

2019
Learning & Development Course Catalogue One (1) for In-house Presentation

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Leadership and Managerial Skills

NEW

New In-House Class Size

You can now sponsor in-house classes with as few as **six (6) participants**. Please contact us at **+852 28381182** for details.

Announcing our brand new 1-day 'Design Thinking Fundamentals'

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NEW

We have prepared five (5) course catalogues to showcase our 90+ short courses currently available for inhouse presentation. They are :

Catalogue 1 : Leadership and Managerial Skills

Catalogue 2 : Personal Effectiveness

Catalogue 3 : Presentation/Communication/Writing Skills

Catalogue 4 : Business Etiquette/Selling/Customer Service Skills

Catalogue 5 : Project Management / Technical / Specialty Skills

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NEW

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In a Wall Street Journal survey, successful companies rated clear communication as the number one competency required of their employees. Clear communication is built on structure, content and language.

The series of mini sessions on Business English trains the participants at all levels to firm up their language base and to optimise desired results in communication.

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NEW

English Consultancy for Corporate Communication

We design, compile or edit corporate communication

- Guide on corporate presentations
- Handbook on telephone service
- Handbook on service writing

Please contact us for a proposal and a quotation.

Executive Coaching Service

We offer one-on-one executive coaching service for expatriate and local staff. **Please contact us for a proposal and a quotation.**

Please share this brochure with your colleagues. Thanks.

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Influential Leadership Workshop

成為激勵人心的領導者

MEDIUM : English / Cantonese COURSE CODE : ILSW

In a world of rapid changes and innovations, it is surprising to see many organizations are still governed by management practices that were essentially developed in the Industrial Age. Most managers found themselves faced with an increasing proportion of workers who are unmotivated order-takers, or dissatisfied burnouts. Some suffer from the burden of carrying too many under-performers. Some see a high staff turnover.

The purpose of this course is to provide participants four (4) new perspectives to lead others in a rapidly changing environment.

The program is especially useful for those who are open to new management practices, and prefer innovation to strict compliance in their business environment.

What participants will learn

At the completion of the course, participants will be able to:

- Identify the roles and key elements of modern day leadership
- Facilitate emotional management in the team
- Influence others
- Drive a change
- Lead by asking the right questions

Methodology Games, discussions, mini-lecture, role-play, dialogues, demonstrations, exercises

Audience Executives, managers, project managers, team leaders

Course Outline

1. The multi roles of a modern day leader

- Leading from the middle: Reality and challenges
- The various roles of a leader
- The differences between leadership and management
- Four key dimensions of leadership
- What do people want from their leader?
- The four (4) powers of a modern day leader

2. Leadership and emotional management

- Why your attitude and mindset affect you and everyone else
- Emotional management and EQ
- Managing your own emotions
- Facilitating emotional management in the team

3. Using your influential power to lead

- Developing your "influence assets"
- Identifying "hot buttons"
- Getting what you want by helping others get what they want

4. Driving change

- Understanding change and change drivers
- Being a change agent
- Driving changes
- Overcoming resistance

5. Leading by asking

- Why at times asking is the best thing to do?
- The right questions to ask
- Questioning techniques

Leadership Skills Workshop

領導力訓練工作坊

MEDIUM : Cantonese COURSE CODE : LSW

To succeed in the ever-changing landscapes in business, organizations need to focus on their core competence by building the strengths of their managers and helping them to correct and upgrade their areas of improvement. This is especially important when the organization is undergoing rapid expansion and people need to be ever-ready to take on new roles and responsibilities. To facilitate the development and the growth of the core competence, managers must be able to upgrade their set of **Attitudes, Skills and Knowledge** in order to set the right examples for the teams they are leading. By completing this workshop, participants will have a unified understanding of:

- Their own personal communication styles
- How to use this information to communicate effectively with other styles
- How to motivate your staff
- Understand When to Coach, Who to Coach and How to Coach
- Understand the skill proficiency level of your staff
- How to lead their teams to achieve higher results

Methodology

All training modules have variations of the following:

- *Ice breakers*
- Input – concise concepts and theory, main focus is on practical demonstration of behaviors
- *Team or individual activity* to reinforce input and increase ability to re-model behaviour
- *Feedback* from team, individuals and the facilitator
- Various "games/activities" to enhance the retention of skills. The activities will be either *case studies* leading to *discussions and/or role-plays*, or *practical games* related to the skills & process.

Course Outline

1. Understanding the As-Is Situation

- Looking at the "Bigger Picture"
- Understanding our Focus and Goals
- Focusing on our Priorities and Responsibilities
- *Square wheels exercise*

2. Management Styles

- Skills will matrix
- *Exercise: Map the scenario*
- What are the signs?
- *Exercise: Map your team*
- Communicating your message (risk of being wrong, safety approach)
- Adapting the message

3. Empowerment

- Showing confidence & support
- Following through with actions

4. Impressions / Perceptions

- How are impressions forms
- How do you want to be described?

5. Bringing out the best in others

- Understand the critical effects of Coaching
- Identify specific behaviours that foster a supportive coaching environment
- Learn and use the key actions involved in coaching and bringing out the best in others

6. Motivating & Developing

- Open Communication Channels
- Exploring Ideas & Discussion Skills
- Flexibility & learning to anticipate
- Establishing Trust to gain willing co-operation

Innovations in Leadership (a process-focused approach) 變革型領導力

MEDIUM : English COURSE CODE : INL

It is difficult to find anyone who disagrees with the notion that leadership at every level of today's organisation is a critical success factor. But how is this achieved? We know that there are only a few great leaders and that leadership skills are very special. **This program will provide you with the critical processes needed to be and effective modern leader in any organisation, in either the Public or Private sector. This is a unique opportunity for you to really master the latest techniques and processes that will make a difference. You can use these powerful techniques yourself or for showing others. This is a very practical program:**

1. Master new research on how to use the critical leadership competencies
2. Regardless of your current skill level this program will make a big difference to you
3. Take away from this program useable processes to use yourself or when developing others
4. You will get information based on the latest proven research
5. You will be able to use a range of self-analysis tools unique to this program

Objectives

At the end of this program, participants will be able to:

1. Have completed their own self analysis to show their existing preferred style and have a plan for development
2. Know the best way to balance work to get the best from others using a proven process
3. Understand what work in leadership today and be able to avoid misinformation on old leadership ideas
4. See the critical behaviours of leadership in action and be able to understand how to put them into practice in day to day work
5. Use a quick process to be able to understand others styles and get maximum advantage to the benefit of your organization eg. Conflict resolution
6. Gain self confidence and establish faith in the process and benefits of the new methodologies of leadership through practice and case studies during this program

Training Methodology

Very participative; with *individual work* and *group activities*. During the seminar three (3) key *questionnaires* will be used to establish current style and finding out what's appropriate to improve and develop on. Use of current and recent *case studies with supporting DVDs* all of which will be carried out in an enjoyable and supportive environment.

Organization Impact

What you will get from sending people on this seminar:

1. Most people can become leaders at every level in the organisation – the talent pool is therefore bigger than previously thought.
2. Improved communications and organisational harmony
3. Standard approach to real business focused leadership
4. Using a process focused approach maximum benefit can be achieved as there is a standard methodology that can be duplicated
5. The process is appropriate at every manager/supervisor level in every discipline
6. Your employees will return to the work place with their own individual Action Plan for their development

Giveaways

1. Leadership Style Questionnaire
2. Adair Leadership Model
3. Chance to complete a Personality Profiler
4. Supporting training manual with all slides included

Individual Impact

Those attending will

1. Know that they need to do to be an effective leader in any organisation today
2. Improve communication skills using a variety of techniques and have the opportunity to practice in a very supportive environment
3. Have seen how the techniques work in the work place so that the leadership skills can be seen in context
4. Have a detailed manual which is fully indexed to provide you with a great reference in case you don't have the opportunity to put the skills into practice immediately
5. Gain confidence throughout this program

Who should attend?

