



INTERNATIONAL PROFESSIONAL MANAGERS ASSOCIATION (IPMA)



CORPORATE PROFILE

&

2012
PROGRAM DIRECTORY
OF
EXECUTIVE COACHING &
WORKSHOP SERIES FOR
LEADERSHIP DEVELOPMENT



IPMA ASIA PACIFIC

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Transforming the Next Generation of Leaders

2012 WORKSHOP SERIES FOR LEADERSHIP DEVELOPMENT

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2012 WORKSHOP SERIES FOR LEADERSHIP DEVELOPMENT

1. PREFACE

KEYS TO SUCCESSFUL LEADERSHIP DEVELOPMENT

Many managers find themselves in leadership positions without ever having consciously made the choice to become a leader, let alone a great leader.

The 'Peter Principle' (formulated by Dr. Laurence J. Peter and Raymond Hull in their 1969 book 'The Peter Principle') states that in modern organisations, most managers rise to the level of their least competence, like the specialist (e.g. accountant, engineer, lawyer etc.) who is so good at their craft that they get promoted to a management position in 'charge of people' without having mastered any real leadership skills. And then they bomb. It's not their fault; they were promoted into the position with little or no training, coaching or mentoring...its sink or swim.

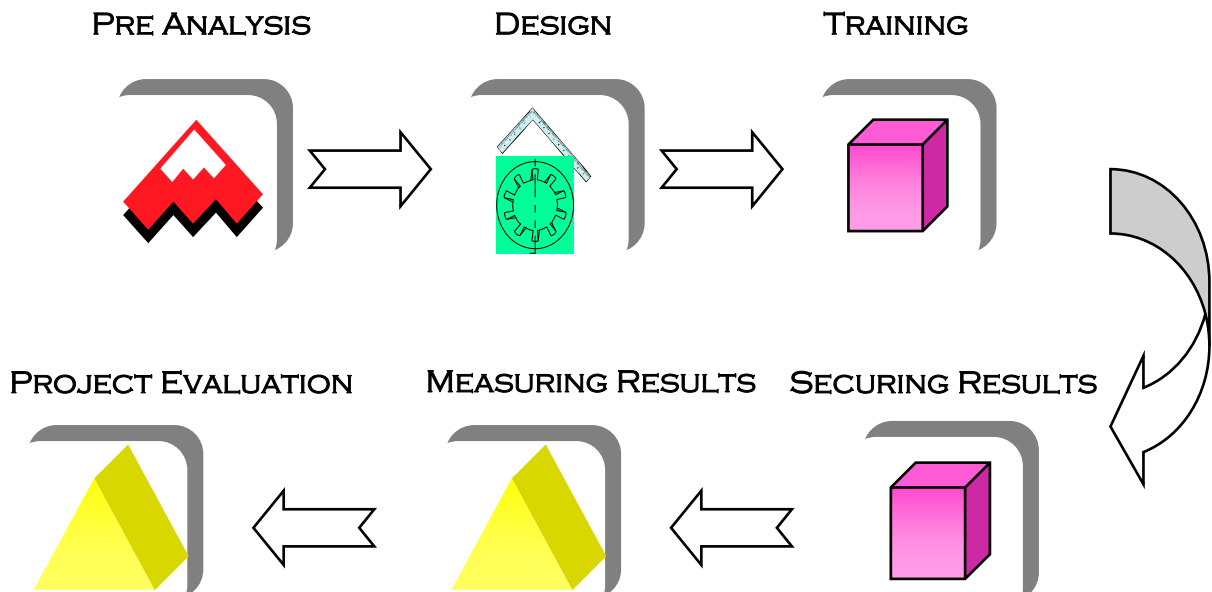
In some cases we came across, well intentioned promises of leadership development, coaching or mentoring were made to the leader when they were appointed, only to fall by the wayside because more pressing business matters crowded out the hours in the new leader's day.

We believe in the following keys to success towards successful management development:

MANAGERIAL COMPETENCE DEVELOPMENT PROCESS

The main obstacle for a management development programme is shifting the mental models of the participants and manages the resistance to change. The best way to sustain positive change is to follow a structured step-by-step process:

- (a) Research – Pre-Analysis, Design and Preparation before the training
- (b) Training – Introduction of new Knowledge and Skills
- (c) Action Learning – Practical application on the Job
- (d) Implementation – Refinement, reinforcement, follow-up





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II. ABOUT IPMA CORPORATE COACHING & TRAINING DIVISION

International Professional Managers Association (IPMA) established in 1993, is a not-for-profit organisation whose mission is to provide practicing Managers with the opportunity to participate and to be part of the process of improving managerial performance and effectiveness in all areas of business, industry and public administration.

IPMA Singapore Corporate Training Division's mission is to assist client organisation to secure a leading position in their respective market place and developing a sustainable competitive advantage through developing their key asset, intellectual capital of the people.

IPMA has established a strategic partnership with Executive Development Associates Inc. (EDA) <<http://www.executivedevelopment.com/>>, a global leader in creating custom-designed executive development strategies, systems and programs that help organizations build the capabilities needed to achieve their strategic objectives.

We collaborate with clients, adapting various approaches (such as knowledge-driven learning organisation) to their specific contexts.

We design and implement tailor-made learning and organisational development strategies that greatly improve our client's performance, increase market value and enhance organisational capability.

Management & Human Resource Consulting is full of successful firms and talented people. What makes us different? We believe that what sets us apart is our use of insight to create maximum impact for our clients. For us, three words capture this distinctiveness: **insight, impact, and trust**. These words describe a virtuous circle that articulates the essence of our work.

We develop **insight** into what drives value creation and competitive advantage in our clients' businesses. Then, we work closely with our clients to convert insight into concrete strategies and tactics. The implementation of insight has high **impact** in the form of value created for our clients.

When we deliver impact repeatedly, we earn their **trust** and build lasting relationships that serve as a platform for deeper insight and ever-greater impact.

