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.

- The strategic remit
- Attributes and principles
- The 21st-century mindset
- Purpose, profit and global reach

**Designed for**
Senior leaders, owners and directors across sectors

**Format**
Four hours, with case simulations

**Facilitated by**
Shareef Jaffar

# 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

| Level | Primary focus | Horizon |
|---|---|---|
| **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.

## 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.

# What will be covered

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

| 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 |

**Session 1** 35 minutes

## The strategic remit

*Where to play and how to win.*

- Strategic, tactical and operational leadership, and the pitfalls of each
- How strategic leadership differs from transformational and transactional approaches
- The senior leader's trap: drifting into tactical detail and disempowering the team
- Crisis leadership as a distinct blend of foresight and rapid response

**Applied** Map your own last month of decisions to the three levels and find where your time actually goes.

**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, personal agility and ownership of results
- Crafting a strategic vision others will carry, and aligning resources behind it
- Finding and framing the right problems, rather than solving the ones that arrive

**Applied** A self-assessment against the eight attributes, and a discussion of leaders you admire and the choices that defined them.

**Session 3** 35 minutes

## The 21st-century mindset

*Agility, people, data and digital.*

- Five shifts: agility, people-centricity, data-driven decisions, hybrid leadership, and continuous learning and unlearning
- Digital transformation as a strategic question of value proposition and business model
- What AI changes for strategy, and the barriers that stall transformation
- Leading dispersed and multi-market teams on outcomes rather than oversight

**Case** DBS Bank: how an incumbent answered fintech disruption with Digibank and an open banking platform.

**Session 4** 30 minutes

## Purpose, profit and global reach

*Sustainability and cross-border leadership.*

- Strategic sustainability: moving past compliance to shared value and systemic impact
- Stakeholder expectations, reporting pressure and long-horizon investment
- Leading across cultures, and what shifts when you enter an unfamiliar market
- Emerging markets: resource constraints, volatility and contextual adaptation

**Case** Walmart in Bengaluru: using talent and AI in an emerging market to strengthen a global position.

**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.*

**The supply shock**
A severed route into your largest market

**The technology threat**
AI makes part of your model redundant

**The expansion call**
Real upside, a partner you cannot verify

**Detailed on page 4**
Scenarios adapted to the industries in the room

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 draws on what participants can see around them during their visit, and asks the harder question: which of these choices transfers to your market, and which depends on conditions you do not have?

# How you'll learn

Short inputs, then application. Participants work in cross-sector teams throughout, so every scenario is argued from several industry perspectives before a decision is made.



**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.

Session 5 · 50 minutes

## Case simulations

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 so each participant leads at least one round: **Chair, Strategy, Operations, Stakeholder and Challenger**. The Challenger's job is to argue the case against whatever the team decides.

### Three scenarios

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. Your 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 that your board has publicly made.

Scenarios are adapted to the industries represented in the room, using a short pre-workshop survey of participants.

### What you'll leave with

- A map of where your time sits across the three levels of leadership work
- A self-assessment against the eight attributes, with two development priorities
- A scenario-tested view of the biggest strategic risk facing your organisation
- One deferred strategic decision, named, with a date to make it

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. He has delivered leadership programmes to executives and government agencies across Asia, the Middle East and East Africa.



## 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

## 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 on franchising and marketing strategy

## Teaching and facilitation

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

## 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.

## 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 short pre-workshop survey |

## Arrange a session

Available for visiting delegations, executive groups and in-house leadership teams.

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|---|---|
| Contact | [Name] |
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