



# STRATEGY EXECUTION & LEADERSHIP IN TODAY'S UNCERTAIN TIMES

*A Haas-KMDC Executive Series Co-presentation*

Speaker  
**Professor  
Paul Tiffany**  
The Haas School,  
University of California,  
Berkeley, USA



*CEO, Paul Tiffany & Associates*

“*... while managers are capable of making strategies, most face great difficulty in implementing them...*”

**Venue**  
Hotel Equatorial, Kuala Lumpur

**Date**  
1 & 2 December 2008

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# The Essentials of Strategy Execution

Given these uncertain times, today's business leaders need to seriously rethink their value propositions and strategies for success. What worked yesterday will not necessarily work tomorrow. And just as critically, the tools that have been used in the past to solve the uncertainties of business life are often unable to generate answers for the increasingly chaotic times of today.

"Strategy Execution & Leadership in Today's Uncertain Times: A Haas-KMDC Executive Series Co-presentation" is a two-day workshop that will provide forward-thinking business executives with the latest concepts and techniques that have been developed to deal with market uncertainty and risk. We will first discuss the nature of market changes that have created so much confusion, and will then turn to the potential solutions to the problems that have emerged. The program will review materials in all of the key functions of management and show how these new concepts are assisting firms in dealing with market upheaval and change; these tools include scenario planning, real options reasoning, environmental scanning, and other managerial concepts.

## Programme Outline

### DAY 1 (9am - 5pm)

#### **Session 1: What is Strategy? What is Strategic Execution?**

- Strategy Formulation: A Process Involving People and Technology
- Knowing the Customer, the Company, and the Competition
- Why Organizational Values and "Culture" Count
- Why Do Strategies Fail? Problems in Execution

#### **Session 2: Key Issues in Strategic Execution**

- Goals and Objectives: Organizational Clarity
- Organizational Design: Strategy and Structure
- Incentive Systems: Alignment with Organizational Strategy
- Communications and Control Systems

#### **Session 3: Case Analysis in Strategic Execution**

- Case studies
- Small-group discussion and case preparation
- Group case presentations to entire seminar

#### **Session 4: Managing Risk and Uncertainty**

- Today's business world: risk & uncertainty are everywhere
- The management of risk... and the management of uncertainty
- What managerial functions and activities need to be addressed, and what tools are available to address them

### DAY 2 (9am - 5pm)

#### **Session 1: Organizational Structure and Strategic Execution**

- Strategic Alignment: Why Structure is Critical
- Ways to Organize: the Major Variables
- Problems for the Global Firm: the Matrix Organization

#### **Session 2: Organizational Culture: People and Processes... and Values**

- Major Elements of Organizational Culture
- "Sociability" vs. "Solidarity"—or Task and Relationship
- Managing People and Strategic Execution

#### **Session 3: Case Analysis in Strategic Leadership**

- Case studies
- Small-group discussion and case preparation
- Group case presentations to entire seminar

#### **Session 4: Strategic Leadership**

- Leadership "Theories"
- Leadership and Strategic Execution
- Characteristics of World-Class Organizations
- Leadership and Change Management

#### **Session 5: Program Summary: Where Do We Go From Here?**

- Malaysia today: which direction?
- Issues the Malaysian business leader needs to address
- Preparing for the future

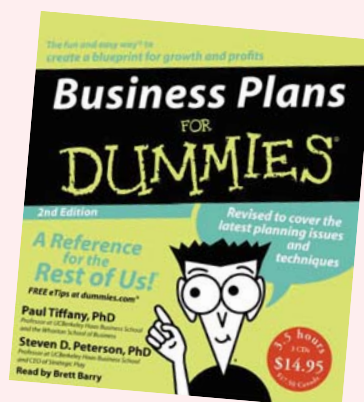


## Professor Paul Tiffany

Prof Paul Tiffany is a highly experienced business consultant and an acclaimed facilitator of management training and development programs for leading firms and organizations throughout the world. He currently serves as a Senior Lecturer at the Haas School of Business of the University of California, Berkeley, where he teaches courses in Business Policy & Strategy and International Management. Prior to this Paul served as a lecturer at the **Graduate School of Business, Stanford University** and as a professor at **The Wharton School, University of Pennsylvania**.