There is an added complexity that finds its way into the mix of managing your business. The plethora of management theories, many of which are speculative at best, are changing with breathless rapidity. How can you implement 'text-book' solutions with long term goals in mind, if the 'text-book' changes almost monthly?

We take a collaborative, participate approach known as 'Process Consulting' where client and consultant learn together. Such an approach necessarily avoids pre-supposed solutions to unique contexts. The most basic thing we do is facilitate your learning. Because of this transfer of skills, we work ourselves out of a job, rather than becoming indispensable.



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III. ABOUT THE WORKSHOP SERIES FOR LEADERSHIP DEVELOPMENT

The traditional approaches to management that has shaped managers and businesses for the past fifty years are no longer sufficient to run the modern organisation. Technology is transforming the role of executives and managers as completely as it is transforming industries, products, customer relationships, market opportunities, strategic thinking, and the bottom line. For management, staying abreast of the competition means staying abreast of the way technology is redefining your business-and your job.

The new economy is the innumerable inexpensive opportunities available to create and exchange new ideas, products, and services. With this creation and exchange come additional opportunities for others to see new ways of doing things and participate in creating yet other opportunities.

The new economy is entrepreneurial and highly networked. Managing networks, convening them, expanding, perpetuating, and ending them will become a growing part of commerce, politics, and cultural life. Leading-edge organisations are already spending an increasing amount of energy creating customer communities.

The economy in the past several years has changed the way organisations conduct business. The shift in demand, expectations of employees, customer and other stakeholders as well as issues such as unemployment, downsizing, globalisation, mergers, and acquisitions have caused organisations to rethink how to do business and reinvent themselves. Managers at all levels have a critical role to play in ensuring that their organisation remain competitive in today's interconnected and globalised world.

We have developed a unique selection of programs designed to help you cope with the difficult problems of leading and managing the today's organisation. **These programs can be delivered as a 2-hour Executive Briefing Sessions as well as a 2-day in-house workshop format.**

These expert-led series of powerful, practical, and innovative programs draws on the research of acclaimed scholars and real-world experiences of executives and firms to help the participants resolve a new generation of technology-related management issues in areas, such as, strategic thinking, business design, leadership, product development, technology changes, customer management, change management, marketing, knowledge management and more.

In these programs, the participants will learn proven techniques for:

- Developing a sense of self-awareness of their strengths and areas of development
- Maximizing their contributions as managers and leaders of their own organisation
- Developing a successful business strategy and business model
- Transforming their organisation/business unit towards organisational excellence
- Guiding their organisation towards achieving sustainable competitive advantage

Format – How the Workshop Will Be Conducted

This series of experiential and hands-on workshop includes **theory, hand-outs** of practical example deliverables for reference and to assist in learning, **hands-on exercises and case studies** that will reinforce learning, and **reviews** at the end of the workshop session that further reinforces key concepts and learning.



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PROGRAM 1: EXECUTIVE COACHING SOLUTIONS

OVERVIEW

In today's business context, the importance and practice of managerial coaching is changing. Once focused primarily on improving the performance of employees who have fallen below standard or on providing opportunities for those with the highest potential, coaching now plays an expanded role, due to a greater appreciation of the value of an organisation's knowledge and human capital. To achieve critical results and remain competitive, organisations now see coaching not only as a means to shape individual performance but also, increasingly, to build broader organisational capacity.

This new perception means that coaching now needs to be seen as a type of investment in the knowledge capital of the organisation, and that employees are like a portfolio of talent in which the manager needs to invest time and energy. To maximize the impact of coaching, managers need to review their portfolios regularly and determine those skills and capabilities that each person needs in order to have the greatest impact on business results. In other words, managers need to help each employee focus on developing those capabilities that will contribute most to both individual and organisational success.

This shift in perception and practice has important implications for today's managers, who may often feel hard-pressed to attend to those few employees who really need help, let alone to an entire team that is often far-flung and diverse. What is required to help managers make the right investment is a clear definition of coaching, as well as some core coaching practices that can be readily applied in today's time-compressed business environment.

Executive Coaching is one of the hottest tools and strategies leading companies are implementing right now. No longer are businesses turning to an Executive Coach to fix a problem. Now organisations turn to executive coaching as a way to give them a leading edge and advantage in the ever evolving business world. It is one of the leadership development interventions that are being used to help businesses grow and strengthen from within their organisation by supporting their senior leaders and high potential managers.

Executive Coaching is on the rise as more and more businesses see that coaching can have a positive impact not only within their organisation but on their bottom line. As our global economy is drastically shifting and the needs and expectations of higher level management is constantly changing, more businesses will turn to coaching which is why Training Edge has dedicated itself to supporting these businesses. In the past, coaching used to be seen as something taboo or weak whereas now almost all major organisations use coaching in some way.

Coaching defined is where a person, group, or organisation is looking to accomplish or achieve a specific goal and hires a coach to support them along this path. What you can expect to find on our site is a list of top companies offering executive coaching as well as leadership development programs.

THE COACHING APPROACH

Effective coaching is a major key to improving business performance. Executive Coaching focuses on the qualities of effective leadership and improved business results. It is comprised of a series of structured, one-on-one interactions between a coach and an executive, aimed at enhancing the executive's performance in two areas:

- Individual personal performance
- Individual organisational performance



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Our Executive Coaching Solutions provide coaching on a one-on-one basis, providing an invaluable source of support and development for your managers and business leaders focuses on organisational results and business outcomes.

Our main goals are to help you to reduce staff attrition, improve communications, enhance the leadership within your company, increase sales and profits, and take your development to the next level and to assist you in formulating solutions to your challenges and difficulties.

Our Executive Coaching solutions are offered 'face-to-face' with support via the telephone and email.

THE COACHING PROCESS

Resolving Your Challenges is our Priority

The decision to seek help to improve yourself as a leader all begins with your concerns and immediate challenges. What are the most difficult people situations you have to deal with? What's bothering you about the way other people are acting? What's on your mind about conversations that wake you up at night? What's keeping you hunkered down in your office, staying away from certain people? What do you wish you could do or say to turn the situation around?

