECUTIVE WORKSHOP · SINGAPORE

Strategic *Leadership*

Setting direction, seeing round corners, and deciding well when the ground keeps moving.

Built for senior leaders visiting Singapore from across industries and disciplines, and taught through case simulations drawn from real decisions.

DESIGNED FOR
Senior leaders, owners and directors across sectors

FORMAT
Four hours, with case simulations

FACILITATED BY
Shareef Jaffar



01 The work only you can do

Most senior leaders did not reach their position by being strategic. They reached it by being exceptionally good at execution. The habits that earned the seat are rarely the ones the seat now demands.

This workshop separates the three levels of leadership work, then concentrates on the one that cannot be delegated: deciding where to play and how to win, reading what is coming, and building an organisation that can act on the answer. Participants test their thinking against peers from other industries and other markets, which is precisely where unexamined assumptions show up.

Strategic leadership is the ability to influence others to make day-to-day decisions that protect the long-term viability of the organisation while keeping it financially stable in the short term.

THE WORKING DEFINITION USED THROUGHOUT THE SESSION

THREE LEVELS OF LEADERSHIP WORK

Strategic	Direction, vision and long-term positioning: where to play and how to win	Years
Tactical	Implementing the strategy and managing resources during execution	Months
Operational	Day-to-day activities and the efficiency of the work itself	Days and weeks

WHO SHOULD ATTEND

Leaders who own the direction, not only the delivery.

- Business owners, founders and managing directors
- C-suite executives and senior functional heads
- Board members and non-executive directors
- Leaders of family businesses planning succession or expansion
- Senior professionals in law, finance, healthcare, education and the public sector
- Delegations of visiting executives who want a shared strategic language

The mix of sectors is deliberate. Cross-industry groups surface blind spots that same-industry rooms protect.

02 What you will be able to do

Work at the right level

Tell strategic, tactical and operational decisions apart, and stop absorbing work that belongs to your team.

Name the principles you lead by

Assess yourself against the attributes of a strategic leader and identify where your development sits.

Read what is coming

Apply foresight, scenario thinking and systems thinking to the trends reshaping your industry.

Treat digital as strategy

Judge digital and AI moves as questions of value proposition and business model, not tools and budgets.

Hold purpose and profit together

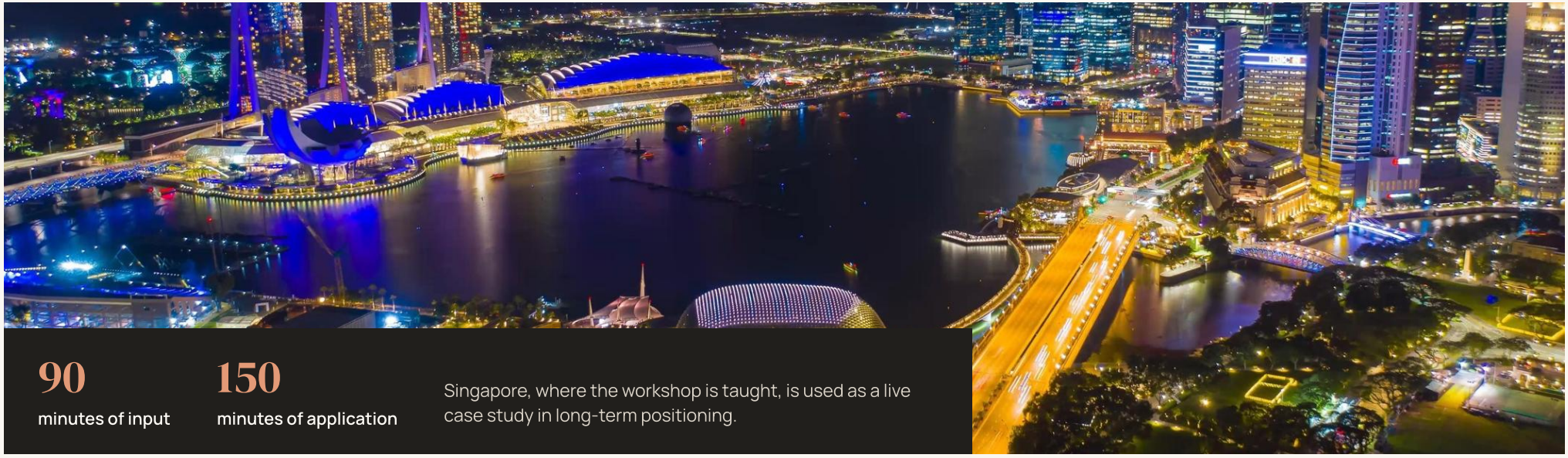
Build sustainability and stakeholder expectations into strategy rather than bolting them on.

Decide under pressure

Make defensible calls with incomplete information, and communicate them so people commit.

FOUR HOURS, FIVE WORKING SESSIONS

15 MIN	35 MIN	40 MIN	15 MIN	35 MIN	30 MIN	50 MIN	20 MIN
Opening	Session 1	Session 2	Break	Session 3	Session 4	Session 5	Close



90 minutes of input

150 minutes of application

Singapore, where the workshop is taught, is used as a live case study in long-term positioning.

03 What will be covered

Five working sessions, each moving quickly from a short input to application against your own organisation.

SESSION 1 · 35 MINUTES

The strategic remit

Where to play and how to win. The three levels and the pitfalls of each; how strategic leadership differs from transformational and transactional approaches; the senior leader's trap of drifting into tactical detail; crisis leadership as a blend of foresight and rapid response. **Applied:** map your last month of decisions to the three levels.

SESSION 2 · 40 MINUTES

Attributes and core principles

Who I am, how I work with others, how I define success. Eight attributes from visionary and systems thinking to decisiveness and ethical grounding; self-awareness, agility and ownership of results; crafting a vision others will carry; framing the right problems. **Applied:** a self-assessment against the eight attributes.