Managers, executive, supervisors; in fact anyone who wants to excel by managing and leading people to get outstanding results through others. Also anyone who just needs to understand how leadership processes work in today's international business world.

Course Outline

1. How to create leaders at every level in the organisation

- What is the difference between managers/supervisors and leaders? - *Exercise*
- Who are the great leaders and why? – *team exercise*
- Examples of day to day leaders in organisations – *DVD clip (CS)*
- Unlikely leaders – so how are they successful
- Does personality have a part to play? – *discussion*
- What do you think are the key leadership behaviours – *exercise*
- What restricts you from developing (group work)
- *Review*
- The process approach – how anyone can be a leader

2. Critical tools needed to master the leadership process

- How we organise and execute work – the three (3) critical areas
- The three (3) key elements of the process of leadership - *questionnaire*
- *Discussion*
- The TASK, TEAM and INDIVIDUAL approach in action – *DVD (A) and group exercise*
- The importance of leadership style – leadership profiler – *demonstration* and practical uses
- Predominant styles in different cultures
- Recognising others style and working in harmony
- Conflict – how to handle it with great style

3. The six (6) critical Behaviors – a Master Class in Effectiveness

- Leadership in action – why the six (6) behaviors are so important
- *DVD* – a master class in being a leader
- *Group work and presentations*
- Six (6) behaviors and six (6) clear examples – *group work and feedback*
- How to motivate others – techniques that produce measurable results
- Getting work done through others – two (2) tools that will really get productivity results
- Use of the leadership baton
- *Review and your Action Plan*

Survival Skills for Managers and Supervisors 管理人員必備的生存技能

MEDIUM : Cantonese / English COURSE CODE : SSMS

In many organizations, frontline workers are often promoted to become managers/supervisors because of experience or performance. While these supervisors are technically competent, they often lack the necessary people skills to carry out their responsibilities effectively. Many even have the false belief that supervisors are essentially fault-finders, making themselves and others miserable. The result is decreased morale and productivity.

The purpose of this course is to provide managers/supervisors and supervisors-to-be the necessary skills to carry out their work effectively. Skills acquired in this course will result in more productive relationships, better teamwork, greater harmony and higher morale at the workplace.

Objectives

At the completion of this workshop, participants will be able to:

- Recognize the roles and responsibilities of a supervisor or manager
- Manage self and priorities
- Delegate with confidence
- Give and receive feedbacks
- Communicate with others
- Report upwards
- Make decisions
- Handle complaints directed at your subordinate
- Handle conflicts

Methodology

Discussions, demonstrations, role-plays, mini-lectures, simulation exercises, games

Benefits

1. To the organization:

- a. Harmony at the workplace
- b. Happier workforce
- c. Improved communications among workers
- d. Better alignment of efforts to achieve the organization's goals

2. To the individuals:

- a. Improved leadership skills
- b. Improved relationship with other employees
- c. Better ability to handle conflicts

Course Outline

1. Roles and expectations

The day will begin with a *simulation game* followed by a discussion intended to lead participants discover:

- The value of a manager/supervisor to an organization
- Responsibilities of a manager/supervisor

2. Managing self

A major problem for managers and supervisors is in prioritizing tasks.

This module is a *simulation exercise and a discussion* from which participants will learn how to:

- set priorities at work
- retain control amidst interruptions and chaos

3. Delegation

While all will agree that delegation is the ultimate time-saver, it also carries a high risk especially when not done properly. As a result, many managers ended up taking on far too much work themselves, much of which could have been delegated to others. This module presents a *real case example* followed by a *role play*. Participants will learn:

- why delegation can benefit you, your subordinate and the organization
- when to delegate
- key steps in delegation

4. Giving and receiving feedbacks

Open and honest feedback is not only conducive to effective teamwork, it will, if done properly, help to develop relationship between you and your subordinates. Through *discussions and role plays*, participants will learn:

- when and how to give positive feedback
- when and how to give constructive feedback
- how to receive feedbacks

5. Communication and reporting

Ineffective communication is often the root of many organizational problems. Through *exercises, games and discussions*, this module will help participants learn:

- how to ask for the information you need without being intrusive
- how to get your idea across with impact and respect
- what should be included in your message when you need to report up

6. Decision making

Making decisions that can balance the interests of all concerned is perhaps the toughest task for a manager. Using *simulation exercises*, this module will present:

- some quick and effective decision making tools
- how to get consensus

7. Complaint handling

Managers and supervisors often need to handle complaints filed against their subordinates. Many are at a loss not knowing how to handle the issue without frustrating the complainant or the subordinate. Through a *case study and exercise*, participants will learn:

- how to get to the core of the matter without making anyone upset
- how to turn a complaint into a learning experience

8. Managing conflict

Conflict is a necessary evil in all work places. How to work with others across differences in opinions and interests remains a major concern to many managers and supervisors. In this module, participants will learn:

- how to use collaborative language
- how to resolve a conflict by focusing on interests and objectives
- how to generate win-win solutions

Managing People for Win-Win Results 雙贏思維的管理策略

MEDIUM : English / Cantonese COURSE CODE : MPWWR

The programme aims to equip managers with knowledge and skills to become highly competent at leading and influencing others to achieve results.

After attending this seminar participants will be able to achieve the following objectives:

- Implement best-in class practices for leadership and communication
- Harmonize and apply tools and practices to optimize productivity
- Develop a learning attitude for self and others

Our process of facilitation to transfer learning entails:

- Communicating the concept and best practices
- An activity to practise the concept, build skills and change behaviour
- Debriefing of the learning

Methodology

We use whole brain learning concepts and a multi sensory facilitation style to stimulate thinking and to build skills and knowledge in the participants. The methodologies include:

- *Role-plays*
- *Action-learning activities*
- *Discussions, brainstorming, sharing of experiences*
- Checklists
- Reflection and notes to the learning journal
- Detailed course notes and reference materials

Course Outline

DAY 1

1. Opening Activity

The participants are divided into teams. Each team will have a manager and team members. Each manager is given a *brief* which they need to communicate to the team and together they achieve the objectives. At the end of the activity there is a *debrief* by the observer, the facilitator and each team member. The learning objectives of the activity include:

- Communicating, motivating and engaging a team around a project
- The team dynamics and communication style amongst team members
- Performing under pressure as the situation changes
- Evaluating the success based on the expected objectives
- *Debrief and discussion*

2. The manager's role

- The Company's philosophy and corporate objectives
- Attitude and behaviours to support corporate objectives
- Required skills to be a successful manager

3. Understand Your Behavioral Style

- Understanding the styles
- Identifying personality types through behavioural observations
- Communicate with other styles

4. Leading, influencing and Communicating with other Styles

- Brainstorm communication preferences of other behaviour styles
- How are communication styles impacted under pressure
- Identify ways to adapt communication style to influence others in normal communication situations and under pressure
- *Practise* strategies for effective communication, general and specific

5. Developing Rapport

Through *customized case study / role-play* participants will discover how to develop rapport with others by creating an impact with both verbal and non-verbal communication:

- Trigger points of communication
- Introduction of the 3 V's in communication
- Strategies for effective communication
- *Role-play review*
- *Debrief* – Reflection and notes to the learning journal

DAY 2

1. Communicating with Others

- Critical links
- Information exchange patterns
- Filters of perception

2. Why aren't they Creative

- A discussion around one's attitude, feelings, beliefs, values and thinking
- Building confidence in self and others
- Empowerment vs. Abdication
- Use the behaviour styles to understand who needs variety to be creative
- An introduction to the 3 V's of Communication – verbal, visual, vocal

3. Why aren't they Listening

- Apply framing techniques to focus and position
- Clarity in communication – practice clarity, brevity, impact
- Asking vs. telling – questioning techniques to open up the other person
- Application of the 3 V's – verbal, visual and vocal techniques appropriately – for example to be encouraging and assertive rather than aggressive
- Opinions vs. fact based speaking

