



A I Training & Consulting

Strategy • Innovation • Growth

A I Training & Consulting (AITC) is a boutique training consultancy established in 1999 that focuses on strategy, innovation and growth. It developed the Strategic Decision Making process to help managers use strategic thinking to make the right decision every time. Its core strength is its ability to fully customize training programs to suit the business needs of organizations. As a Kirkpatrick-certified organization, AITC works with organisations to deliver programs linked to business results. AITC is headquartered in Singapore with a representative office in Indonesia.

[www.aitrainingconsulting.com](http://www.aitrainingconsulting.com)

#### Singapore Office

2 Leng Kee Road, #05-03A, Thye Hong Centre, Singapore 159086  
Tel: +65-63230110 Fax: +65-64716272

#### Indonesia Representative Office

Office 8, Level 18-A, Jl. Jend. Sudirman Kav. 52-53 SCBD., Jakarta Selatan 12190, Indonesia  
Tel: +62-21 2955 3547 Fax: +62-21 2955 3548

Email: [enquiries@aitrainingconsulting.com](mailto:enquiries@aitrainingconsulting.com)

Website: [www.aitrainingconsulting.com](http://www.aitrainingconsulting.com)

Train your leaders  
**BEFORE**  
they need to make a strategic decision



# Strategic Decision Making

*Brought to you by*  
A I Training & Consulting



## Myths debunked

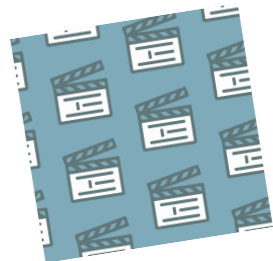


Myth

Managers will learn to make the right decision on their own in their role  
*Not true. Since we don't know what we don't know, not much learning is done on the job and even so, it takes a long time to get there.*

Reality

The right decision is the one that leads to the right outcome  
*Outcome cannot determine right or wrong decisions because we cannot tell the future. The right decision is one that is guided by the right process using the right inputs.*



I make decisions with my gut instinct and I am 90% of the time right  
*"The gut is not 90% of the time right. For a chess master playing chess, he is 90% of the time right. But business is more complex than chess. So, no, the gut is not 90% of the time right."*

*Prof Daniel Kahneman, author "Thinking, Fast and Slow"*

How difficult can decision making be? It is either "yes" or "no"!  
*Strategic decision-making is seldom so simple because the intent is never apparent and options not so clear. Hence it is more "why" and "how can we" than "yes" or "no".*



Not everyone needs strategic thinking because they don't deal with strategy  
*Strategic thinking is not strategy planning. It is the process of applying different perspectives to come to the right decision. Hence it is a skill that ALL managers will need – sooner rather than later!*

Train your leaders

# BEFORE

they need to make a strategic decision

## About our Strategic Decision Making Program

"That's not what I want!" "You need to think bigger..." "Apply yourself better."

When you hear comments like these leveled at younger managers, you know it is time for that manager to be trained in this program. We have combined the works of Prof Jeanne Liedtka and Prof Luda Kopeikina to offer an 8-step holistic model to help managers see the bigger picture, understand issues deeper, apply their intellect better and make the right decision EVERY time!

### Features of our program

- Action learning
- Learner-led content
- Outcome-based
- Research-based methodology
- Customized case discussions
- A core leadership-development program
- Proprietary material

### 8 Step Process



Start with Decision Question



Identify Strategic Intent



Think in Time to Understand Situation



Identify Constraints & Assumptions



Discover Drivers & Holistic Options



Reframe for Other Options



Balance Options with Constraints



Manage Uncertainty with Scenario Thinking

### Benefits of the program

Learn how to be strategic in thinking	Influence others through the right decision inputs
Focus on the right thing by identifying true intent	Get backing from others to reach decision success
Use a process that replicates the right decisions	Use bracketing to deal with decision uncertainty
Apply systems thinking to think broadly & deeply	Know how to test ideas for greater robustness
Uncover new perspectives for creative solutions	Have greater conviction and confidence in decisions
Decide or recommend the right decisions	Plan execution steps for success

### Success Stories

#### A matter of life & death

A library team came to the program thinking that they had to change their name as a matter of life and death, since students were not using them for their research. In the end, they realized it was their marketing efforts that were to blame and correcting that gave them back their job – without having to change their name!

#### She's got to go

The HR team of a bank came together to discuss if they should terminate a High-Potential Manager whose behaviour was deemed "unprofessional". After applying the 8 steps, they realized that terminating her services would not achieve corporate goals and they decided to engage her differently and that did the trick!