



# ENHANCING WORKPLACE EFFECTIVENESS THROUGH CRITICAL THINKING & PROBLEM SOLVING

📅 June 10-11, 2026 (Wednesday-Thursday) ⌚ 8.45 am – 5.00 pm 📍 FMM Institute, Perak



Step into a high-impact, results-driven programme designed to elevate how leaders think, decide, and solve problems in today's fast-paced business environment. This intensive 2-day experience empowers professionals with powerful, structured methodologies; including Six Thinking Hats, Is/Is Not Analysis, 5 Whys, Root Cause Risk-Based Analysis, and Bow-Tie Analysis to cut through complexity, uncover true root causes, and drive smarter, faster decisions.

Through dynamic simulations, real-world case challenges, and an immersive capstone experience, participants will sharpen their analytical edge, transform the way meetings are run, and unlock stronger cross-functional collaboration. The programme goes beyond theory by delivering practical tools and techniques that can be immediately applied to improve productivity, reduce recurring issues, and enhance decision quality.

Ideal for forward-thinking leaders, this training builds the confidence and capability to tackle high-stakes challenges with clarity, influence, and strategic precision by turning everyday problem-solving into a competitive advantage.

## COURSE CONTENTS

- |   |  |   |
|---|--|---|
| <p><b>1. THE PSYCHOLOGY OF WORKPLACE THINKING</b></p> <ul style="list-style-type: none"> <li>a. Understand how cognitive biases and culture affect decisions</li> <li>b. Operational vs Strategic Thinking</li> <li>c. Workplace Team Dynamics</li> <li>d. Decision Traps in Corporate Environments</li> <li>e. Case Study: Cognitive Biases in Leadership</li> </ul> | <p><b>4. ROOT CAUSE ANALYSIS</b></p> <ul style="list-style-type: none"> <li>a. Principles of Root Cause Thinking</li> <li>b. 5 Whys – Depth vs Superficial Analysis</li> <li>c. Root Cause Risk-Based Analysis (RCRBA) Framework</li> <li>d. Linking Causes to Risk Exposure</li> </ul>  | <ul style="list-style-type: none"> <li>e. Skill Builder: Sharpening problem framing</li> <li>c. Barrier Effectiveness Evaluation</li> <li>d. Integration with RCA</li> <li>e. Skill Builder: Transforming symptoms to systemic causes</li> </ul>  |
| <p><b>2. STRUCTURED CRITICAL THINKING FRAMEWORKS</b></p> <ul style="list-style-type: none"> <li>a. Elements of Critical Thinking</li> <li>b. Issue Decomposition</li> <li>c. Hypothesis-Based Thinking</li> <li>d. Data vs Assumption Differentiation</li> <li>e. Case Study: Understanding the declining customer satisfaction</li> </ul>                            | <p><b>5. COLLABORATIVE THINKING – SIX THINKING HATS</b></p> <ul style="list-style-type: none"> <li>a. Introduction to disciplined thinking models</li> <li>b. Managing Emotional vs Logical Thinking</li> <li>c. Structured Meeting Facilitation</li> <li>d. Preventing Groupthink in Hierarchical Cultures</li> <li>e. Role Play: Six Thinking Hats Applications</li> </ul> | <p><b>7. CROSS-FUNCTIONAL PROBLEM SOLVING</b></p> <ul style="list-style-type: none"> <li>a. Systems Thinking Across Departments</li> <li>b. Conflict Resolution Techniques</li> <li>c. Managing Stakeholders with Different KPIs</li> <li>d. Negotiation with Cultural Sensitivity</li> <li>e. Skill Builder: Break silos and manage conflicts</li> </ul> |
| <p><b>3. PROBLEM DEFINITION MASTERY “-IS/IS NOT” MATRIX</b></p> <ul style="list-style-type: none"> <li>a. Importance of Problem Definition in RCA</li> <li>b. Structure of Is/Is Not Matrix</li> <li>c. Boundary Setting &amp; Scope Control</li> <li>d. Avoiding Problem Creep</li> </ul>  | <p><b>6. BOW-TIE ANALYSIS FOR RISK VISUALISATION</b></p> <ul style="list-style-type: none"> <li>a. Bow-Tie Structure (Hazard, Event, Consequences)</li> <li>b. Preventive vs Mitigative Controls</li> </ul>  | <p><b>8. DECISION-MAKING</b></p> <ul style="list-style-type: none"> <li>a. Decision-Making Models (Analytical vs Intuitive)</li> <li>b. Trade-off Analysis</li> <li>c. Risk vs Speed Balance</li> <li>d. Escalation &amp; Accountability</li> <li>e. Skill Builder: Apply frameworks in time-sensitive situations</li> </ul>                              |

## OBJECTIVES

This two-day intensive program provides participants with structured critical thinking, define problems precisely, perform root cause and risk analysis, facilitate collaborative decisions, and communicate solutions effectively. Here are the learning objectives for the two days training program; after completing this program, participants will be able to:

- Apply structured critical thinking frameworks for complex decision-making
- Use Six Thinking Hats to improve meeting effectiveness and reduce conflict
- Conduct Bow-Tie Analysis & RCRBA for proactive risk mitigation
- Apply Is/Is Not matrix to define problems with clarity
- Adapt communication and problem-solving styles to Malaysian cultural expectations

## WHO SHOULD ATTEND

Senior Executives, Assistant Managers, Department Heads (Manufacturing, Services, Corporate)

## TRAINER

MR LIM KIM YOOK, an author of a book on 5S, has more than 20 years of working experience in Quality, Engineering and Production areas. Majoring in Mechanical and Electrical Engineering, he has training experience in the field of ISO 9001, Quality, Environmental Management System, QS9000, ISO/TS16949, Safety & Health Management System, 5S, 7 QC Tools, FMEA, SPC and Supervisory Skills. With more than 6 years of experience at the Managerial level, he had lead companies such as Meisei Electric, Taiyo Technology and Precico in achieving ISO 9000 and ISO/TS 16949 QMS.

MR LIM who has worked as an Engineering Manager at Armstrong Cycle Parts, had developed automotive control cables for Proton, Perodua and Honda cars such as Waja, Kelisa, Kenari, Kembara and Civic. He had set-up the Reliability Test Section and designed the Speedometer Cable and Gear Shift Endurance Tester for Armstrong Cycle Parts. In addition, with his wide experience in semiconductor, electronics, automotive and constructions industries, Mr. Lim is an active Trainer and Analyst in the areas of ISO 9001, ISO 14001, QS 9000, ISO/TS 16949 and OHSAS 18001.

## COURSE DETAILS

Date **June 10-11, 2026 (Wednesday-Thursday)**  
Time **8.45am - 5.00pm**  
Venue **FMM Institute Perak  
No 1, Lorong Raja DiHilir, 30350 Ipoh, Perak**  
Medium of Instruction **English**  
CPD **14 hours**  
Fees  **Members RM1,134.00/pax**  **Non-Members RM1,296.00/pax**  
*(Fees inclusive of Service Tax at 8%, Course Materials, Refreshment, Lunch and Certificate of Attendance)*

## ADMINISTRATIVE DETAILS

### HRD CORP CLAIMABLE COURSE DETAILS

- Training Provider: **FMM Institute Perak**
- MyCoID : **475427W\_PERAK**
- HRD Corp Programme No: **Provided upon confirmation**

### DISCLAIMER

The FMM Institute reserves the right to change the facilitator, date and to vary / cancel the course should unavoidable circumstances arise. All efforts will be taken to inform participants of the changes.

### REGISTRATION

- Upon **Faxing/Mailing** the completed **Registration Form** to FMM Institute, you are **deemed** to have read and **accepted** the terms and conditions. The **course** would also be **deemed** as **confirmed** unless informed otherwise.
- Will be based on First-Come-First served basis.

### PAYMENT

- Cheques** made in favour of "FMM Institute" should be forwarded to FMM Institute Perak.
- For **HRD Corp Claimable Course**, an **Attendance of 100%** is a **must**, in any case, **employers will be billed in full**.
- FMM Institute SST Registration No. **W10-1901-32000105**
- FMM Institute TIN No. **C10626805080**

### CANCELLATION

Must be in Writing with Reasons ■ 7 days before the course – No payment charged ■ 3 – 6 days before the course - 50% payment charged ■ < 3 days before the course – Full payment charged ■ Participants who did not turn-up will be charged full payment ■ Replacements can be accepted at no additional cost

Register in Groups &  
Enjoy More Savings!

- 2-4 participants: 10% discount
- 5-7 participants: 15% discount
- 8-9 participants: 20% discount

~ Registration Form ~

Closing Date: JUNE 3, 2026

# ENHANCING WORKPLACE EFFECTIVENESS THROUGH CRITICAL THINKING & PROBLEM SOLVING

FMM Institute  
No 1, Lorong Raja DiHilir, 30350 Ipoh, Perak

Fax: 05-5488221

Dear Sir / Madam, please register the following participant(s) for the above programme.

1.	Name	Designation	
	NRIC	HP No	
		Email	
2.	Name	Designation	
	NRIC	HP No	
		Email	
3.	Name	Designation	
	NRIC	HP No	
		Email	

(Please attach a separate list if space is insufficient)

We hereby confirmed that (Please tick (✓) in appropriate box):-

- We **will be claiming from HRD Corp** and full payment would made to FMM Institute in the event that no disbursement from HRD Corp under any circumstances
- We will **NOT BE CLAIMING from HRD Corp**. Enclosed cheque/bank draft No \_\_\_\_\_ for RM \_\_\_\_\_ being payment for \_\_\_\_\_ participant(s) made in favour of the "FMM Institute".

Submitted by:

Name:	Designation:		
Company:	Tel:	Fax:	
Address:			
Email:	FMM Membership No		