

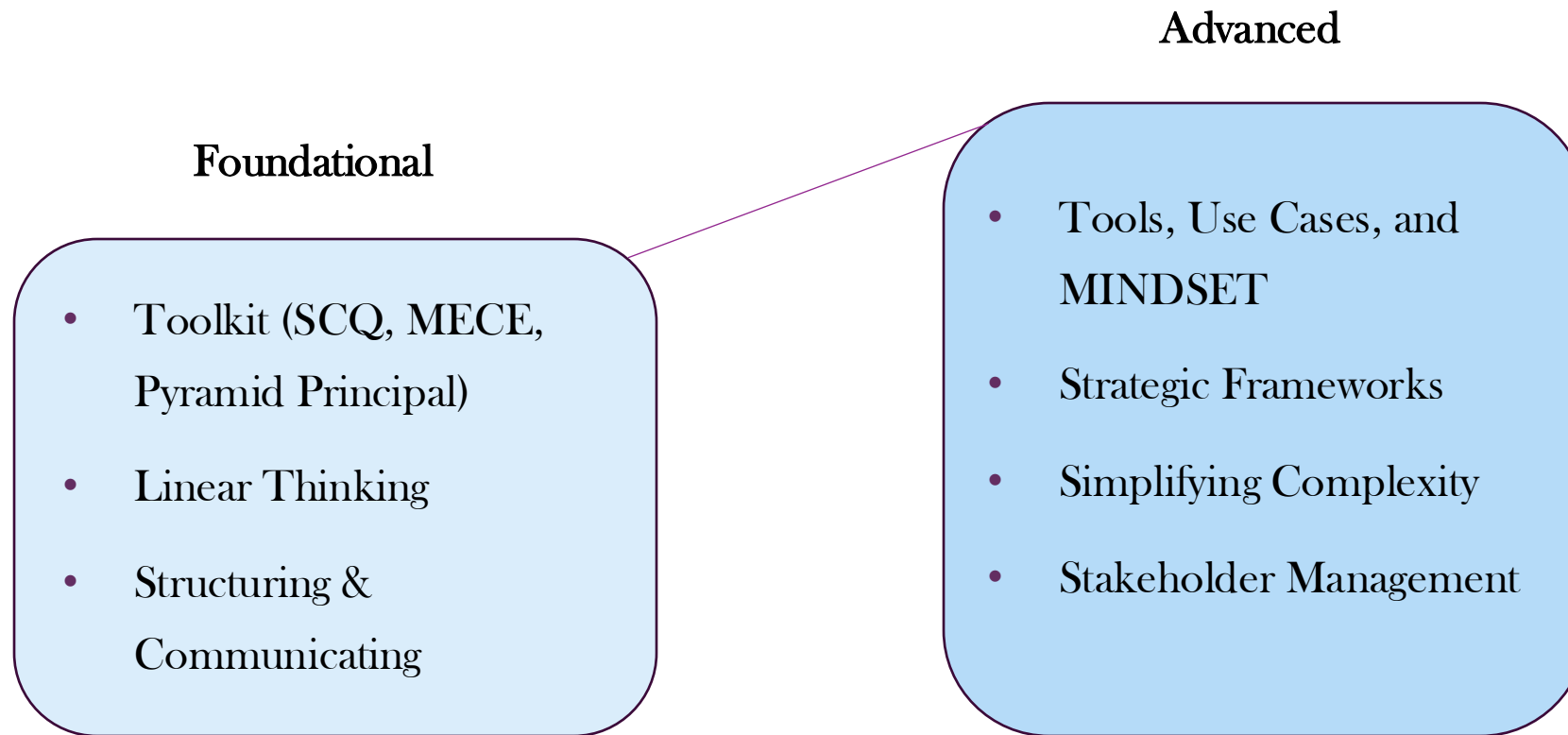
**ADVANCED STRATEGIC
MANAGEMENT CERTIFICATE**



**NAVIGATING
COMPLEXITIES AND
BECOMING A
STRATEGIC ADVISOR**



Movement from Foundational to Advanced Strategic Management



Advanced Strategic Management Certificate: Program Agenda



Day 1

Time (CET)	Topics and Activities
<i>08.30 - 09.00</i>	<i>Breakfast & Arrivals</i>
09.00 - 12:30*	Module 1: Simplifying Decision Making
<i>12:30 - 13:45</i>	<i>Lunch</i>
13:45 - 17:15*	Module 2: Key Strategic Frameworks
17:15 - 17:30	Wrap-up

