

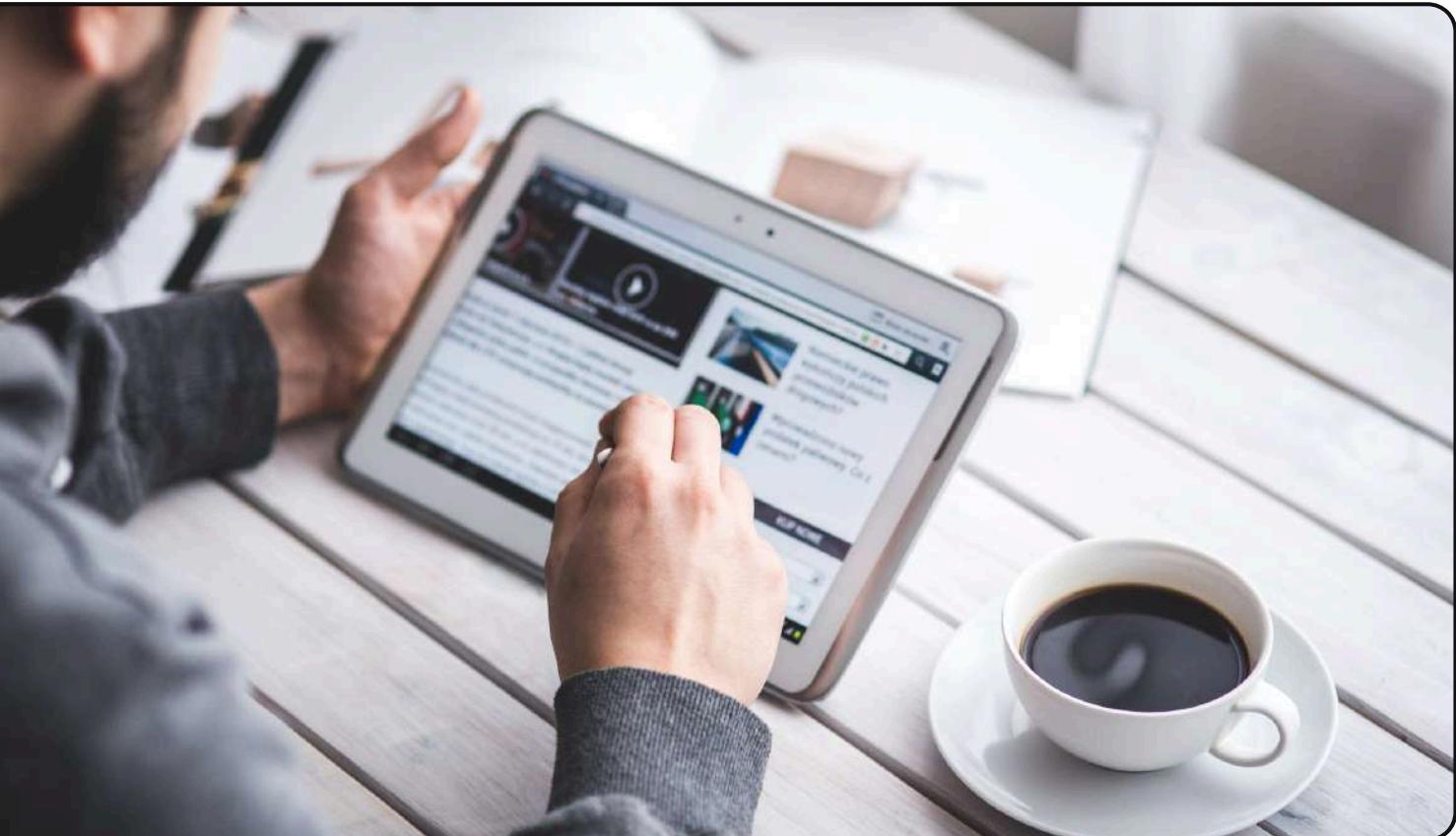
# Building Business Acumen through Strategic & Critical Thinking



From Precision to Perspective

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Prepared for :  
**Keysight Technologies  
Malaysia Sdn Bhd**