4. Why aren't they Talking

- Making the other person feel safe
- When is it okay to speak, observe, ask and practice in silence
- Elements and practise of active listening
- Pacing and Leading
- Matching
- Self-improvement areas

5. Feedback Practice

- *Role-play* based on customized scenarios
- Set the benchmark

6. Feedback Techniques

- AID model
- Basic do's and don'ts of feedback
- Observation of verbal and non-verbal signals
- Introduction to the coaching principles of asking vs. telling
- Pacing, leading and framing
- Gaining agreement and commitment

21st Century Sun Tzu Leadership 「孫子領導智慧」工作坊

MEDIUM : English / Cantonese COURSE CODE : ST-L

Synergetic staff engagement is a key advantage for modern organizations to excel in the 21st century. However, the challenges are significant: many companies are seeing their younger generation confronting with the older generation within the company. Some can do better by having effective communication amongst different generations. However, ultra-successful organizations in the 21st century are those that can leverage the talents of staff from all generations. Without this synergy, it will be a tough time for companies to go through just to survive, not to mention having breakthrough successes. This workshop focuses on Sun Tzu leadership concept and skills for the 21st century that organizations can adopt and create an edge with synergetic staff engagement and commitment so that companies can take full advantages on the business environment under accelerating changes.

Objectives

Upon completion of this workshop, participants will:

- Appreciate why Sun Tzu's teachings on leadership are still relevant in modern time
- Know the key principles of establishing a high performance team in an organization
- Learn the techniques and skills in creating a motivating platform for staff of different generations
- Acquire skills in grooming future business leaders
- Be able to apply knowledge and skills learned in their workplace

Target Participants

Executives who need to lead teams and want to enhance team morale and excel in the modern challenging environment

Methodology

Discussions, case studies, exercises, mini-lectures, videos

Course Outline

1. The Challenges of Staff Engagement in the 21st century

- Who is Sun Tzu and why his teaching is still relevant in modern time
- Challenges of Staff Engagement for organization with staff of different generations
- Sun Tzu's leadership framework for the 21st century

2. Paradigm shift of the younger generations

- The Gen Z effect
- The Yin-Yang Dialectic
- Optimum Staff Engagement with Tao

3. Leadership Principles of Sun Tzu in modern time

- From Human Wisdom to Machine Wisdom
- Managing knowledge and continuing to evolve
- Emergence of "Homo Deus"

4. Creating bonding and trust

- Coping with challenges with establishing trust within the team
- Leveraging modern communication technologies to engage staff of all generations
- RICE Principle for Benevolence

5. Courageous and Strictness

- Vision and mission alignment
- Ways to create a positive organizational culture
- Enforcing the culture with standard and relevant languages

Leading A High Performance Team 領導高績效團隊的法則

MEDIUM : English / Cantonese COURSE CODE : LHPT

The growing competition and rapid changes in today's business environment requires the support of high-performance teams with well-educated and highly skilled members. Such teams require a new breed of leaders who are motivational, action-based and results-driven. These leaders do not need to coerce their team members to perform, but can create an environment in which people **want** to perform. They possess the skills not akin to ocean liner piloting but white-water canoeing: Leading their teams to meet challenges and changes as they come, they can bring their teams to destination with pride and joy.

The purpose of this course is to provide participants the skills and techniques to lead others in a teamwork environment. Through discussions, games and exercises, participants will learn how to lead a high performance team to achieve a common goal while developing its individual team members.

Audience Team leaders, managers and project managers

Methodology *Discussions, mini-lecture, role-play, dialogues, demonstrations, exercises, simulated exercises and games*

What participants will learn

At the completion of the course, participants will be able to:

1. Identify the characteristics of a high performance team
2. Differentiate between transactional and transformational leadership
3. Use coaching as a tool to lead and develop a team
4. Lead a team to meet challenges using both traditional problem solving skills and creative thinking skills

Course Outline

1. Understanding team work

- The advantages and trend towards teamworking
- What constitutes a team?
- Teams vs groups
- Teambuilding vs teamworking
- Stages of team development

2. Towards a high performance team

- Characteristics of a high performance team
- Assessing team role and effectiveness
- Surviving forming and storming
- The role of leader in a high performance team
- Managing team diversities
- Developing team spirit
- Aligning team efforts to company mission
- Achieving team synergy

3. Transformational leadership

- Transactional vs transformational leadership
- Characteristics of a transformational leader
- Lead by asking questions
- Motivating team members with purpose
- Developing ownership thinking
- Causing result-driven actions
- Nurturing a feedback culture

4. Leading your team in problem solving

- When to use traditional wisdom and when to think Out of the Box
- Leader as a Facilitator
- Some tools in group problem solving and decision making
- Leading your team through Change
- Leading your team to think Out of the Box

Five (5) Practices of an Influential Leader 五個習慣令你成為成功領導者

MEDIUM : English / Cantonese COURSE CODE : SPIL

It is an understatement to say that the role of a manager has changed dramatically over the past decade. Working with an ever-changing technology, a better-educated workforce, higher customer demands, and greater expectation for efficiency, managers and leaders today must play the roles of a visionary, an enabler, and a coach combined.

The purpose of this course is to provide participants the concepts, skills and techniques to lead others in a teamwork environment. Through various experiential and customised workshop activities, participants will learn how to lead a team achieve a common goal while developing its individual team members.

What participants will learn

At the completion of the course, participants will be able to:

- Model organizational values
- Inspire a shared vision
- Challenge and enhance an existing process
- Enable others to act
- Encourage the heart

Methodology *Discussions, games, mini-lecture, role-play, dialogues, demonstrations, exercises*

Audience Managers and executives

Course Outline

1. Understanding Leadership

- Managers vs leaders
- The power source for leaders
- Key characteristics of admired leaders
- Leadership as a demonstrable and learnable skill
- The Five (5) Practices Model

2. Model the Way

The best way to lead is to model what one believes in. Through an *experiential game and discussions*, participants will learn the concepts and skills in the following topics:

- Modelling and credibility
- Modelling organizational values
- Leading and modelling from the middle
- Modelling and story-telling
- When the going gets tough, the tough keeps modelling

3. Inspire a shared vision

People are willing to follow a leader because he/she can give them hope for a better tomorrow. Through a *case study and discussions*, participants will learn the concepts and skills in the following topics:

- Vision, mission and goal
- Looking beyond the next year
- Developing a vision in tough and changing times
- Communicating a vision to the constituents
- Getting others share your vision

4. Challenge the process

Leaders by definition are front-runners instead of contenders. Through a *simulated exercise and discussions*, participants will learn the concepts and skills in:

- Looking for opportunity to make thing better
- Dare to experiment and innovate
- Learning from mistakes
- Provide a safe environment to learn
- Building on small wins

5. Enable others to act

Through a *game and discussions*, participants will learn:

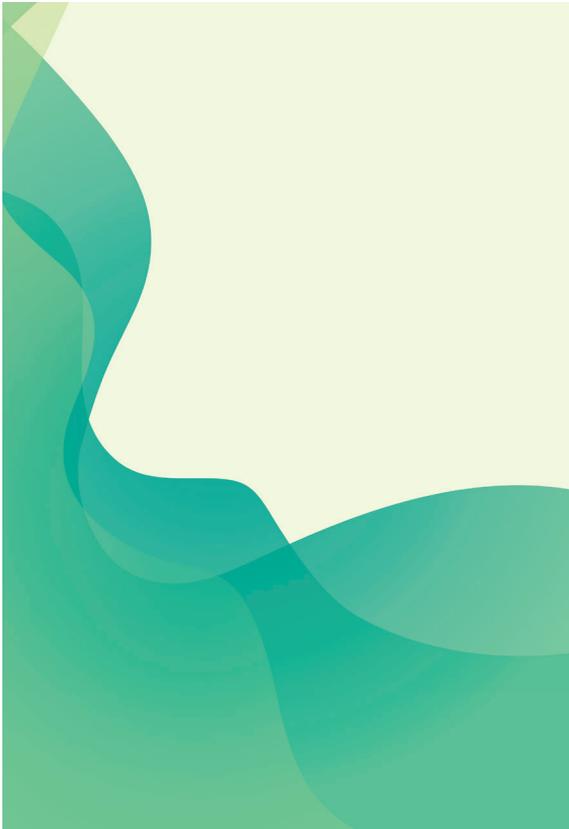
- Focusing on excelling instead of winning
- Developing talents, skills and confidence
- Removing barriers
- Building trust and commitment

6. Encourage the heart

Recognition is just about the most powerful tool a leader can use.