Day 2

Time (CET)	Topics and Activities
<i>08.30 - 09.00</i>	<i>Breakfast & Arrivals</i>
09.00 - 12:30*	Module 3: Emerging Complexities
<i>12:30 - 13:45</i>	<i>Lunch</i>
13:45 - 17:15*	Module 4: Becoming a Strategic Partner
17:15 - 17:30	Case Study & Closing

** includes 15 mins tea/coffee break at logical point*



Simplifying Decision Making

mq-learning.com

**ON AN AVERAGE, A HUMAN BRAIN MAKES
35,000 DECISIONS EACH DAY**

**BARBARA SAHAKIAN,
A CLINICAL NEUROPSYCHOLOGY PROFESSOR AT THE CAMBRIDGE UNIVERSITY**



How can we simplify the decision-making?



Objectives & Agenda



- Understand to extract the essence through big picture thinking
- Learn to structure a convincing storyline
- Practice communicating the message succinctly in a case study environment

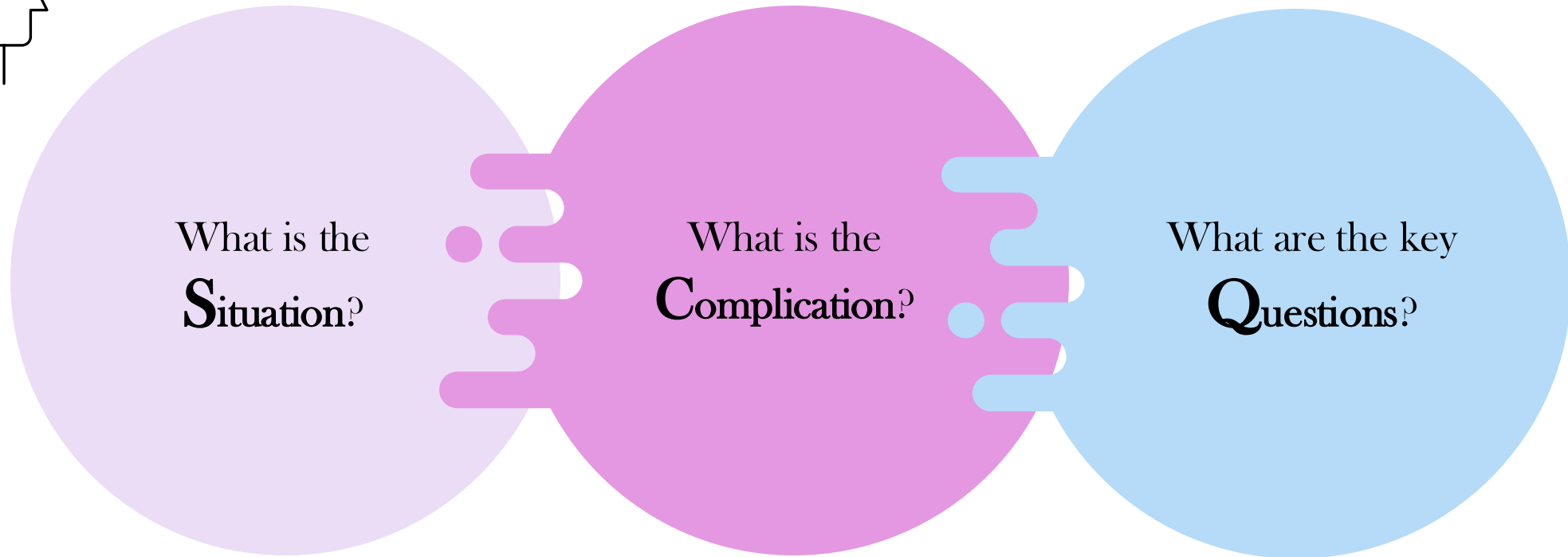
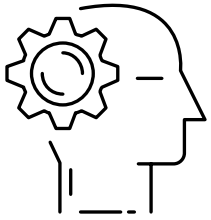
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Deep Dive on the Strategic Toolkit

A dense forest of tall, thin trees, likely a coniferous forest, with a person walking in the distance. The text is overlaid in the center.