Our First Conversation

We start together by sorting out and clarifying your people skills and concerns and then placing them within the context of your organisation and industry at this moment in time. We get to know your unique situation. Why do you need help now? We help you understand your current dilemma from a fresh and refreshing perspective.

What's Next? A Personalised Action Plan

We do a thorough assessment of you, the leader, in the context of your work world. We use state-of-the-art evaluation instruments in combination with skilful interviews. We might suggest conducting onsite observations depending on the nature of your concerns. With reliable leadership reports in combination with interview and observational data, we join with you to develop a plan of action tailored to your pace and style of learning and the urgency for change.

Now It's Coaching Time!

The coaching intervention is based on the goals and objectives you've identified in your personalized action plan. During the intervention meetings, we work with you closely to help you better understand the strengths and blind spots that comprise your leadership competencies. We help you think through options and encourage you to experiment with different behaviours and thought patterns. The executive coaching work is done in as confidential a manner as you require.

The coaching meetings will be challenging. We will work hard together for the purpose of shedding light on difficult interpersonal problems and help you figure out how to address these situations well before your company hits the front page of the Wall Street Journal for ethical violations. Your Executive Coach will keep the big picture of your goals in our sights and help you remove obstacles to being a more effective and versatile leader.

THE EXECUTIVE COACHING FEES

Our executive coaching fees vary depending on the situation and needs of each client. Please contact us to learn more about our executive coaching services. Should we mutually agree we are a good fit we can then submit a proposal outlining our executive coaching fees.



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PROGRAM 2: CORPORATE COACHING SKILLS FOR MANAGERS

OVERVIEW

Coaching is about unlocking an individual's potential to maximise their, and consequently the organisation's, performance. It is about helping them learn rather than teaching them. Coaching sets out to embrace the whole person and understands the organisational context. It seeks to achieve alignment between individual, team and organisational goals. Coaching encourages innovation by releasing creativity and imagination and creates an environment where work is more personally satisfying.

The coach works with clients to achieve speedy, increased and sustainable effectiveness in their lives and careers through focused learning. The coach's sole aim is to work with the client to achieve all of the client's potential – as defined by the client.

Coaching is an opportunity to call halt to the frenetic pace of doing and to re-focus on being. It enables people to challenge their routines, to take a critical look at what they are doing and why, to identify and commit to new performance goals and to work out how to overcome the barriers that prevent them being more effective in their work roles.

Coaching relates primarily to performance improvement (often over the short term) in a specific skills area. The goals, or at least the intermediate or sub-goals, are typically set with or at the suggestion of the coach. While the learner has primary ownership of the goal, the coach has primary ownership of the process.

Developing a person's skills and knowledge so that their job performance improves, hopefully leading to the achievement of organisational objectives. It targets high performance and improvement at work, although it may also have an impact on an individual's private life. It usually lasts for a short period and focuses on specific skills and goals.

In summary, coaching facilitates positive change:

- For the individual
- For the team and
- Within the organisation's culture

OBJECTIVE

The workshop is designed to provide the opportunity for participants to learn the core knowledge, skills and tools of workplace coaching to develop their staff and maximise individual and team performance.

By actively participating in the workshop and using the manual as an on-going personal development resource, you will be able to:

- Understand how coaching works and how it is different from mentoring
- Structure meaningful coaching conversations using a practical framework
- Review a range of core coaching skills: building rapport, empathic listening, powerful questions, feedback that makes a difference
- Develop the skills and confidence to coach and develop others
- Review individual differences and their value in personal development planning
- Identify a range of development options that are suitable for your 'Coachee'



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WORKSHOP PREPARATION

During the afternoon, you will have the opportunity to practise your skills by coaching each other on a topic that has relevance for you personally in the workplace. You have the choice of 2 options:

Option 1: A specific skill development need, e.g. this may have been highlighted in a 360 feedback and/or your performance reviews; it may be something that you have become more aware of from informal feedback or increased self-awareness

Option 2: A more general aspect of your career development, e.g. this may be related to your current role and how you would like to develop your experience; or it may be related to your future aspirations

Please select one option only, and take a few minutes to think about a suitable example that you would be happy to share in a small group and bring the details with you.

PROGRAM OUTLINE

Welcome and introductions

- Workshop overview, aim & objectives
- Personal learning goals

What is coaching and how does it work?

- Differences between managing, coaching, counselling, mentoring
- Benefits for individuals, teams, the organisation

Developing others – whose job is it anyway?

- Responsibilities, benefits, pitfalls
- Learning cycle and styles
- GAPS analysis
- Choosing suitable development activities

Being a GREAT coach – the core skills

- Building rapport
- Are you *really* listening to me?
- Powerful questions
- GREAT feedback

Introduction to the GROW Coaching Model

- Structuring meaningful coaching conversations

Coaching conversations skills practice in Triads

- 'Real play' scenarios from the workplace

Coaching for performance: Joint problem solving using a Feedback Framework Review

- Debrief and key learning points

Summary, Evaluations & Close



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PROGRAM 3: LEADERSHIP THAT GETS RESULTS

OVERVIEW

Daniel Goleman brought the notion of "Emotional Intelligence" (EI) and "Emotional Quotient" (EQ) to prominence as an alternative to more traditional measures of IQ with his 1995 mega-best-seller *Emotional Intelligence*. According to Goleman, "A leader's singular job is to get results". But even with all the leadership training programs and "expert" advice available, effective leadership still eludes many people and organisations. One reason, says Goleman, is that such experts offer advice based on inference, experience, and instinct, not on quantitative data.