He currently serves as a Visiting Professor at Sasin, the Graduate Institute of Business at Chulalongkorn University in Thailand; IOMBA, the International Organizations MBA program at the University of Geneva; and the Columbia University School of Business in New York City. He also taught the strategic management core course in the executive MBA program at CEIBS in Shanghai for the past four years. Prof Tiffany earned his undergraduate degree from Loyola University, an MBA from Harvard University, and his Ph.D. from the University of California at Berkeley.

Prof Tiffany is also a well-known author. His book *The Decline of American Steel* was published by Oxford University Press in 1988, and appeared in a Japanese edition in 1989. *Business Plans for Dummies* (John Wiley & Sons), co-authored with Dr. Steven Peterson, was published in 1997 and again in 2005 in a 2nd Edition. It was a world-wide Top-Five finalist in the Booz Allen/Financial Times "Best Business Book of 1998" competition. The first edition went through fifteen printings, and was available in ten languages. Professor Tiffany is the recipient of several awards for his teaching, including the Cheit Award as the outstanding professor in the Berkeley-Columbia Executive MBA program, in both 2003 and 2004.



Paul currently leads Paul Tiffany & Associates, a multi-specialty consulting and training organization that offers management services to firms worldwide. Recent clients have included Deutsche Post World Net (Germany), Siam Cement Group (Thailand), Thai Beverage (Thailand), Royal Bank of Scotland, Genentech, The Hartford Insurance Co., Statoil (Norway), Microsoft, Mohegan Sun Resort and Casino, US Steel, Raytheon, Toyota (Japan), Young Presidents Organization (YPO) of Thailand, Cisco Systems, Korean Management Association (Korea), Banc of America, and MinSheng Bank (China), among many others.



## Key Take-Aways

- Learn personally from one of the world's leading experts in business and management.
- Prepare effectively for challenges ahead in leadership roles.
- Network with other managers and executives to share perspectives and experience to meet the demands of change.
- Real-life case studies and discussion forums provide great opportunities to learn best practices from around the world.
- Be better equipped to rethink the strategies and tactics of your own organization, and redefine what you have to do to succeed in the foggy future of the current marketplace.

## Who Should Attend

- Managers of medium and large organizations dealing with the challenge of change in an uncertain environment.
- Chief Executive Officer (CEOs)
- Directors
- Senior Managers
- Managers



"Programmes such as these have helped me immensely in my current role when managing a team of highly skilled, experienced & dynamic people"

- Eric Chin Kuan Weng, former participant of KMDC's Executive Series -

## Participation Fee

**Regular Price:** RM 3800 per participant (individual)  
RM 3500 per participant (3 pax)  
RM 3300 per participant (5 pax)

**Early Bird Price:** (for registrations before 31 Oct 2008)  
RM 3300 per participant (individual)  
RM 3200 per participant (3 pax)  
RM 3000 per participant (5 pax)

Fees are inclusive of registration, course materials, refreshments and lunch for the two-day event.

Please address your registration and / or payment to:



**KDU Management Development Centre Sdn. Bhd. (584539-D)**

**A PARAMOUNT CORPORATION COMPANY**

Level 8, Uptown 1, No. 1, Jalan SS21/58,  
Damansara Uptown, 47400 Petaling Jaya

**Tel:** 03- 7712 3388

**Fax:** 03- 7712 3366

**Email:** start@kmdc.com.my

**Website:** www.kmdc.com.my

## About KMDC

Creating Value and Enrichment in Lifelong Learning

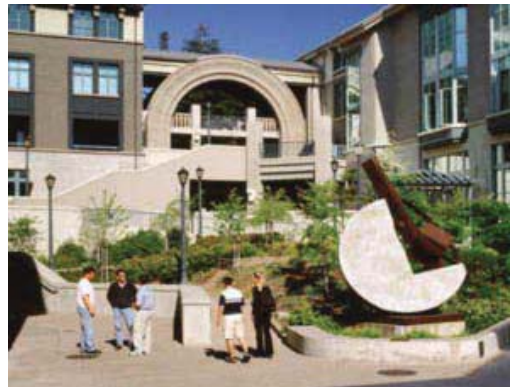
KDU Management Development Centre (KMDC) is a workforce transformation and learning solutions provider. KMDC offers innovative learning solutions with emphasis on personal and professional growth for the individual, and integrated management solutions for dynamic organisational change.