**DON'T MISS
THE FOREST
FOR THE TREES**

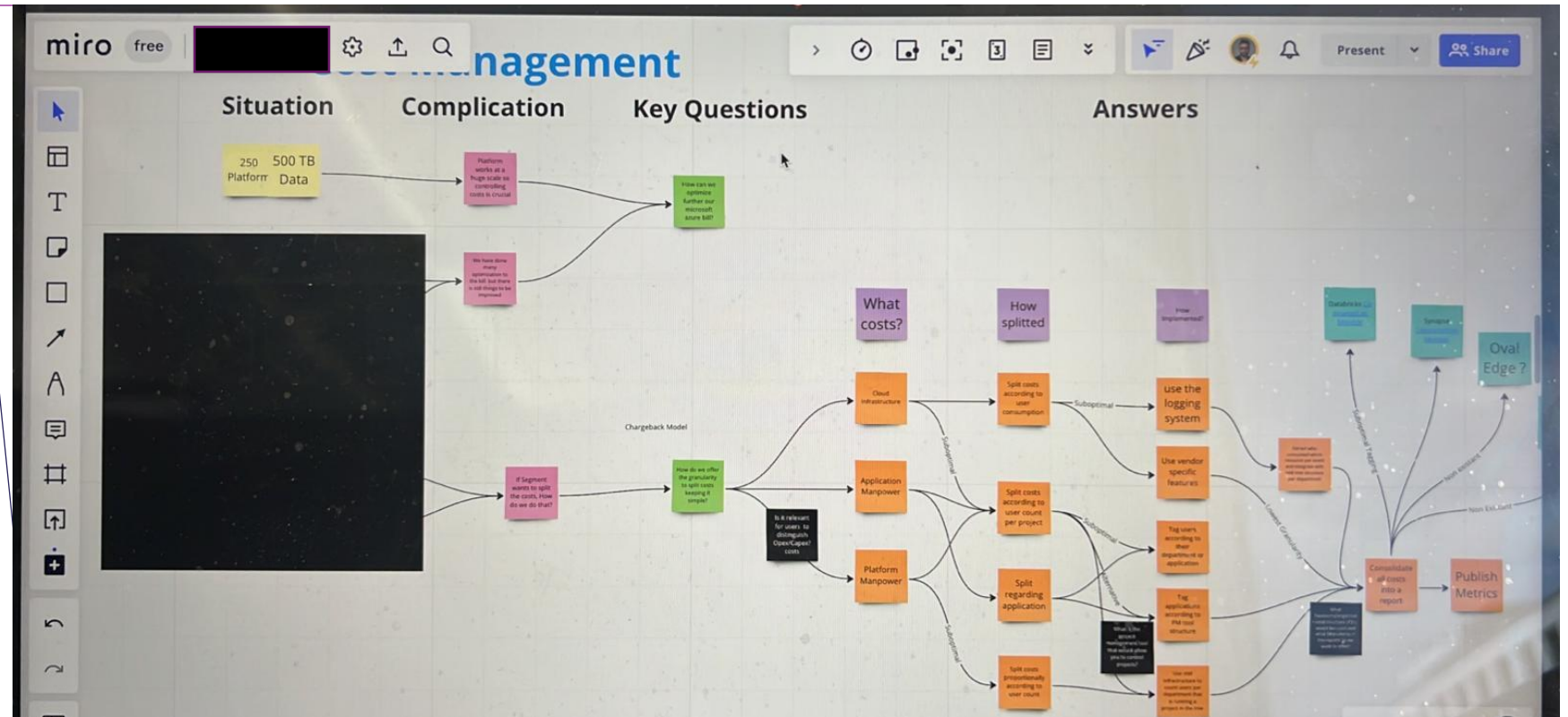
Big Picture Thinking - What is the Situation, Complication, and Questions we need to address?