Drawing on research of more than 3,000 executives, Goleman explores which precise leadership behaviours yield positive results. He outlines six distinct leadership styles, each one springing from different components of emotional intelligence. Each style has a distinct effect on the working atmosphere of a company, division, or team, and, in turn, on its financial performance. The styles, by name and brief description alone, will resonate with anyone who leads, is led, or, as is the case with most of us, does both. Commanding leaders demand immediate compliance. Visionary leaders mobilize people toward a vision. Participative leaders create emotional bonds and harmony. Democratic leaders build consensus through participation. Pacesetter leaders expect excellence and self-direction. And coaching leaders develop people for the future.

Organisations need leaders to visualise the future, motivate and inspire employees, and adapt to changing needs. Our research indicates that, with the right leadership development support including executive coaching, those with leadership potential can be developed into outstanding leaders. Emotional Intelligence competencies are perhaps the most challenging for leaders to develop effectively and yet it is the one that often has the most impact. As leaders rise through the ranks of an organisation, their profile becomes more visible to employees and their increased power can have subtle and direct ramifications.

OBJECTIVE

As a result of attending this workshop, each participant will be able:

- Understand the Emotional Intelligence (EI) competency framework
- Make the link between Emotional Intelligence and Leadership Effectiveness
- Utilize EI techniques for increasing their level of self-awareness
- Understand how emotions can influence thoughts, behaviour, goals, decision-making
- Develop a personal leadership development plan

WORKSHOP FORMAT:

This workshop will include theory, hand-outs of practical example deliverables for reference and to assist in learning, exercises, and reviews at the end of each stage including a question/answer session that would reinforce key concepts and learning.

Participants are grouped into teams that will work through the workshop together as in "real-world" operational and project environment. During the workshop, each team explores leadership concepts through practical exercises, enabling participants to practice making "real life" decisions and to earn from these decisions without the anxiety of putting "real company money" on the line or putting themselves at risk.



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PROGRAM OUTLINE

Introduction & Objectives

- Introduction,
- Review Workshop Objectives & S.C.O.P.E Approach
- Top 10 Lessons Learnt on Executive Derailment

Demystifying Emotional Intelligence

- Leadership of the 'Heart' and 'Mind'
- The Emotional Intelligence (E.I) Competencies
- **Individual Exercise:** 'Amygdala Hijack'

Developing Your Emotional Intelligence

- Individual Assessment: 'How Emotionally Intelligent Are You?'
- **Individual Exercise:** EQ Quiz
- Review of HBR Article, 'Leadership That Gets Results' by Daniel Goleman
- The Six Leadership Styles and E.I Competencies
- **Group Exercise:** Case Study on 'USS Florida'

Leadership Styles and Organisational Climate

- Dimensions of Organisational Climate - Creating an Environment That Fosters Motivation
- The Three Social Motives
- Relationship between Motives, Managerial Styles and Organisational Climate
- **Individual Exercise:** 'What Is Your Motivation?'

Video Case Study

- This filmed case study, 'Twelve O' Clock High' provides participants with real-life scenarios where a leader adapts his leadership style as the situation calls to suit the needs of his team.
- This case study crystallizes the concepts and ideas that were developed during the workshop

Summary and Personal Action Plan

- Review of the Key Concepts and Models
- **Individual Exercise:** Top Three Priorities for Implementation within the next 90 days



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PROGRAM 4: TRANSFORMATIONAL LEADERSHIP

OVERVIEW

The single biggest way to impact an organisation is to focus on leadership development. There is almost no limit to the potential of an organisation that recruits good people, raises them up as leaders and continually develops them.

People will follow a person who inspires them. A person with vision and passion can achieve great things. The way to get things done is by injecting enthusiasm and energy. Working for a Transformational Leader can be a wonderful and uplifting experience. They put passion and energy into everything. They care about you and want you to succeed.

Transformational Leadership starts with the development of a vision, a view of the future that will excite and convert potential followers. This vision may be developed by the leader, by the senior team or may emerge from a broad series of discussions. The important factor is the leader buys into it, hook, line and sinker. The next step, which in fact never stops, is to constantly sell the vision. This takes energy and commitment, as few people will immediately buy into a radical vision, and some will join the show much more slowly than others. The Transformational Leader thus takes every opportunity and will use whatever works to convince others to climb on board the bandwagon. In order to create **followers**, the Transformational Leader has to be very careful in creating trust, and their personal integrity is a critical part of the package that they are selling. In effect, they are selling themselves as well as the vision.

In parallel with the selling activity is seeking the way forward. Some Transformational Leaders know the way, and simply want others to follow them. Others do not have a ready strategy, but will happily lead the exploration of possible routes to the Promised Land. The route forwards may not be obvious and may not be plotted in details, but with a clear vision, the direction will always be known. Thus finding the way forward can be an on-going process of course correction and the Transformational Leader will accept that there will be failures and blind canyons along the way. As long as they feel progress is being made, they will be happy.

The final stage is to remain up-front and central during the action. Transformational Leaders are always visible and will stand up to be counted rather than hide behind their troops. They show by their attitudes and actions how everyone else should behave. They also make continued efforts to motivate and rally their followers, constantly doing the rounds, listening, soothing and enthusing.

OBJECTIVES

The workshop is designed to provide participants:

1. The opportunity to learn about leadership in a manner that is strongly connected with real world leadership activity
2. Lasting improvements in the key competencies of transformational leadership
3. Stronger capacity for inspiring team members to deliver their best efforts
4. Develop their managerial capability in realizing key organisational outcomes
5. Greater personal confidence in themselves as leaders

PROGRAM OUTLINE

The Role of a Manager and Leader

- A discussion of participants experience and difficulties in leading their people in times of change.
- A study of the different methods available to the manager for leading the team.
- How to become a peak performance manager.
- Each participant will analyse their work style today and consider actions for improvement.



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Leadership Style

- Using the appropriate styles of leadership to develop people in a department. Analysing the individual manager's leadership style and allowing for flexibility in their role as manager.
- To show how styles can and should be adapted for given circumstances. Understanding the most effective leadership style for each individual.