KMDC's Executive Learning Network defines our holistic learning approach that is both practical and relevant to business leaders and professionals, enhancing their capabilities through leading edge and high quality executive education and professional development programmes. Our learning network aims to bring professionals, client organisations, partner learning providers and learning members together to promote lasting, rewarding and satisfying learning experiences. Working closely with world-class universities, our cutting-edge programmes offer a transformational

## Haas Business School

For over 100 years, the Haas School of Business at the University of California, Berkeley, has offered a superb management education to outstanding men and women from around the world. The School is one of the world's leading producers of new ideas and knowledge for all areas of business, and a launching point for many new businesses.

The Haas School is widely known for its diverse and talented faculty, staff, students and alumni. They have created an innovative academic culture that stresses cooperative teamwork, entrepreneurship, a global point of view, and an emphasis on new ideas and fresh perspectives. The school's programs benefit significantly from the university's practice of interdisciplinary research and teaching, and the school's strong connections to nearby Silicon Valley.



### **KDU Management Development Centre Sdn. Bhd.**

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- Professor Paul Tiffany
- 1 & 2 December 2008
- Hotel Equatorial Kuala Lumpur

Company: \_\_\_\_\_

Contact Person: \_\_\_\_\_ Designation: \_\_\_\_\_

Address: \_\_\_\_\_

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Tel: \_\_\_\_\_ Fax: \_\_\_\_\_ Email: \_\_\_\_\_

Delegate(s):

1. \_\_\_\_\_ Designation: \_\_\_\_\_ Email: \_\_\_\_\_

2. \_\_\_\_\_ Designation: \_\_\_\_\_ Email: \_\_\_\_\_

3. \_\_\_\_\_ Designation: \_\_\_\_\_ Email: \_\_\_\_\_

4. \_\_\_\_\_ Designation: \_\_\_\_\_ Email: \_\_\_\_\_

5. \_\_\_\_\_ Designation: \_\_\_\_\_ Email: \_\_\_\_\_

\* Please indicate title of delegate(s) (Dato'/Datin/Dr/Mr/Mrs/Ms) and use a separate sheet if you have more than 5 delegates.

**Payment Options**

Cheque Bank \_\_\_\_\_ Cheque No. \_\_\_\_\_

Payable to 'KDU Management Development Centre Sdn Bhd'

\* Please write delegate(s) name(s) & event code "Haas Dec 08" at the back of the cheque

Credit Card Card No.: \_\_\_\_\_ | \_\_\_\_\_ | \_\_\_\_\_ | \_\_\_\_\_

Name on Card : \_\_\_\_\_ Expiry Date: \_\_\_\_\_

**Payment Policy**

Upon signing this form, you are deemed to have read and understood the Registration Guidelines, Procedures and Policies and have accepted the terms contained therein. This registration form together with the payment MUST reach us at least 5 working days before the commencement of the event.

**Substitution of Delegate(s):**

This is allowed provided KMDC is notified in writing of the name(s) and designation(s) of the new delegate(s) at any time prior to commencement of the event. Transfer of registration to other KMDC courses is not allowed.

**Cancellations**

All cancellations of registration must be made to KMDC in writing.

If cancellations are received:

- (a) more than 14 days before the event, a full refund of the fees less a 10% administrative charge will be given;
- (b) 7 - 14 days before the event, a 50% refund will be given;
- (c) less than 7 days before the event, no refund will be given;
  - (i) a substitute delegate is welcome to take your place, or
  - (ii) a set of course materials will be given.

\_\_\_\_\_  
*Company Stamp*

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Name: \_\_\_\_\_ Designation: \_\_\_\_\_

**Please send payment together with this form to:**

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