SCQ is about Mindset to make things simple



Structuring
(Step Back)



SCQ is about Mindset to make things simple



Self-Structuring

Project Proposal

Process centralization is already ongoing – to leverage full potential, a holistic approach to offshoring should be defined

Current Centralization Activities (not exhaustive)

- Centralized Data Competence Center - documentation handling and invoicing in Manila
- Accounts and Tariff Maintenance for customers offshore
- LATAM Finance Transformation

Challenges

- **No clear governance/ ownership** of off-shoring/ outsourcing (driven regionally or globally?)
- **No harmonized approach to off-shoring/ outsourcing**, thus potential non-optimum trade-off decisions, e.g.
 - Number of service centers (scale vs. risk diversification)
 - Geographic presence (market proximity vs. global wage arbitrage)
 - All functions and regions vs. inherent inefficiencies of individual approaches

Key Questions

- 1 Define global approach to off-shoring/ outsourcing**
 - Governance
 - Phasing
 - Organizational setup
- 2 Implement framework for off-shoring/ outsourcing with selected:**
 - Processes
 - Build or buy
 - Locations
 - Transition methodology

SCQ is about Mindset to make things simple



Self-Structuring

Project Proposal

Elevator Pitch

*Can you do it for your project/ work?
Take 2-3 mins individually.*

SCQ is about Mindset to make things simple



and many more...

Self-Structuring

Project Proposal

Elevator Pitch

Email to
Supervisors/ Clients

Situation

Client XXX is replacing their core IT system for Switzerland as part of global program

Complication/

The project is high complexity, high risk - due to large scope and intercultural communication

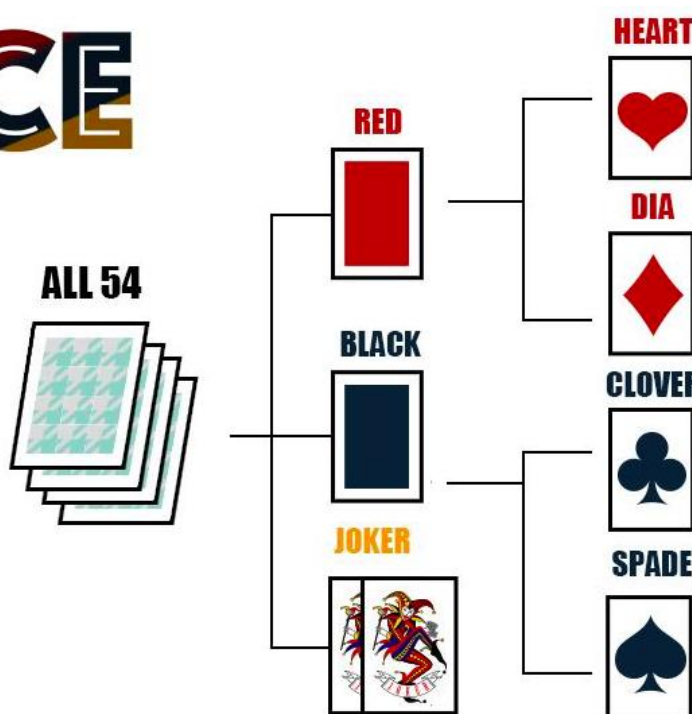
Resolution:

We require a highly experienced project manager in insurance IT area with credentials of managing global teams.

When you divide things, ensure its MECE!



MECE



Mutually Exclusive and Collectively Exhaustive

- Take care of **Hierarchy**: e.g., don't mix continents and cities.
 - Find the biggest logical chunk at the highest hierarchy level
 - Be ready to defend your logic, especially of the highest hierarchy level (e.g. “continents are the largest unit and cover all of the world”)
- Try to be bullet-proof
 - External and Internal
 - Direct and Indirect
- Invest time at this stage to save time later