Managing Change

- How to recognise and overcome the main factors preventing the implementation of positive change. What do we need to change in the nearest future and how can we do that successfully.
- How to lead the different team members through change. RMA - the "Right Mental Attitude" in accepting challenges and seeing the task through to completion. Instilling the qualities of responsibility, loyalty, pride and persistence.
- How we can change our attitude to be more successful as individuals and teams.

Motivating people towards Results

- The factors influencing motivation and relevance of attitude to behaviour and performance.
- How the attitude of staff towards work can be analysed - the practical steps that can be taken to increase motivation and reduce the risk of demotivation.
- How to motivate yourself and others to excel.

Communicating - a Way of 'Selling' Ideas

- Developing the delegates' skills in being able to recognize and overcome ineffective communication.
- How to obtain maximum information when dealing with staff situations or problems through developing questions and listening techniques.
- Analysis of the communication style within the company today and how to improve it.

Effective Team Building

- Working as a team.
- The opportunities to be gained from effective teamwork.
- How to conduct team meetings.
- How do we work as a team today and how can we build up the "team spirit".

Summary and Personal Action Plan



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PROGRAM 5: HIGH PERFORMANCE LEADERSHIP

OVERVIEW

Leadership could be viewed as an influence relationship among leaders and followers who intend real changes and outcomes that reflect their shared purposes and achieving organisational goals. As companies strive to search for and develop talent, there is considerable debate on what separates a leader from the rest of the corporate pack.

Are leadership qualities intrinsic to an individual or can they be taught, developed and nurtured over time?

The Leadership Challenge

The biggest challenge facing leaders today is the changing world that wants a new paradigm of leadership. The new reality involves the shift from stability to change and crisis management, from control to empowerment, from competition to collaboration, from uniformity to diversity, and from a self-centered focus to a higher ethical purpose. In addition, the concept of leader as hero is giving way to that of the humble leader who develops others and shares credit for accomplishments. These dramatic changes suggest that a philosophy based on control and personal ambition will probably fail in the new era. The challenge for leaders is to evolve to a new mindset that relies on human skills, integrity, and teamwork – the hallmarks of **High Performance Leaders**.

High Performance Leaders use intellectual as well as emotional capabilities to guide organisations through turbulent business environments and help employees feel energized, motivated, and cared for in the face of rapid change, uncertainty, and job insecurity. Leaders can expand the capacities of their minds and hearts through conscious development and practice.

High Performance Leaders understand the importance of **emotional intelligence**. Emotionally intelligent leaders can have a positive impact on organisations by helping employees grow, learn, and develop; creating a sense of purpose and meaning; instilling unity and team spirit; and basing relationships on trust and respect, which allows employees to take risks and fully contribute to the organisation. Leaders develop a team's emotional intelligence by creating norms that foster a strong group identity, build trust among members, and instil a belief among members that they can be effective and succeed as a team.

OBJECTIVES

The workshop is designed to develop fundamental leadership skills for the participants – understanding the individual's personal leadership style, effective peer interaction and relationship management and understanding of essential behaviours that will challenge people to reach a vision, motivate and inspire employees, and adapt to changing needs.

As a result of attending this workshop, each participant will be able to:

- Understand the link between Emotional Intelligence (EI) and leadership effectiveness
- Use Emotional Intelligence to Create a Positive Organisational Climate
- Enhance their ability to interact more effectively with peers
- Develop effective time management strategies
- Enhance their self-image and develop self-confidence
- Develop a personal situation leadership development plan



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PROGRAM OUTLINE

Introduction & Objectives

- Review Workshop Objectives
- Define Individual Objectives

The Importance of Emotional Intelligence in the Workplace

- Understanding the 4 main components of Emotional Intelligence (E.I.)
- How strengthening your emotional intelligence will have a lasting, positive effect on you, your team, your department and your organisation
- Using Emotional Intelligence to Create a Positive Organisational Climate

Self-Management Skills – Enhancing Self-Image & Self-Confidence

- Strategies towards developing Self-Awareness and enhancing Self-Image
- Improving Self-Confidence at the Workplace
- ‘Amygdala Hijack’ - How to stop your emotions from hijacking your ability to think in difficult situations

Effective Time Management

- Get Organized for Peak Performance
- Stephen Covey’s ‘Put First Things First’
- The Time Management Matrix

Enhancing Relationship Management and Peer Interaction

- Enhance Self-Awareness
- Use Emotional Intelligence to interact with your team and enhance group dynamics
- Build Successful Working Relations with Others

Effective Cross Cultural Communication

- Communication Barriers in Cross Cultural Workplace
- Strategies for Communicating to be heard by Others
- Interpersonal Communication Skills – Discovery Questioning and Active Listening

Video Case Study

- This Case Study provides participants with real-life scenarios where a leader adapts his leadership style to meet the needs of the group.
- The Case Study has a strong impact on the concepts and ideas that were developed during the workshop are brought back to the surface and utilized.

Summary & Personal Action Plan

- Personal Leadership Development Plan
- Top Three Priorities for Implementation (30 days, 60 days and 90 days)
- Recommended Further Readings



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PROGRAM 6: MANAGERIAL SKILLS FOR NEW SUPERVISORS

OVERVIEW

Every company struggles with the transitioning of individual performers into the management role. In many cases, the organisation loses a great individual contributor and gains a mediocre manager.

New managers need to become comfortable and confident in supervising direct reports who were formerly peers. In addition, they need to transition their focus from maintaining their own specific technical skill, goals, and deadlines to managing these aspects for others. They are now in a position where they need to be open to upward feedback, actively motivating and providing feedback to others, reinforcing good performance, and mastering the art of delegation.

Transitioning into a management role for the first time does not need to be hard. But it takes forethought and the ability to be introspective and self-regulatory. It's not business as usual because now, even though you may already have longstanding and strong relationships at work, the expectations are different. It's important that you realize that your focus needs to shift and how you communicate with former peers must change.