Through a *video, discussions and role-plays*, participants will learn:

- Give credit where it is due
- Recognition and the happy index
- Recognition as a tool to motivate
- Key steps to recognize with sincerity



Delegation Skills Workshop

管理者的權責分配技巧

MEDIUM : English / Cantonese COURSE CODE : DSW

A common problem in many organizations today is in the lack of ability or willingness for managers to delegate work and responsibilities effectively. As a result, many managers end up doing most of the technical work themselves while their staffs are working below capacity. Managers who fail to delegate not only become a burnout victim quickly, they also missed an important opportunity to develop their staff.

The purpose of this course is to provide managers the necessary skills to delegate effectively. Skills acquired in this course will result in a happier workforce, more productive relationships, better teamwork, greater harmony and higher morale at the workplace.

Audience Supervisory and management staff

Methodology Discussions, demonstrations, role-plays, mini-lectures, simulation exercises, games

What participants will learn

At the completion of the course, participants will be able to:

- Recognize the importance of delegation
- Reduce the risks of delegation
- Identify the key steps in delegating effectively
- Use delegation to motivate

Course Outline

1. Introduction

The program will begin with an experiential game, in which participants will experience the power of leveraging on others through delegation. The game attempts to instill an attitude change, and will be followed by a debriefing discussion on the following points:

- What is the price of not delegating?
- What are the risks associated with delegation?
- What are the benefits of delegation besides getting things done more effectively?
- The risks of delegation

2. Levels of delegation

Through another case study, participants will learn of different levels of delegation and their corresponding degrees of control. The discussion in this section will focus on:

- What are the different levels of delegation?
- How can I match an employee's ability to an appropriate level of delegation?

3. Key steps in effective delegation

This section will be a mini-lecture followed by a demonstration and role-play, where participants will:

- Learn the key steps in delegating effectively
- Watch a demonstration on how to carry out the steps
- Practice working on the steps
- Listen to feedback

4. Motivating an employee through delegation

Delegation is a great way to motivate an employee. In turn, a motivated employee will complete the delegated assignment much more effectively than someone unmotivated. In this section, through a case study and discussion, participants will:

- Learn of the value of delegation in motivating an employee
- Learn how to delegate meaningful work
- Learn how to instill an ownership thinking
- Perform role play with feedback

Mastering Strategy and Turning Strategy into Results

掌握策略並將策略轉化為成果

MEDIUM : English COURSE CODE : STM

Techniques for getting things done through others, on time and within budget

This new program is about getting things done. Be it strategic action, corporate objectives or tasks from appraisal –this practical program will show you how to do it. The program is suited to anyone is a supervisory or management role who need to get work done through other, even if they are not you direct reports.

- Prioritise strategic requirement using time zoning
- Use the new strategic template to master strategy using a schema template which will standardise approach and save time
- Translate strategic requirement into action objectives
- A way of putting action plans together that will give you results
- You will learn the best method to set clear objectives not SMART or SMARTER which no one uses but the SAT method
- You will be able to use a number of techniques to keep things on track and delivered under budget

Who should attend

Anyone who needs to get results through others at any level in the organisation. Those who have to set target at performance appraisal.

Giveaways

Delegates will get an A3 colour copy of the Strategic process map, full manual and a copy of all slides used.

Course Outline

1. Understanding strategy

- New strategy – new results – getting clarity in approach and decision making
- Timing of strategy 2013 and beyond – what's changed
- The process map for strategic planning
- The three (3) component parts of strategy to time zone (first way to prioritise)

2. Getting strategic approval - Putting strategic actions, department actions or projects into action

- Why do we so often – Over spend, deliver thing late or not at all – discussion
- Putting a process in place – two (2) key tools to get things done
- How to construct action plans – group exercise
- What happens if you don't use a process – DVD

3. Setting objective and managing costs

- Why SMART objective setting does not work – the reality
- SAT objectives – exactly how to set and measure them
- SAT in action
- A non- finance persons advice on delivering within budget

Change Management/Managing Change

管理變革與創新

MEDIUM : English / Cantonese COURSE CODE : CHM

In the booming days, social environment is characterised by the pace of market change and it is vital to manage this change effectively in order to excel by turning this opportunity into positive results. **This workshop aims at providing comprehensive knowledge and the necessary skills on leading and coping with change and turning this challenge into opportunities for growth.**

Objectives

After attending the workshop, participants will be :

- Able to identify and analyse the need and direction of changes ;
- Able to manage the life cycle of the change process ;
- Equipped with the techniques to cope with changes in the work environment
- Able to become a change agent in their workplace.

Target Participants

This workshop is designed for those who want to learn how change can be handled in an organisation.

Methodology

Lecture, exercise, games, role-plays and case studies

Course Outline

1. The Changing Paradigm in organisational leadership

- Driving factors for societal and market changes
- Appreciate change using PESTLE and SWOT
- Analyse and understand the need for change

2. Kotter's Eight (8) Steps in Driving Change

- Kotter's Eight (8) Steps in Driving Change
- Identify and analyse the direction of changes
- Assessing Change Readiness

3. Manage Change Cycle

- Typical reaction against change
- The Tarzan Swing Model of Change

4. Techniques to cope with changes in the work environment

- Identify key resistance factors
- Encouraging desirable behaviour through positive feedback
- Becoming a change agent in the workplace

5. Sustaining a change culture

- Gaining momentum through continuous innovation
- Celebrate gains and drive more change
- Establish learning culture to sustain change momentum

Adapting to Change

面對職場上改變的適應力

MEDIUM : English / Cantonese COURSE CODE : ADP

In today's economic reality, change is the only constant in most work environments. On the other hand, change often causes anxiety and resistance. If not managed well, these emotions and reactions to change can cripple an otherwise positive initiative. **The purpose of this course is to provide managers and employees a strategy and the necessary skills to deal with change in a positive manner, not only to coach self but others adapt to change. This course emphasizes dealing with change on the cognitive, behavioural, and subconscious levels.**

What participants will learn

At the completion of the course, participants will be able to:

- Recognize the positive value of change and why change needs to be managed
- Coach and support others through change

Audience Executives, Managers, Sole contributors

Methodology

Discussions, demonstrations, role-plays, mini-lectures, video

Course Outline

The Workshop is a half-day of *games, simulated exercises, discussions and case studies*. Through various activities, participants will learn that change is inevitable and often beneficial if well managed. Topics and concepts covered include:

1. Understanding Change

Through a game and discussions, participants will learn of the following concepts:

- The need for change in business
- Crisis or opportunity: it's a matter of perception
- The psychology of change
- Why change needs to be managed

2. Dealing with change

A good part of change management is effective problem solving. Through a case study, participants will learn how to lead a group through various stages of problem solving, including:

- Overcoming the initial shock
- Assessing the situation
- Identifying relevant issues
- Evaluating solution options

3. Coaching others through change

Through a case study, discussions and role play, participants will learn:

- Why others need you during change?
- The coaching process
- Helping others make plans
- Providing support

Coaching and Motivating Your Work Team 如何訓練及激勵你的團隊

MEDIUM : English / Cantonese COURSE CODE : CMWT

It is common experience that having a skilled and motivated workforce is vital for an organization, regardless of the organization's mission and strategies. Knowing how to coach and motivate people has become an essential skill for a manager. **The purpose of this course is to provide participants the skills and techniques to coach and motivate others, especially their own work teams.**