Objectives & Agenda



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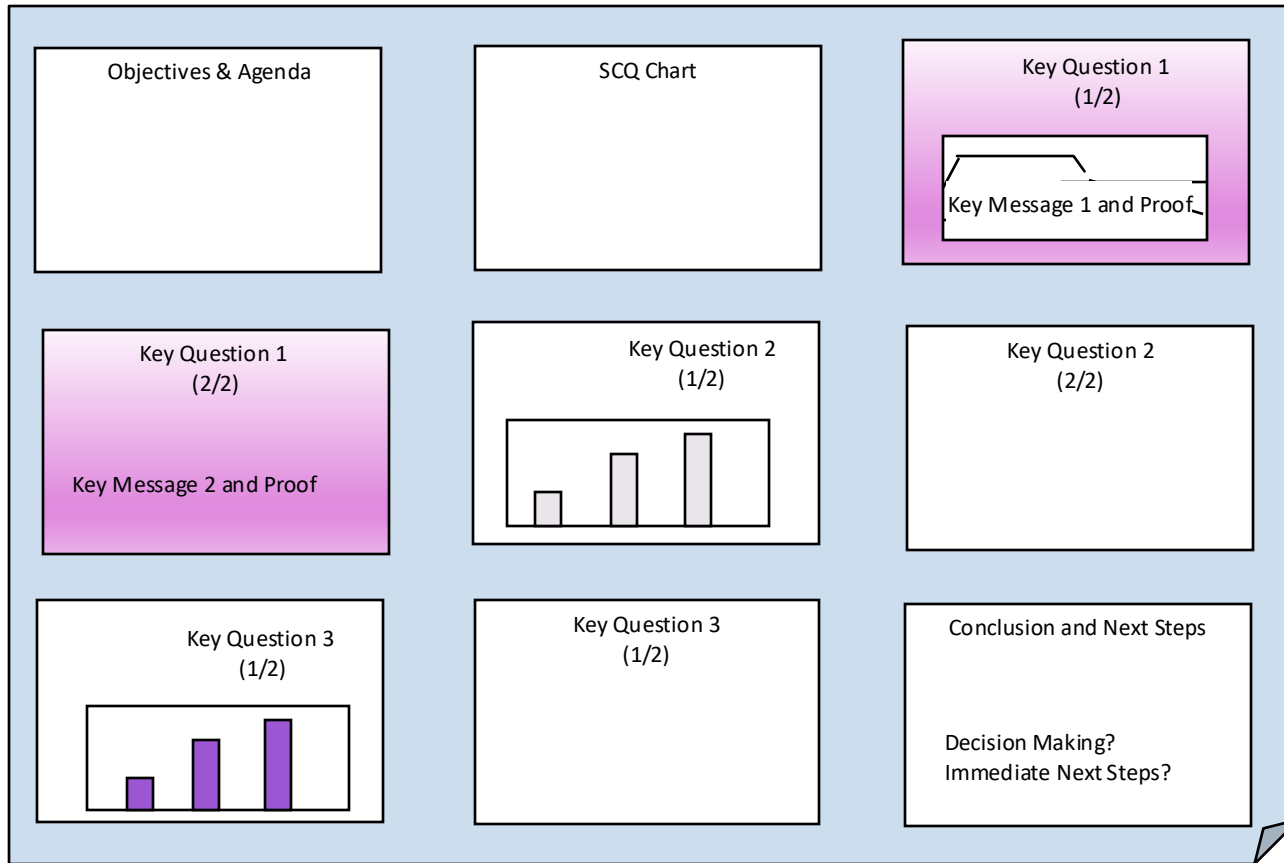
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**THE STORYBOARD FOR ME IS
TO VISUALIZE ENTIRE MOVIE
IN ADVANCE**

MARTIN SCORCESE



Mickey-Mouse Storyboard DRAFTING



1. **Divide paper into sections** or use many
2. **Draft high-level story charts**
 - Start with the Objective, end with the Next Steps
 - If possible, lead with the SCQ
3. **Tell the story with titles** (messages with transitions); at least one per key question
4. **Sketch out supporting charts, graphs, and tables**; re-check the order and story

Objectives & Agenda



- Understand to structure the thoughts methodically
- Learn to structure a convincing storyline
- Practice communicating the message succinctly in a case study environment

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An anatomical drawing of a male figure, likely a study by Leonardo da Vinci, showing the musculature and skeletal structure. The figure is shown from the waist up, with arms extended and legs crossed. The drawing is rendered in a detailed, line-art style with cross-hatching for shading.

**SIMPLICITY IS THE
ULTIMATE SOPHISTICATION**



LEONARDO DA VINCI

Who are you communicating with?



Where they stand?