# In a nutshell

“ This 1-day workshop helps Keysight employees to build strategic and critical thinking alongside stronger business acumen. Participants will learn to shift from tactical execution to a broader business-focused mindset. Using tools like SWOT, scenario planning, and zoom in-zoom out, they will practice linking technical decisions to business impact. The program also contrasts engineering precision with business value creation to close the gap. By the end, attendees gain practical tools to make smarter, business-driven decisions. ”

# Objectives

01

Introduce participants to strategic thinking and critical thinking frameworks relevant to business decision-making

02

Highlight the differences between engineering and business perspectives and how to bridge them

03

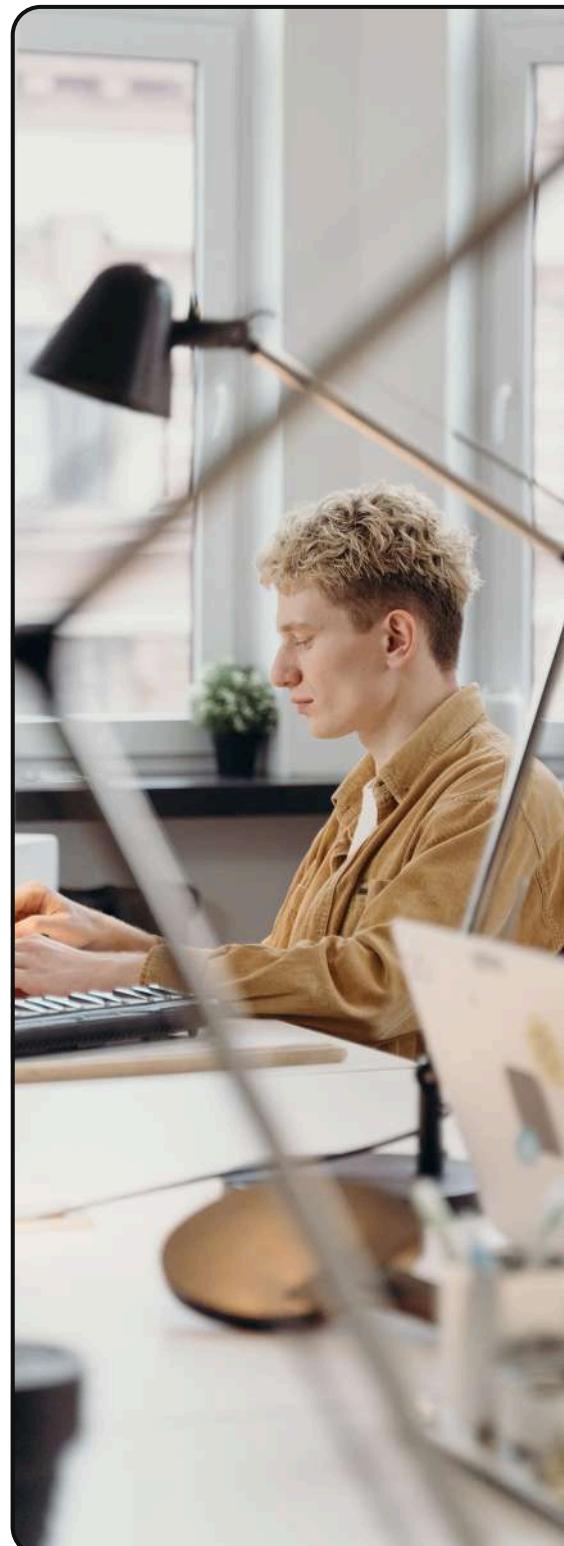
Provide hands-on exercises (SWOT, scenario planning, zoom in-zoom out) to practice real-world application

04

Develop awareness of how to shift from tactical/operational focus to strategic/business mindset

05

Build confidence in applying business acumen in project, product, and organizational contexts



# › Program Outline

## Building Business Acumen through Strategic & Critical Thinking

Time	Session	Focus
8:30	Welcome & Ice Breaker	<ul style="list-style-type: none"> <li>Icebreaker: "Engineering vs Business View"</li> <li>Framing: Why business mindset matters at Keysight.</li> </ul>
9:15	Critical Thinking: Zoom-In / Zoom-Out	<ul style="list-style-type: none"> <li>Concept: Understanding systems-level thinking vs detail-level thinking</li> </ul>
10:15	Break	<ul style="list-style-type: none"> <li>Tea Break</li> </ul>
10:30	Business vs Engineering Perspectives	<ul style="list-style-type: none"> <li>Discussion: Engineers optimize for precision &amp; efficiency, businesses optimize for value &amp; ROI</li> <li>Exercise</li> </ul>
11:30	Critical Thinking Toolkit	<ul style="list-style-type: none"> <li>Root cause questioning, challenging assumptions, reframing problems.</li> <li>Mini-exercise: Break down a recurring Ops/PM issue with these tools</li> </ul>
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### Theme