Audience

Supervisory and management staff

Methodology

Discussions, demonstrations, role-plays, mini-lectures, simulation exercises, games

What participants will learn

At the completion of the course, participants will be able to:

- Recognize the roles and responsibilities of a supervisor
- Develop the skills of an employee through coaching
- Motivate an employee
- Develop trust, respect, openness and team spirit at the workplace
- Give and receive feedbacks
- Use reinforcement as a tool to develop relationship and achieve the organization's goals

Benefits

To the organization

- Harmony at the workplace
- Happier workforce
- Improved communications among workers
- Better alignment of efforts to achieve the organization's goals

To the individuals

- Improved leadership skills
- Improved relationship with other employees
- Better ability to handle conflicts

Course Outline

1. Leadership and Motivation

Any effective leader will know the connection between leadership and motivation. Through a *simulated games and subsequent discussions*, participants will learn:

- Characteristics of a good leader
- Different types of workers in a team
- Leadership versus management
- Four (4) key dimensions of leadership
- Leader as a coach and a motivator

2. Intrinsic versus extrinsic motivators

Riding on the concepts from the previous session, through *another game, discussions and a mini-lecture*, participants will learn:

- The need for both intrinsic vs extrinsic motivators
- Finding out team members' needs and wants
- Limitations of extrinsic motivators
- The four (4) factors of intrinsic motivators
- Creating a motivating work climate

3. Manager as a Coach

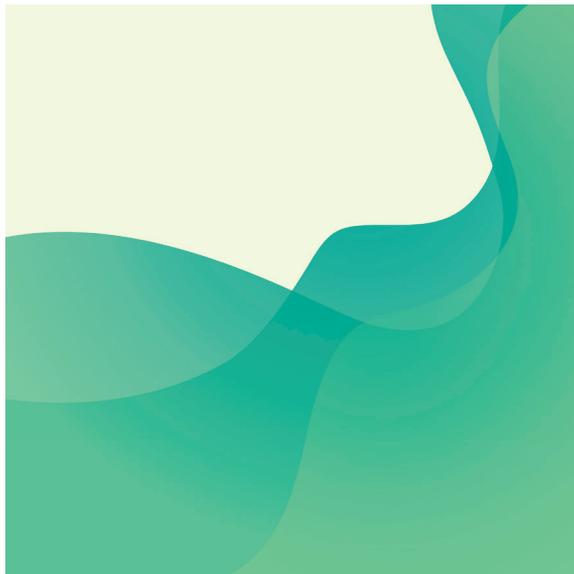
Using a *demonstration and discussions*, participants will learn:

- The role of a coach
- The coaching process
- Some coaching techniques
- Using coaching to help subordinates deal with problems
- Using coaching to develop and motivate
- Balancing tasks and relationships
- What to do and what not to do as a coach?
- *Role play*

4. Using coaching as a supervisory and motivating tool

Through *demonstrations, discussions, role plays and feedback*, participants will learn the skills for:

- Getting buy-ins
- Using coaching to motivate
- Helping subordinates align with department goals
- Getting buy-ins
- Giving positive feedbacks
- Why feedback is an essential coaching technique
- Using feedback as a performance tool
- Catching people when they do something right
- Key steps for giving positive feedback
- *Role play*
- Giving constructive feedbacks
- Situations for giving constructive feedbacks
- Do's and don'ts
- Key steps for giving constructive feedback
- *Role play*



Developing Team Effectiveness and Collaboration 建立團隊效能與協作能力

MEDIUM : English / Cantonese COURSE CODE : DTEC

As organizations become more flat and less hierarchical, teamworking is quickly becoming the preferred practice in many firms today. Since teams by necessity involve people with different background and talents, effective team work involves a variety of management, facilitation and communications skills. It also requires team members to collaborate with each other.

The purpose of this program is to explore some key elements needed in good team building, and to provide participants with the skills and techniques required to both lead and contribute to good team work. Skills learnt in this program will help participants build their own teams at the workplace.

Audience

All levels of staff

Objective

At the completion of this workshop, participants will be able to:

Methodology

Games, discussions, mini-lecture, case studies, demonstration, video vignettes, role-plays

What participants will learn

At the completion of this workshop, participants will be able to:

- Identify the key elements required in effective teamwork
- Identify the key stages of team formation
- Build a team from scratch
- Set targets and milestones
- Manage team problems and conflicts
- Improve team productivity through effective communication and coaching
- Build team synergy
- Avoid common pitfalls

Benefits

To the organization:

- More effective teamwork
- More productive workforce
- More open communication between team members
- Greater harmony at the workplace

To the individuals:

- Better understanding of other team members' needs and concerns
- Better communication with each other
- More willingness and better ability to contribute

Course Outline

1. Introduction

The course will begin by a *team building exercise* in which participants will experience the various stages in team development. This will be followed by a *debriefing discussion* where the following concepts will be introduced:

- The advantages and trend towards teamworking
- What constitutes a team?
- Teams vs groups
- Teambuilding versus teamworking
- The four (4) stages of Team Development

2. How well is your team working together?

Through a *short game, an assessment and discussions*, participants will find out (a)how well their team can work together to create synergy, and (b)the characteristics of a High Performance Team, including:

- The need for a common goal
- Clarity of rules, roles and processes
- Trust between team members
- Good communications
- Effective leadership
- Willingness to contribute
- How to build a High Performance Team

3. Valuing diversity

Every member in a team is different and has a unique set of interests, social style and idiosyncrasies. Successful teams are those who know how to turn diversities into synergy. Through *discussions, mini-lectures, demonstrations and role plays*, participants will learn the following concepts and skills:

- Drivers and preferences
- Social styles
- Communication patterns
- Working with diversities

4. Collaboration

This section provides participants some important tools and techniques to collaborate with each other. Using a *simulation exercise*, participants will pretend they are survivors of a plane crash, and learn to collaborate with each other in order to survive. Included in the skills learnt are:

- Group problem solving
- Allocating tasks
- Resolving conflicts and disagreements
- Facilitating consensus

Personality Styles in Team Communication

性格分析：把握團隊溝通技巧

MEDIUM : English / Cantonese COURSE CODE : PSTC

Blending interest, initiatives and motivation of self with others' to produce mutually satisfying results is the key to successful team communication. Suiting the communication style to the team members' personalities raises the harmony and connection, which drives up efficiency.

In the workshop, the participants will have the following takeaways:

- Define the essential traits to achieve team efficiency
- Embrace the principle – build on commonalities and enjoy differences
- Know the personality style of self and others'
- Discover the key to rapport building
- Convey clear messages by finding the right context
- Motivate initiatives on task and on relationship
- Align on the concept of time
- Listen to understand differences and prioritise
- Manage differences in expectations, roles and interests
- Connect with team members with different personality styles

Target Audience Team leaders and team members

Course Outline

1. Personality Styles in Team Dynamics

- Engage in an activity to discover personality styles in team functioning
- Be aware of efficiency based on a task and a people focus
- Know time management with people's mindset on time

2. Personality Style Analysis

- Realise the style for self and for others in a questionnaire
- Discuss how to vary the approach to build rapport with four types of profile
- Profile own team members at work

3. Connect with the Right Context

- Learn how people express thinking and feelings through contexts – high context and low context
- Define low context as task-focused and high context as relationship-focused
- Practise in an exercise how to get across and exchange clear information by finding the middle context

4. Manage Time with Others

- Deal with the monochronic –precise with time and the polychromic – flexible with time
- Plan to set expectations
- Monitor for commitment

5. Negotiate and Manage Differences

- Identify common goals
- Drive conversation with an effective model
- Lobby and influence

6. Network to Bond

- Engage and energise during informal situations
- Practise a three-step process with four (4) profiles
- Select channels

7. Integrate Skills for Action with Own Team

- Integrate learning to apply to team
- Develop ongoing plan to enhance team communication based on the profiling completed earlier in the workshop
- Share review with fellow participants

Personality Styles and Team Work

性格取向與團隊合作

MEDIUM : English / Cantonese COURSE CODE : PSTW

It is our common experience that we found ourselves easier to get along with some people than others. This applies to dealing with other people at work, in the family, or in a man-woman relationship. Many of us have accepted this experience as an unavoidable fact of life, and thus unnecessarily confined themselves to a very limited set of opportunities. Social psychologists tell us that much of the difference between people can be explained by their prevalent social styles. People with different social styles have different communication patterns, are motivated by different driving forces, are interested in different things, and have different conflict management patterns. Understanding this difference in the way people think and behave is essential to improving communication and harmony between people. Through *games, fun discussions, self assessment and role plays*, this program will guide participants to identify the social styles for themselves and others, understand the differences between the various styles, and the way to interact with others more effectively.