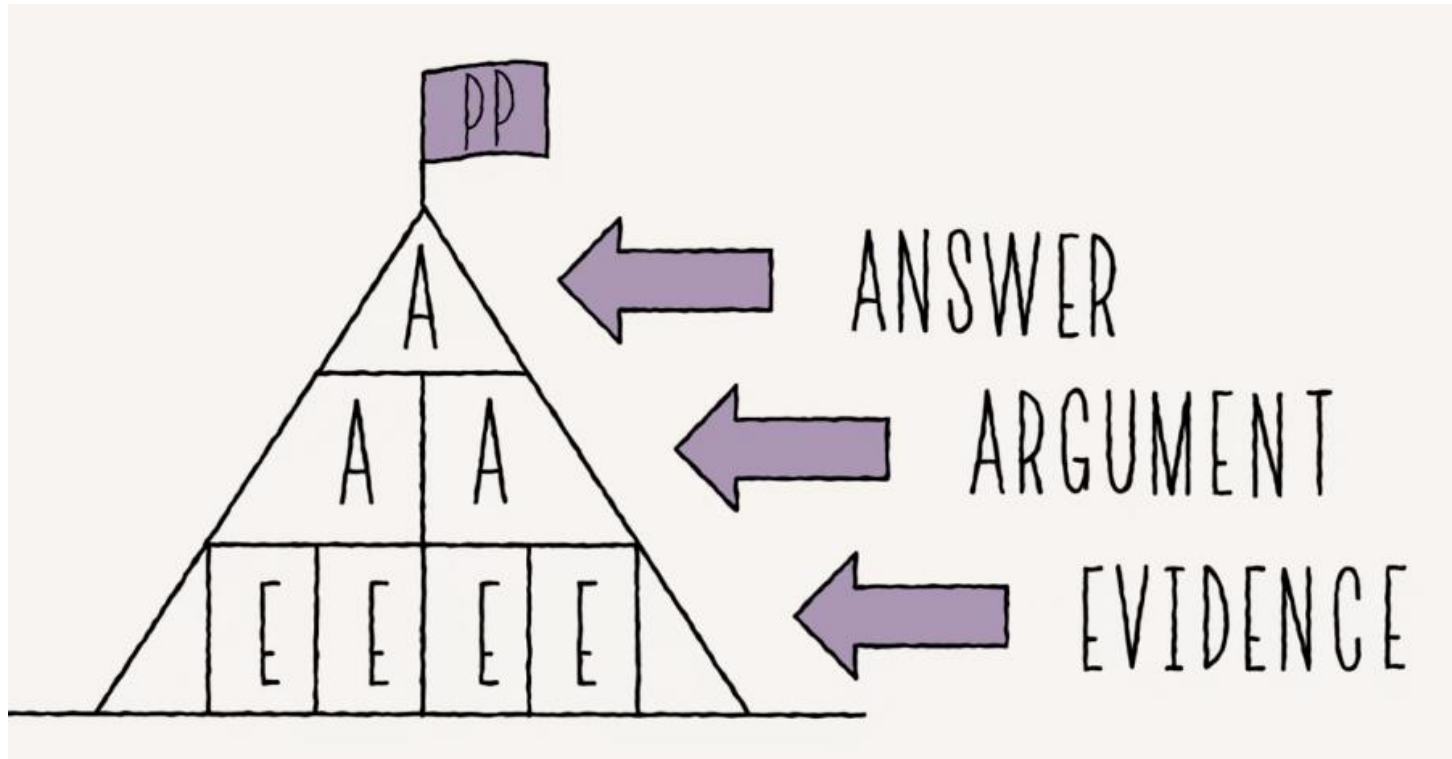
- Familiarity and interest



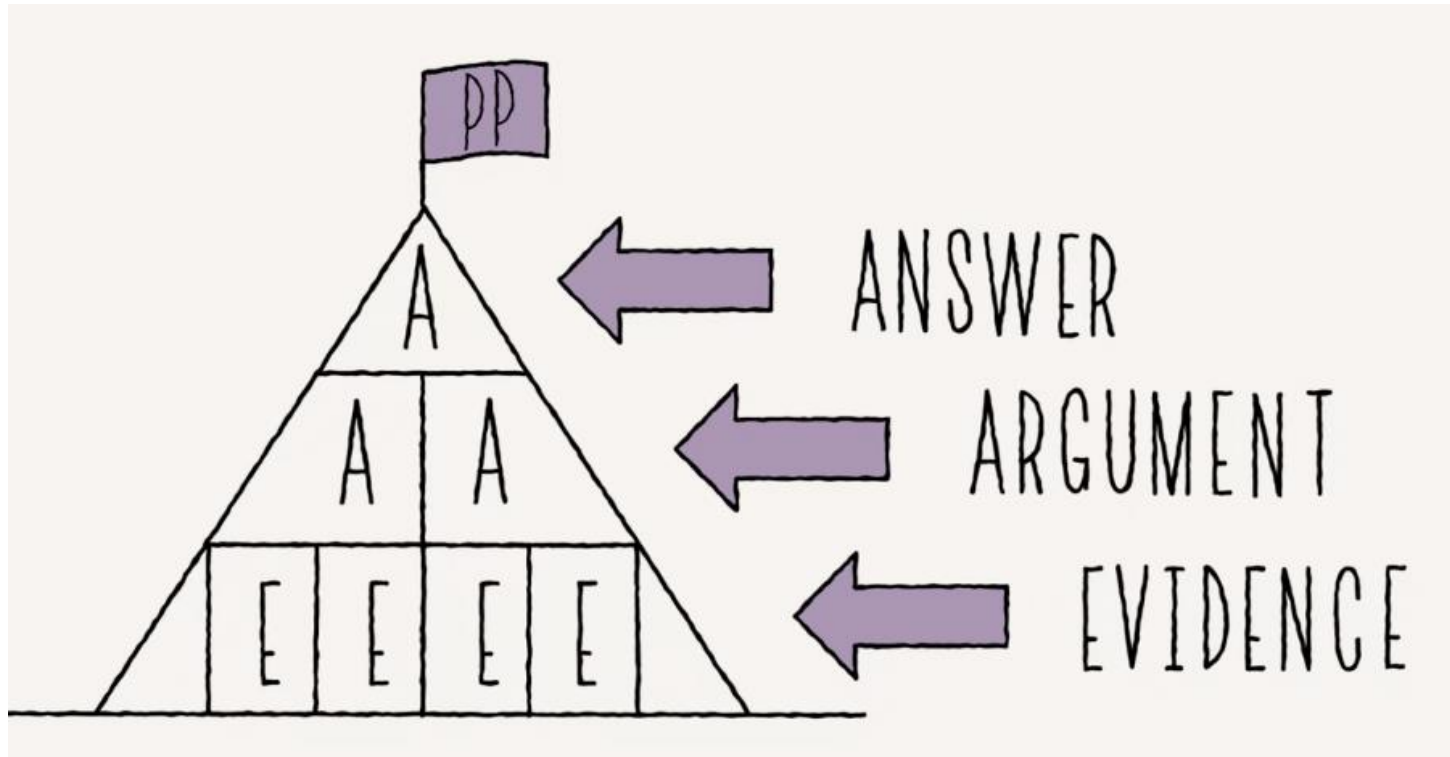
What is your objective?

- Inform or Update, Change Opinion, Make Decisions

Remember Barbara Minto?



The Pyramid Principle by Barbara Minto



1. Start with the **Answer first**.
2. Group and summarize your **supporting Arguments**.
3. Provide **data and Evidences**

What would be the Answer, Argument, and Evidence?



Question?

How can XYZ become profitable?

Answer:

XYZ needs to reduce its claims costs dramatically

Argument:

XYZ has a leading position in Swiss insurance but is significantly under-performing

Has set a low target to reduce claims ratio from 82% to 77%

Evidence/Data:

Lost \$1.5B in 2017

Competitors of similar size has claims ratio of 65%

Follow it up with decision need and next steps

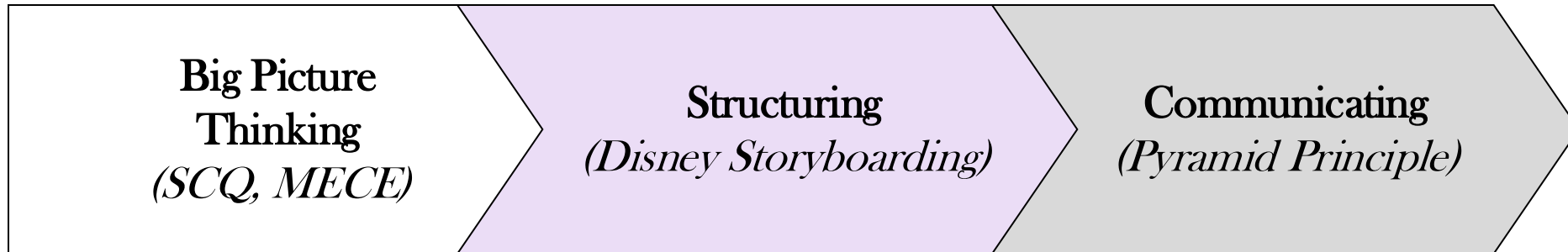
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Any Strategic Story has at least 3 components!



Learnings and Reflections - Individual (3 mins)



- Reflect on 2-3 Learnings from this section for your daily life
- State and Write them!