SESSION 3 · 35 MINUTES

The 21st-century mindset

Agility, people, data and digital. Five shifts, from agility and people-centricity to continuous unlearning; digital transformation as a question of value proposition; what AI changes for strategy; leading dispersed, multi-market teams on outcomes. **Case:** DBS Bank's answer to fintech disruption.

SESSION 4 · 30 MINUTES

Purpose, profit and global reach

Sustainability and cross-border leadership. Moving past compliance to shared value; stakeholder expectations and long-horizon investment; leading across cultures; emerging markets and contextual adaptation. **Case:** Walmart in Bengaluru.

SESSION 5 · 50 MINUTES

Case simulations: decisions under pressure

Cross-sector teams, live decisions, and a challenger whose job is to argue the other side. Roles rotate so every participant leads at least one round.

THE SETTING IS PART OF THE CONTENT

Singapore as a live case study

A city-state with no natural resources became a global hub by treating long-term positioning as a discipline: consistent direction across decades, institutions built to outlast personalities, and a willingness to reinvent sectors before they declined. The session asks the harder question — which of these choices transfers to your market, and which depends on conditions you do not have?

04 Case simulations and how you'll learn

Teams take the role of a leadership team facing a decision that cannot wait for certainty. Each round introduces new information partway through, and every team must commit to a course of action and defend it. Roles rotate — Chair, Strategy, Operations, Stakeholder and Challenger — and scenarios are adapted to the industries in the room using a short pre-workshop survey.

1 The supply shock

Geopolitical tension severs a key supply route into your largest market. Customers want answers this week and your alternatives cost more than your margin allows.

2 The technology threat

A new AI capability makes a large part of your business model redundant within two years. The existing business is still profitable, and cannibalising it is the obvious move nobody wants to make.

3 The expansion call

An opening in an unfamiliar market arrives with real upside, a partner you cannot fully verify, and a sustainability commitment your board has publicly made.

HOW YOU'LL LEARN — 90 MINUTES OF INPUT, 150 MINUTES OF APPLICATION

Cross-sector teams

Teams are mixed by industry and market, so assumptions that pass unchallenged at home get tested by people who do not share them.

Case simulations

Timed scenarios with new information released mid-exercise, replicating the incomplete picture real decisions are made from.

Real company cases

DBS and Walmart are examined as decisions, not stories: what was known at the time, what was risked, what the alternatives were.

Structured self-assessment

Participants rate themselves against the eight attributes and identify the two worth developing deliberately.

Facilitated challenge

Teams present decisions and take questions from the room. The challenge is the learning; comfortable agreement teaches nothing.

Commitment to action

The session closes with each participant naming one strategic decision they have been deferring, and when they will make it.

WHAT YOU'LL LEAVE WITH

01
A map of where your time sits across the three levels of leadership work

02
A self-assessment against the eight attributes, with two development priorities

03
A scenario-tested view of the biggest strategic risk facing your organisation

04
One deferred strategic decision, named, with a date to make it

05 Your facilitator



Shareef Jaffar

PBS (Polis) · LLM, MSc, MEd · FCG, FCIM, FInstAM, FMDIS, MSID

Shareef brings more than 35 years in senior general management, strategic planning and training design. He has set direction as a board chairman across education, security and cooperative enterprises in five countries, and has commanded under pressure as a police superintendent.

AT A GLANCE

FORMAT	Four-hour workshop with case simulations
AUDIENCE	Senior leaders across industries and disciplines
GROUP SIZE	Cross-sector teams of four to five
DELIVERY	In person in Singapore, at round tables
TAILORING	Scenarios adapted from a pre-workshop survey

STRATEGIC AND BOARD LEADERSHIP

- Secretary-General, Management Development Institute of Singapore
- Chairman, Singapore Quality Centre; Vice-President, Service Quality Centre (Indonesia)
- Chairman, MDIS Malaysia International College; Director, MDIS@Tashkent and MDIS@Dushanbe
- 2nd Deputy Chairman, Singapore National Cooperative Federation; Chairman, TCC Credit Cooperative Society
- Accredited Senior Director, Singapore Institute of Directors

TEACHING AND FACILITATION

- Runs an international training and development consultancy specialising in training design
- Has delivered programmes in 16 countries across Asia, the Middle East, East Africa and Australia
- Designed programmes for the Singapore Police Force, SCDF and PUB, and trained trainers in seven countries

COMMAND AND ENTERPRISE EXPERIENCE

- Superintendent of Police and NS Commander, Central Police Division, Singapore Police Force
- Led his division to the top spot in the Best Police National Service Land Division Awards many times
- Awarded the Pingat Bakti Setia (Polis) in 2008 for 25 years of meritorious service
- Former senior general manager in hospitality and HR development; adviser to Nokia's Southeast Asia distribution management team

QUALIFICATIONS

- Master's in Law, Corporate Governance (Commendation), The University of Law, UK
- MSc Strategic Planning, Edinburgh Business School
- MA Education (Merit), University of Nottingham
- Fellow of the Chartered Governance Institute of UK & Ireland, the Chartered Institute of Marketing and the Institute of Administrative Management

SELECTED CLIENTS

Port of Singapore Authority, Singapore Police Force, Singapore Civil Defence Force, PUB, Singapore General Hospital, Merrill Lynch, Shell (Brunei), Nokia, Motorola, Western Digital, Prudential Assurance and Neptune Orient Lines.

ARRANGE A SESSION

Bring the session to your leadership team.

Available for visiting delegations, executive groups and in-house leadership teams. Tell us the group and the dates, and we will tailor the scenarios.

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