Audience Anyone between 18 and 80 years old who has an interest to understand more about self and others

Training Activities

Discussions, demonstrations, role-plays, mini-lectures, games

What participants will learn

At the completion of this workshop, participants will be able to:

- Describe the differences between sixteen(16) social styles
- Describe the characteristics of each of the four(4) major social styles
- Identify the social style for self and others
- Adjust one's own behavioural pattern in relation to others for improved communication and relationship

Course Outline

1. Introduction and ice-breaking

The program will start with a game, followed by a light discussion on:

- Significance of networking
- Key elements for effective team work
- Johari Window

The *game* will also serve as an *ice-breaking exercise*.

2. Embracing diversities

This is a *mini interactive lecture, discussion and fun-filled demonstration*, where participants will assess one's own personality style and learn:

- Four(4) primary personality styles
- strengths and weaknesses of each style
- embracing diversities

3. How are we different?

Participants will be grouped together according to their assessed personality types. They will then *discuss and report* to class:

- their preferred communication patterns
- their decision making patterns
- their conflict management patterns
- how they preferred to be treated at the work place

4. Working together

Through another *game and discussion*, participants will learn:

- The need to be flexible
- Advantages and disadvantages of having everyone in the team belonging to different social styles?
- How to work and communicate with people of different social styles?

Building a High Performance Team 如何建立卓越的團隊

MEDIUM : English / Cantonese COURSE CODE : BHPT

As organizations become more flat and less hierarchical, teamworking is quickly becoming the preferred practice in many firms today. Since teams by necessity involve people with different background and talents, effective team work involves a variety of management, facilitation and communications skills.

The purpose of this program is to explore some key elements needed in good team building, and to provide participants with the skills and techniques required to both lead and contribute to good team work. Skills learnt in this program will help participants build their own teams at the workplace.

Audience

All levels of staff.

Methodology

Games, discussions, mini-lecture, case studies, demonstration, video vignettes, role-plays

What participants will learn

At the completion of the course, participants will be able to:

- Identify the key stages of team formation
- Identify the key elements in building a High Performance Team
- Build effective team behaviours
- Manage team problems and conflicts
- Build team synergy

Benefits

1. To the organization:

- More effective teamwork
- More productive workforce
- More open communication between team members
- Greater harmony at the workplace

2. To the individuals:

- Better understanding of other team members' needs and concerns
- Better communication with each other
- More willingness and better ability to contribute

Course Outline

1. Introduction

- The advantages and trend towards teamworking
- What constitutes a team?
- Teams versus groups
- Teambuilding versus teamworking
- Stages of team development

2. How well is your team working together?

Through a game, an assessment and discussions, participants will find out (a) how well their team can work together to create synergy, and (b) the characteristics of an effective team, including:

- Characteristics of a High Performance Team (HPT)
- Assessing team role and effectiveness

3. Building effective team behaviours

How effective a team is depends on the behaviours of its team members. This section provides participants the concepts and skills to develop effective team behaviours. Through discussions, mini-lectures and role plays, participants will learn the following:

- Defining common purpose, roles and ground rules
- Developing trust
- Effective questioning and listening
- Managing feedbacks

4. Handling team problems

Every team has its share of problems and conflicts. Successful teams are those who know how to deal with problems and turn conflicts into learning opportunities. Through discussions, mini-lectures, demonstrations and role plays, participants will learn the following concepts and skills:

- Common causes of conflicts in a team
- Managing diversities and generation gaps
- Managing conflicts
- Managing grumbling and apathy

5. Achieving team synergy

This section provides the tools and techniques to lead a team achieve what a team is meant to do. Through role plays and simulated exercises, participants will learn the following concepts and techniques:

- Setting team targets
- Measuring team performance
- Case study

Nurturing your Team

培育你的高效能團隊

MEDIUM : English / Cantonese COURSE CODE : NYT

In many organizations, frontline workers are often promoted to become managers and supervisors because of experience or performance. While these managers are technically competent, they often lack the necessary people skills to carry out their responsibilities effectively to develop and manage their teams.

The purpose of this course is to provide newly promoted leaders the skills to build up and nurture their teams.

Skills acquired in this course will result in more productive relationships, better teamwork, greater harmony and higher morale at the workplace.

Objectives

At the completion of the course, participants will be able to:

- Recognize the roles and responsibilities of a supervisor/manager
- Build up a team
- Manage team members' performance
- Adjust communication and leadership approach according to the team members' experience

Methodology

Discussions, demonstrations, role-plays, mini-lectures, simulation exercises, games

Audience Newly promoted leaders

Course Outline

1. Introduction

This module will start with a *game*, followed by a *discussion*, to bring out the following:

- Typical pitfalls in the transitional journey from technical professionals to supervisors and managers
- Value of a mid-level leader to an organization
- Roles and responsibilities of a mid-level leader

2. Building a team

A primary responsibility of a mid-level leader is to build up and nurture his/her team. Through a *simulated case, role plays and discussions*, participants will learn:

- Your role as a team leader
- Motivating the team to develop a team spirit
- Motivating individuals: When and how
- Fostering collaboration
- Managing conflicts

3. Managing performance

Another key responsibility for a mid-level leader is to manage the performance of team members. This includes recognizing good performance and providing constructive feedbacks to less desirable performance. Through *discussion and role-plays*, participants will learn:

- The value of feedback
- Recognizing positive behaviours or results
- Providing constructive feedbacks
- Using a coaching approach to counsel

4. Communicating across experience levels

Leaders often need to coach team members with different experience levels at work. This module provides a framework on how to adjust one's coaching approach according to the individual's experience levels, including:

- Developmental stages and focuses
- Adjusting communication and leadership styles according to team members' experience level

Coaching and Feedback Skills

管理者必學的指導與反饋技巧

MEDIUM : English / Cantonese COURSE CODE : CFB

Organizations today must be able to do more with less in order to survive and prosper. The ability to discover and utilize employees' full potential to achieve the organization's goals has become a critical survival tool. To this end, many organizations have used coaching as a means to develop their staff, to help them resolve problems, as well as a tool to motivate. **The purpose of this course is to provide managers, supervisors, sales executives and human resources personnel the basic skills required to coach and provide feedback to their employees.**

Objectives

At the completion of the course, participants will be able to:

- Identify good coaching opportunities
- Master basic coaching techniques
- Help others develop and resolve problems
- Provide feedback to others

Audience Managers, supervisors, human resources personnel

Methodology *Discussions, mini-lecture, dialogues, demonstration, role play*

Course Outline

1. Understanding coaching

This section will begin with *watching a video*, followed by a *discussion* on the following:

- What is coaching?
- The purpose and power of coaching
- Difference between coaching and instructing
- Why should we coach?
- Some great coaching opportunities

2. Basic coaching techniques

Through a *demonstration and discussions*, participants will learn the key concepts and skills involved in coaching, including:

- The GROW model
- Building rapport and trust
- Questioning techniques
- Listening techniques
- Preparing for a coaching session

3. Helping others to develop and solve problems

Through another *demonstration, discussions, role play and feedback*, participants will learn:

- Helping others to clarify his/her goal
- Helping others assess the situation
- Helping others to explore options
- When to give and when to refrain from giving advice
- Helping others to plan for actions

4. Providing feedback

Through a *game, demonstration and role-plays*, participants will learn:

- Why feedback is a powerful tool
- How to give and receive positive feedbacks
- How to give and receive constructive feedbacks
- How to use coaching and feedback to develop and motivate others

Mentoring Skills 如何成為下屬的導師

MEDIUM : English / Cantonese COURSE CODE : MSW

Mentoring has been an effective way to develop leaders in China, Greece, and other civilizations since ancient times. Today, mentoring has become an effective method for businesses to help employees with orientation, career advancement, problem solving, coaching, support, and leadership development. In addition, mentors can assist employees to deal with the challenges associated with successful, productive, meaningful worklife.