As a new manager, you need to set new boundaries with former co-workers. While you can still maintain your friendships, you need to draw these new boundaries in order to establish your authority and credibility. It's not about becoming demanding and asserting yourself in aggressive ways. Rather, it's taking seriously your need to refocus your thinking so that you position yourself as a leader deserving of the respect of others. It can be hard for former colleagues to treat you as a manager if they have worked with you for years as their peer. But you are now in a role that gives you responsibility for assessing their job performance and giving important input into their work lives. It can place you at odds with your staff/friends and may sometimes require you to make tough decisions with which others may not agree. That's part of being a manager so the sooner you accept that, the better.

Dealing effectively with a turbulent business atmosphere is the challenge of successful management today. In addition to the normal pressures of human capital management, managers are now required to deal with challenges, friction and misunderstandings emanating from inter-personal and cross-cultural differences.

A manager's success is measured not simply by individual contribution, but by how well they get the work done with and through others. This is what the workshop is all about, which specifically gives new managers and supervisors a quick start on how to effectively manage their staff and responsibilities and achieved the organizational goals and objectives?

OBJECTIVES

This workshop will provide you with a foundation of knowledge that will enable you to:

- Develop awareness of your managerial strengths and areas of development
- Identify the characteristics and skills of successful managers
- Establish credibility and create trust with senior management and direct reports
- Ensure that departmental and individual goals are aligned with company objectives
- Effectively motivate the team towards meeting their goals
- Work effectively as a team in an environment subject to constant change
- Formulate a detailed plan for improvement in three chosen areas



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PROGRAM OUTLINE

Introduction

- Transitioning to a New Managerial Role
- Workshop Objectives
- Core Transitional Skills

Leadership & Motivational Management

- Motivational Management
- McClelland's Theory of Motivation
- Assessment: Leadership Orientation – Motivation by Love or Fear

Relationship Management & Emotional Intelligence

- Importance of Emotional Intelligence
- What Is Intelligence Quotient (IQ) and Emotional Quotient (EQ)?
- BarOn's and Goleman's Emotional Competency Framework

Effective Communication Skills

- The Importance of Effective Communication
- Leveraging Your Communication Style
- Effective Communication Skills
- Leadership Assessment – Active Listening
- The Art of Communication: Active Listening Skills Test

Time and Stress Management

- Time Management Matrix
- Managing Stress
- Work Life Balance
- Stress Management Tools And Techniques

Summary and Personal Development Plan

- 10 Habits of Highly Effective Manager
- Action Plan for The Next 90 Day



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PROGRAM 7: DEVELOPING A STRATEGIC HRM PROGRAM

Aligning Your HRM Programs to Business Strategy

INTRODUCTION

It is widely acknowledged and accepted in business that the sources of sustained competitive advantage lie not only in access to finance or capital, but within the organisation, in people and processes capable of delivering business strategies such as customer satisfaction or rapid innovation.

There is a considerable debate about what 'Strategic Human Resource Management' (SHRM) actually means. There are many definitions, including:

- *A human resource system that is tailored to the demands of the business strategy*
- *The pattern of planned human resource activities intended to enable an organisation to achieve its goals*

Such definitions range from a portrayal of SHRM as a 'reactive' management field where human resource management is a tool with which to implement strategy, to a more proactive function in which HR activities can actually create and shape the business strategy.

A strategic approach to human resource management (HRM) ensures that a firm's human capital contributes to the achievement of its business objectives. Various influential writers have expressed differing opinions on the importance of employees as a direct influence on an organisation's competitive advantage. Although no firm agreement has been reached, it is generally accepted that the use of strategic human resource management (SHRM), (i.e. proactively changing and implementing a series of internal HR policies to ensure effective contribution from a firm's human capital to the achievement of business objectives), is relevant within HR intensive firms.

This powerful workshop guides you through seeing HRM as a source of competitive advantage in today's hypercompetitive New Economy where human resource function plays an increasingly important role in an organisation's ultimate success or failure. Success now depends on how effectively an organisation can discover and manage their human capital.

OBJECTIVES

The key objectives of the program are:

1. To give participants an understanding of strategic issues involved in managing human resource function in organisations.
2. To understand how firms can and do manage human resources as a source of sustainable competitive advantage.
3. To develop the framework for formulating HR strategies that support the business strategy

WHO SHOULD ATTEND

This awareness workshop is designed for today's managers and executives at all levels both in the public and private sectors. Those who will benefit directly include HR managers and line managers (marketing, business development, operations, engineering, finance, human resources, corporate planning, and IT) who need to link HR strategy with strategic business practices. It is also for anyone who is responsible for the design and development of HR strategies and who is interested in exploring new ideas in a practical way.



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PROGRAM OUTLINE

Introduction

- The new world of business competition and the human capital implications
- Maximising performance from Human Talent – the new business imperative
- The Human Resource function and the impact on organisational competitiveness

Sustainable Competitiveness through Human Capital

- The old role of HR vs. the new role of HR
- Building organisational Sustainable Competitive Advantage (SCA)
- Understanding your organisation's mission, vision, values and SCA
- Building and sustaining your organisation's and HR's SCA

The Impact of HR on Organisational Performance

- HR and organisational performance – cause and effect
- Organisational culture and its impact on corporate performance
- What is the right kind of organisational and competitive culture?
- Strategies to get your organisational culture right

The New Knowledge Economy - Adding Value through Leading Edge HR

- Defining and understanding the New Knowledge Economy
- Organisational learning and organisation's SCA
- Embracing the learning organisation and Managing knowledge (Knowledge Management)
- Building intellectual capabilities

Review of Strategic HRM Case Studies

- Examples of firms that have successfully integrate HRM with their Corporate Strategies.
- Development of Your Own Organisation Strategic HRM Plan

Summary

The final session will focus on integrating SHRM concepts successfully within the organisation.