*Sharpening Critical Thinking – From Detail to Big Picture*

# › Program Outline

## Building Business Acumen through Strategic & Critical Thinking

Time	Session	Focus
12:30	Lunch	
13:30	<b>Strategic Thinking Foundations</b>	<ul style="list-style-type: none"> <li>• Concepts: Strategic vs Tactical, Long-term value creation</li> <li>• Tool introduction: SWOT analysis, Scenario Planning</li> </ul>
14:15	<b>Practical Exercise: SWOT Analysis</b>	<ul style="list-style-type: none"> <li>• Group work: SWOT for a hypothetical Keysight product or market challenge</li> </ul>
15:15	<b>Scenario Planning Simulation</b>	<ul style="list-style-type: none"> <li>• Each team presents strategic responses</li> </ul>
16:15	<b>Building a Business Mindset</b>	<ul style="list-style-type: none"> <li>• Framework: From tactical operator → strategic partner</li> <li>• How to apply business acumen in day-to-day roles (R&amp;D, Ops, PM)</li> </ul>
16:45	<b>Wrap-up &amp; Action Planning</b>	



### Theme

*Strategic Thinking for Business Impact*



# Expected Outcomes

01

Understand the key differences between engineering-driven and business-driven decision-making

02

Apply critical thinking tools (zoom-in/zoom-out, problem reframing, root-cause questioning) to work scenarios

03

Use strategic thinking frameworks (SWOT, scenario planning, strategic options analysis) in practical exercises

04

Recognize the importance of business acumen (cost, value, ROI, customer impact) in R&D, operations, and PM roles

05

Be able to balance tactical execution with strategic foresight in daily work



# INDIGO

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## ABOUT ELITE INDIGO

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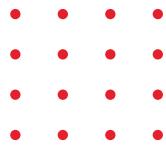


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# › Facilitator



## 30 years of industrial experience

- Product engineering, Customer Service & Support, Operation Management, Program Management, Business Development
- 18 years of In house training (Soft skills, Management, Leadership, Customer service)

## Expertise

- Customer Service Excellence
- Strategic Organizational Planning
- Leadership Development & Training

## Qualification & Education

- Certified HRDC Trainer
- ICF ACSTH Certified Coach, Certified Coaching & Mentoring Professional, Certificate in Advanced Coaching & Mentoring
- Certificate in Performance Coaching
- Certified The Leadership Challenge®, Whaledone!® trainer
- Master of Business Administration pass with Distinction
- 1st Class Degree in Computer & Communication Engineering

**KH Goh**



"A passionate HRDC-certified trainer with 30+ years' experience, inspiring leaders at every level through impactful workshops in leadership and strategic growth."

# › Facilitator

**Koay Kheng Huat** is the **Founder and Principal Consultant** of **Elite Indigo Consulting**, a HRDF-certified firm in Penang, Malaysia. With **over 20 years of leadership experience** at Intel Malaysia, he combines technical expertise, people development skills, and entrepreneurial vision to drive organizational transformation.

Since founding Elite Indigo in 2016, Kheng Huat has led the delivery of **3,000+ training programs nationwide**, supported by a network of 30+ professional trainers. His focus is on bridging **strategy with execution**, enabling companies to future-proof their workforce through relevant, impactful learning.

His **expertise spans AI, machine learning, structured problem-solving, and leadership development**, while his calm yet dynamic presence makes him a trusted advisor in **executive coaching, succession planning, and boardroom leadership**.

Passionate about **empowering people**, Kheng Huat creates **transformative learning experiences** that foster **growth mindsets, resilience, and authentic leadership**. His vision is to help individuals and organizations unlock their potential and achieve sustainable, purpose-driven impact.



Koay Kheng Huat is passionate about developing people and unlocking their potential. With expertise in AI, problem-solving, leadership development, and succession planning, he creates impactful learning experiences that foster growth, resilience, and purpose-driven performance.