Recognizing the value of mentoring, many organizations have adopted a mentoring programme as a model to develop their next generation leaders. At the same time, many of those serving as mentors may not have the required skills to mentor others. Some may even mistakenly equate their role with that of an on-the-job trainer. The result is a seriously compromised mentoring programme and suboptimal return on the invested efforts.

The purpose of this workshop is to provide participants the necessary skills and knowledge to contribute constructively to and be an effective mentor in the context of their organization's mentoring programme.

Audience

Mentors and mentors-to-be

Methodology

Discussions, mini-lecture, dialogues, demonstration, role play, case studies, simulated exercises

What participants will learn

At the completion of the course, participants will be able to:

- Explain the mentoring process, its tools and resources
- Recognize the different roles and responsibilities of a mentor
- Develop plans and a mentoring relationship with mentees
- Identify critical skills required of a mentor, and assess one's own strengths, weaknesses and performance gap with respect to these skills
- Develop an action plan to address the identified gaps for continuous learning and improvement.

Course Outline

1. Mentoring Process Overview

- Mentoring as a model for leadership development
- The Mentoring Programme (of the client's organization)

2. Attributes, process and tools

- Appreciative inquiry: Attributes of a good mentor
- The mentoring process
- Some useful tool
- *Case study*

3. Roles and responsibilities of a mentor

- Mentor as a role model
- Mentor as a colleague
- Mentor as a challenger
- Mentor as a guide
- Mentor as a cheerleader
- *Simulated exercises*

4. Developing plans

- The two dimensions of a coaching relationship
- Attributes of a good development plan
- Making plans work
- A typical mentoring session
- *Role play*

5. Developing relationship

- Building rapport and trust
- Questioning and listening techniques
- Giving feedbacks
- Motivation and support
- Developing bonding
- *Simulated exercise and roleplay*

6. Critical skills and assessment

- Skills required of a mentor
- Assessment of skill gaps

7. Continuous learning

- Making plans for continuous improvement

Key to Engaging Your Workforce

吸引優秀員工的關鍵

MEDIUM : English / Cantonese COURSE CODE : KEYW

It is no secret, employees who feel they are valued and recognized for the work they do are more engaged, responsible, and productive. This is an effective and practical one-day workshop to help team leaders, supervisors and managers create a more dynamic, loyal and engaged workforce to support the business growth in the dynamic environment.

This program is designed specifically to help the people manager understand what their team members want and to provide them with a starting point for creating champions.

After attending this program, participants will be able to :

1. Identify what engagement is and the challenges in the workplace
2. Learn about motivational theories and factors, how to apply them to engage their workforce
3. Learn when to use the carrot, the whip, and the plant to engage the team members in different generations
4. Discover how fear and desire affect employee engagement under fast-changing business environment
5. Explore ways to create an engaging climate and design a motivating job scope to help sustaining the business development

Methodology *Lecture, discussion and reflection, role plays, checklists and scenario analysis*

Target Audience Supervisors, Team Leaders and Managers who need to engage workforce in different generations

Course Outline

1. What is Motivation and Staff Engagement

- Force that leads people to attempt to satisfy their important needs, it is a drive from within that prompts or incites an action

2. Supervision and Engagement

- The Carrot, the Whip, and the Plant

3. Motivation Factors

- Maslow's Classic Hierarchy of Motivational Needs
- Herzberg's Motivational versus Maintenance Factors
- Supervisor's versus Higher Management's Role
- Fear and Desire

4. Goal Setting

- The power of SMART Goal (Specific, Measurable, Attainable, Relevant and Timed)
- How to make the performance goals personal and positive

5. The Role of Values

- What do we value in work?
- Engaged vs non-engaged

6. Creating a Motivational and Engaging Climate

- Praising, giving positive feedback, congratulating people
- Should we, as a supervisor, praise mediocre work?

7. Situational Analysis and Designing Motivating Jobs

- Techniques for job design/redesign
- Job rotation
- Job enlargement
- Job enrichment

8. Motivational Checklist

- You get what you reward and celebrate successes

Sample Team Building Program

團隊建設方案 (示例)

MEDIUM : English / Cantonese COURSE CODE : TB

Since teams by necessity involve people with different background and talents, effective team work involves a variety of management, facilitation and communications skills.

The purpose of this program is to explore some key elements needed in good team building, and to provide participants with the skills required to both lead and contribute to good team work. Skills learnt in this program will help participants build their own teams at the workplace.

Methodology

The program consists of a day of fun-filled experiential activities, in which participants learn by participating in a number of *games, discussions and group exercises*. While details of each activity vary, a typical activity comprises the following sequence of events:

1. Introduction of the activities' goals and ground rules
2. The *activity* itself
3. Debriefing *discussion*, where the facilitator/instructor will help the group learn from the experience of the activity

What participants will learn

At the completion of this workshop, participants will be able to:

- Recognize the importance of team work and team spirit
- Communicate effectively and openly
- Recognize one's enormous potential
- Work harmoniously with each other

Course Outline

1. Introduction

- program kick off
- explain purpose of day
- introduce facilitator

2. Netballs

- *Icebreaking exercise*,
- teamwork, networking and strategy
- challenging status quo

3. Marble transport

- teamwork, strategies
- communication
- team spirit

4. Mass Movement

- responsibility as leaders
- open and clear communication
- Elements of motivation

5. Defying gravity

- Dealing with change
- Thinking out of the box

6. Toxic waste transport

- Cooperation, coordination
- Role and challenges of a leader
- Role and challenges of a follower
- Commitment and sense of belonging

7. Solomon's Puzzle

- Team problem solving
- Open communication
- Value and need of individual contribution

8. Crossing the Yangtze

- Collaboration and communication within and between team

Executive Coaching 企業教練服務

Sample 1: Leadership Coaching

MEDIUM: English / Cantonese / Putonghua

The coach aims at optimizing team leaders' behavioural competencies to drive, develop and motivate team members to deliver desirable and sustainable results. Leadership coaching adopts the Harrison Assessment concept of balancing one's dynamic and gentle traits to exert the highest influence. Leaders will accelerate their task and people management skills.

Coachee will sharpen and deepen his / her leadership skills consistently in his / her communication. The development focus will be discussed and determined after discussion. The objective is to induce behavioural change.

Methodology

The format for coaching sessions will be designed to meet different specific goals. The progress will be tracked periodically, for example, by email on a monthly basis. In between coaching sessions, coachee can telephone the coach for specific assistance.

The programme follows a three-step process:

- *Self-awareness building*
- *Awareness of team members' profile*
- *Coaching activities*

The exact number of sessions required depends on the coachee's current and expected levels of performance.

Related experience

Our executive coaches have years of positive experience coaching and teaching relevant courses. Most coaching assignments require knowledge and skills in both areas.