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PROGRAM 8: DEVELOPING BALANCED SCORECARD & STRATEGY MAP

How to Link Strategic Objectives to Operational Initiatives

**“Successful strategy is 20% planning and 80% implementation.
Even the greatest strategy is doomed if it is implemented badly”.**

Sattar Bawany, 1995

INTRODUCTION

The Balanced Scorecard has been developed by Kaplan and Norton¹ as a system of linked measures, targets and initiatives that collectively describe the strategy of an organisation and how that strategy can be achieved. It provides a process to bring about the alignment and commitment to strategy for a management team and people within the organisation as a whole². It provides a framework for setting a performance measurement framework centred on four ‘perspectives’, Financial, Customer, Internal Business Process and Innovation, Learning and Growth³. (Figure 1)

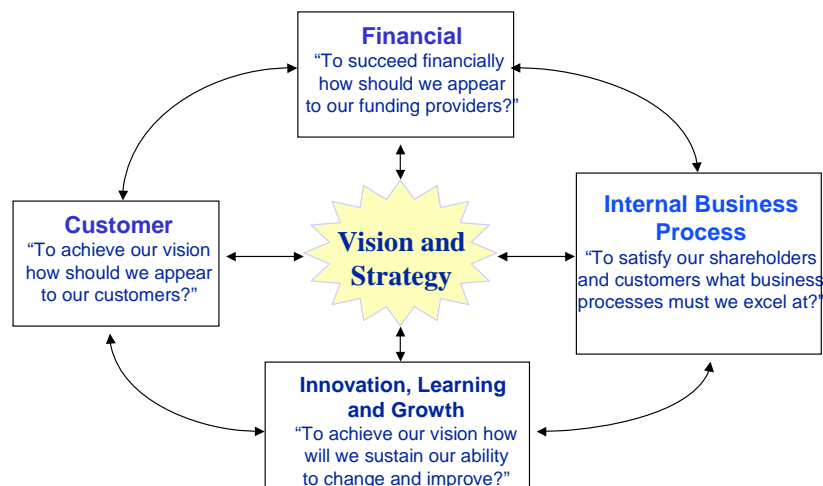


Figure 1 The Balanced Scorecard (Kaplan and Norton)

A Balanced Measurement System and Strategy Maps Drive Sustainable Strategic and Operational Success

“What gets measured gets done.” It’s a business axiom you’ve heard a thousand times. Unfortunately, the things most companies measure (short-term financial performance and local productivity) don’t determine long-term success in a competitive marketplace.

¹ Kaplan, Robert S., Norton, David P., *The Strategy-Focused Organization*. (Harvard Business School Press)

² Kaplan, Robert S., Norton, David P., *Having trouble with your strategy? Then map it*. (Harvard Business Review, September –October 2000)

³ Kaplan, Robert S., Norton, David P., *Translating Strategy into Action, The Balanced Scorecard* (Harvard Business School Press)



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Strategy Maps

Linkage is the key to transforming the Balanced Scorecard from a measurement tool to a management tool. Using traditional management techniques, process improvement initiatives can become islands unto themselves: projects that have local impact but do not advance corporate strategy. The Balanced Scorecard process creates maps that define how strategic objectives interact to deliver desired results. These strategy maps can be expanded to fully define and communicate how strategy should be deployed and implemented in your organisation via strategic process improvement projects. Using Strategy Maps, you will be able to:

- Analyze strategic opportunities
- Build strategy maps to capitalize on these opportunities
- Use your maps and scorecard to manage strategy

OBJECTIVES

The key objectives of the program are:

1. Synthesising and integrating strategic direction, accountability, and commitment levels to focus resources and prepare an implementation plan.
2. Structures primary elements of performance management systems
3. Implementing a balanced scorecard solution for monitoring how effectively strategy is executed in your organisation.
4. Providing a comprehensive platform for managing, aligning and monitoring initiatives and projects
5. Strategically aligned human resources processes (recruiting, performance appraisal, development/training and succession planning)

PROGRAM OUTLINE

Introduction

- Introduction to the Balanced scorecard (BSC).
- Aligning the action plans on strategy with the balanced scorecards.
- The four perspectives: Financial, customers, processes, learning and growth.

First Perspective of BSC: Financial Performances

- Expectations of the company's shareholders.
- Financial performance indicators measuring the profitability of the company that even the non-financial people should know. Annual financial indicators.
- Criteria for investment project evaluation. Importance of cash-flow.

Second Perspective of BSC: Customers

- Customer-oriented performances.
- How to keep the loyalty of customers.
- Developing Metrics for Customer Loyalty

Roundtable Discussion

- Participants are invited to express their view on the new trends of marketing.
- Major action plans to be undertaken in priority.



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Implementation of The Balanced Scorecard Method – The Strategy Map.

- Developing the Strategy Map.
- Cascading the Balanced Scorecard.
- Bridging strategic planning and day-to-day activities. Examples.

Practical Exercises

In Working Groups of 3 participants works on the implementation of the first perspective (finance) and the second perspective (Customers) of the Balanced Scorecard method.

Third Perspective of BSC: Internal Processes

- Processes Reengineering of Human Resource.
- Using Technology such as Intranet for implementing BPR (Business Process Engineering).
- What it is and what it means. Integrated marketing approach.
- Examples of processes and applications with Intranet.

Fourth Perspective of BSC: Learning And Growth

- Staffing issues and Organisational structure
- Skills requested in the new environment.
- Market driven management. Permanent learning companies.
- Competencies requested for delivering new services in the new environment.

Summary

The final session will focus on integrating the BSC and Strategy Map concepts successfully within the participant's organisation.



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PROGRAM 9: MANAGING TRANSITION & CHANGE

OVERVIEW

Change is a norm in organizations today. Big change events, which result in rapid reorganization, transfers to new positions and work force reductions, are common experiences for today's workers. For people who work in organizations, this is not just change or restructuring; it is a fundamental transformation in the relationship between people and work. It includes where we work, how we work, for whom we work and why we work.

Change plays a crucial role and is a constant in successful organizations. Its importance increases as the number of changes, the size and scope of those changes and the speed with which they must be implemented grow at an incredible rate. Leading organization pays attention not only to what changes it needs to make, but also how it is going to achieve them.

Today's business leaders are aware of the failure rate of changes. How does the organization avoid those failures and their resulting costs? How can it manage those changes? By building a systematic and disciplined process to address resistance into every change and developing the ability of employees to live with constant change, to be capable of living in a permanent transition state and to be able to tolerate constant ambiguity in their work life.

If the organization achieves this goal, the changes it needs to make will happen faster, with less stress on the organization and its workforce. If its competitors do not have this capability, even though they are making the same changes, the organization that makes the changes faster, easier and with less cost gains a definite competitive advantage.

All change management strategies make the point most emphatically that leadership in the organization is a critical success factor for the changes the organization needs to make. Leadership accepts that it is important, and the change agents know it is vital. The attention the learning organization pays to developing that sponsor competency is critical.

The role of leaders as sponsors of change can be specifically defined if, instead of taking an organizational perspective, one looks at the role from the viewpoint of the people impacted by the change, or the targets of the change. What is it that they need from the leadership?

Leaders need to tell their team why they must change, what they will be changing to and how that change is going to occur. Without that information, their team cannot make an informed and thoughtful choice to change. However, communication is not enough. Leaders also must recognize that it is they who own the change, and that they need to be even more passionate about accomplishing it than the change agents they assign.

OBJECTIVES

This workshop has been designed to help participants, understand change and actively navigate through shifts in your job and work environment within their organizations.

At the end of the workshop, you will:

- Deepen your understanding of the nature of organizational change
- Increase your knowledge of the theoretical frameworks that can be used to think about and analyse change, and build your ability to apply those frameworks;
- Provide some insights into the processes of organizational change; and
- Sharpen your skills for leading, managing and implementing organizational change.



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PROGRAM OUTLINE

Introduction

- Workshop Objectives
- Demystifying Transition and Change Management
- **Individual Exercise:** Self-Assessment on 'Change Management Skills'
- **Video:** Change Management Curve

Transition Leadership Strategies

- Role of Leaders in Managing Change
- The 4 Phases of Transition Management
- **Group Exercise:** Assessing the Implication of the Change
- **Group Presentation – Debrief**
- **Discussion: Transition Leadership Strategies** – Strategies for gaining cooperation and commitment from Employees resistant to change

Effective Communication Strategies

- **Individual Exercise:** Identifying Communication Styles
- Personal Strengths and Challenges
- Best Practices on Effective Communication Strategy
- **Group Discussion:** Case Studies on challenges faced by managers on communicating change, maintaining business momentum and growth during the transition process

Group Case Study Presentation

- **Group Presentation:** Recommended Approach for '*Managing Transition and Change @ Apex Manufacturing*'
- Review of the Recommended Approach based on Best Practices

Summary and Action Plan

- **Group Exercise:** Top Three Priorities for Next 30 Days
- Workshop Evaluation and Close



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PROGRAM 10: PROBLEM SOLVING & DECISION MAKING

OVERVIEW

Being able to make decisions and solve problems effectively is a necessary and vital part of the job for every officer, manager, executive and planner. A fundamental part of a manager's role is to make decisions; it is an essential component of all management functions. The way in which an organisation develops its strategies, achieves its business plans, allocates resources and maintains its flexibility depends on the decisions taken by managers at every level throughout the organisation.

Good decision-making is a vital part of being a good manager. We know that high-performing managers make more right decisions and make decisions more frequently than other managers. Some decisions require no more than an intelligent interpretation and appropriate implementation of an existing set of rules or guidelines. Others call for substantial thought, research and input from many individuals, and are made against a dynamic background.

Managers may act intuitively in making a decision, based on their level of experience and confidence, or they may use one or more structured tools and techniques to help them arrive at the right decision. However, the application of judgement will always form a strong element when managers make decisions. It is a core responsibility of managers that such judgements are always well informed.

This workshop looks at decision-making from the manager's viewpoint and aims to help you improve your decision-making. It also recognises that, in business today, decision-making is everyone's responsibility. Decision-making for staff who is not managers is often through involvement in team decisions and the workshop also explores the benefits and limitations of team decision-making.

The workshop uses a variety of instructional approaches to ensure learning and application. The session adheres to the following learning model:

- **Awareness:** The session begins with the introduction of a concept related to its objectives. The concept is examined through discussions, lecturates, and self-assessment.
- **Practice:** The participants engage in exercises that allow them to practice the skills and behaviours associated with high performance.
- **Application:** The participants determine how to apply what they have learned to their individual issues and job situations.

OBJECTIVES

In this workshop, you will learn a decision-making model that can be used to make decisions and solve problems in both emergency and day-to-day situations. This workshop will provide you with a foundation of knowledge that will enable you to:

- Explain the need for decision-making and problem-solving skills in the management of day-to-day operations.
- Distinguish between a problem and its causes or symptoms.
- Analyse your personal attributes and relate them to your decision-making style.
- Describe the personal attributes of an effective decision maker.
- Explain how the ethics of a situation can affect problem solving and decision making process.
- Apply a model for problem solving and decision making to the different scenarios.



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PROGRAM OUTLINE

Introduction

- Workshop Objectives
- **Case Study** – Crisis at Bedok Reservoir
- **Activity:** Personal Learning Goals

The Decision-Making Process

- Problem Solving vs. Decision Making
- Problem-Solving Model
- **Case Study** - What Are Your Options?
- Techniques for Generating Alternatives
- Criteria for Evaluating Alternatives

Identifying Decision-Making Styles and Attributes

- Using Type Inventories to Determine Preferences
- The Myers-Briggs Type Indicator®
- Preferences and Decision Making
- **Activity:** Where Should You Flex?
- Attributes of an Effective Decision Maker

Ethical Decision Making

- Components of Ethical Decision Making
- Applying the Problem-Solving Model to Ethical Issue

Decision Making in an Emergency and/or Crisis Situation

- Decision Making and Stress
- **Integrative Case Study:** 'Hurricane Hortence'

Workshop Summary and Personal Development Plan