Sample 2: Presentation Skills Coaching

MEDIUM: English / Cantonese / Putonghua

Coachee will sharpen and deepen their presentation skills consistently in his/her communication. The development focus is as follows:

- Strengthen good practices through accumulated learning, reflections and feedback
- Be audience-centric – learn to suit the audience needs and style
- Plan with a purpose and headline – apply our exclusive Diamond Plan
- Select content – vary illustration methods to match topic and audience style
- Organise content – use a step-by-step template
- Simplify content and language
- Show professional presence in body language
- Engage audience with vocal impact
- Be credible in Q and A
- Be motivated to master the 'How' in continued learning

Methodology

A. Pre-Workshop Activities

i. Coachee's Input Collection

- Coachee will complete a *questionnaire*:
- To build his/her awareness of learning needs based on a *checklist* of workshop topics
 - To rate his/her current competence level
 - To target his/her desired competence level

ii. Participant's Preparation

- The coach will assign topics for the coachee's *presentation role-play*
- The coachee will prepare the content before each session

B. Workshop Activities for 3 sessions

- *Video*
 - Tips on presentation models and style
- *Exercise*
 - *Feedback* based on a presentation checklist
- *Role-play*

New Series of Mini-sessions on Business English for Clear, Courteous and Convincing Communication

提升商業英語溝通技巧

— 清晰、有禮、令人信服的溝通藝術

MEDIUM: English / Cantonese / Putonghua

In a Wall Street Journal survey, successful companies rated clear communication as the number one competency required of their employees. Clear communication is built on structure, content and language.

The series of mini sessions on Business English trains the participants at all levels to firm up their language base and to optimise desired results in communication. The takeaways include:

1. Speaking

- Precise yet tactful wording
- Exclusive audience-focused structure
- Practical application in presentation, conversations and instructions

2. Writing

- Correct, concise and courteous language
- Reader-friendly and updated models
- Practical application in email, proposals and reports

3. Reading

- Key ideas focus
- Thoughts association
- Content summary

4. Listening

- Attention process
- Questioning techniques
- Response methods

Target Audience

Basic, intermediate to advanced levels are offered to suit the needs of junior to senior staff who would like to develop or drill their English proficiency.

Group training or individual coaching are offered.

Duration and Methods

Four to eight sessions with the following activities:

- *Models for practice and application*
- *Exercise*
- *Role-play designed based on company's scenarios*
- *Feedback based on competency checklist*

English Consultancy for Corporate Communication 英語顧問服務 — 企業溝通技巧

MEDIUM: English / Cantonese / Putonghua

We design, compile or edit corporate communication

- Guide on corporate presentations
- Handbook on telephone service
- Handbook on service writing

Please contact us for a proposal and a quotation.

Please contact us for a proposal and a quotation

CATALOGUE 2

Personal Effectiveness

Interviewing Skills

- **Interviewing Skills to Recruit the Right Candidate** 篩選出關鍵人才的面試技巧
- **Successful Interviewing** 成功的甄選面試技巧
- **Interviewing Skills Workshop** 甄選面試技巧工作坊

Creativity

- **7 Thinking Tools for Generating Extraordinary Ideas** 7種思維工具助你想出獨到點子
- **Creative Problem Solving** 創意解難技巧訓練
- **Creative Thinking and Innovation** 啟發創意思維與創新
- **Problem Solving and Decision Making** 有效地解決問題和制定決策的法則
- **Creative Problem Solving and Decision Making** 運用創造力解決問題和制定決策
- **Innovation 123** 創新123：創新及設計思維工作坊
- **Analytical Thinking and Problem Solving** 分析思維法與解難技巧
- **Innovative Thinking and Problem Solving** 創新思維法與解難技巧

Time Management

- **Time Management for Work-Life Balance** 作好時間管理 – 實踐工作與生活平衡
- **Time and Task Management** 時間與日程管理
- **Managing your Time and Priorities** 管理和優先化您的時間

Conflict Management

- **Influencing Conflict and Disagreement** 衝突和分歧管理工作坊
- **Managing Conflicts in the Workplace** 如何解決職場衝突
- **Handling Difficult People** 處理刁難客戶的技巧

CATALOGUE 3

Presentation / Writing / Communication Skills

- **Influencing Others without Formal Authority** 令人心悅誠服的非權力性影響力
- **Influencing Skills to Power Up Persuasion** 提高影響力以加強說服力
- **Presentation and Communication Skills** 職場演講與溝通技巧
- **Storytelling for Effective Presentation** 以故事連繫聽眾 – 故事式的演講技巧
- **Persuasive Presentation Skills Workshop** 說服式演講技巧工作坊
- **Presentation Skills Workshop** 專業演講技巧工作坊
- **Effective Business and Email Writing** 商務文件及電郵寫作技巧
- **Persuasive Proposal and Report Writing** 提升建議書和報告的說服力
- **DISC® Training** DISC®工作行為取向及性格分析工作坊
- **Assertiveness Skills** 堅定自信技巧訓練
- **Embracing Feedback** 提高接受反饋能力：從批評得到進步
- **Effective Meeting Skills** 提升會議效率的技巧
- **Proactivity and Assertiveness** 保持積極性與堅定自信技巧
- **Public Speaking Skills** 專業演講技巧訓練
- **Effective Communication Strategies** 有效管理溝通策略
- **Effective Communication and Interpersonal Skills** 人際關係與有效溝通技巧工作坊
- **Communicating and Writing Clearly to Get Results** 清晰地溝通和寫作以達成目標
- **Effective Communication and Interpersonal Skills in The Workplace** 職場人際關係與溝通技巧

CATALOGUE 4

Business Etiquette / Selling / Customer Service Skills

Business Etiquette

- **Business Networking Skills** 在商業世界中的人脈建立技巧
- **Business Etiquette** 商務禮儀入門
- **Etiquette Training for Technical Professionals** 技術專業人員的禮儀培訓
- **Corporate Image and Business Etiquette** 專業企業形象與商務禮儀工作坊
- **Personal Branding and Professional Image** 如何建立職場個人品牌與專業形象

Customer Service

- **6-Star Customer Service Excellence** 六星級的待客之道
- **Professional Telephone Skills** 專業電話禮儀及接待技巧
- **Serving Customer from the Heart** 以「心」為本的專業服務技巧
- **Customer Service and Complaint Handling** 客戶服務與投訴處理技巧

Sales Training

- **Telephone Selling Skills** 電話銷售技巧
- **Sales Coaching/Professional Sales Coaching** 專業銷售激勵訓練
- **Consultative Selling Skills** 顧問式銷售技巧
- **Sales Presentation Skills** 業務銷售簡報技巧
- **The Art of Sales Coaching** 銷售輔導技巧
- **The Art of Sales Negotiations** 銷售戰略談判
- **Key Account Management** 大客戶管理技巧
- **Key Account Selling** 大客戶銷售術
- **Psyche-Selling** 銷售攻心術

Negotiation Skills

- **Influencing and Negotiating for Win-Win** 達致雙贏的影響力及談判策略
- **Negotiation Workshop for Merchandisers : Ensuring the best deal every time** 推銷談判策略工作坊
- **Win-Win Negotiation Skills** 雙贏談判技巧

CATALOGUE 5

Project Management / Technical / Specialty Skills

- **Web Marketing Fundamentals** 網絡營銷基礎
- **Cloud Computing for Business and IT Professionals** 為企業和IT專業人員而設的雲端計算課程
- **Cloud Computing Systems - Analysis and Testing** 雲端計算系統 - 分析與測試
- **Web Application Security : Hacker Attacks and Defense** Web應用程序安全：黑客攻擊和防禦
- **Web Application Testing : Principles & Practice** Web應用程序測試：理論與實踐
- **Project Management Workshop** 項目管理工作坊
- **People Interaction in Project Management** 在項目管理中掌握人際關係
- **Project Management for Busy People** 給大忙人的項目管理工具與技巧
- **Stress Management Workshop** 壓力管理工作坊
- **Interviewing Skills to Recruit the Right Candidate** 篩選出關鍵人才的面試技巧
- **Successful Interviewing** 成功的甄選面試技巧
- **Interviewing Skills Workshop** 甄選面試技巧工作坊
- **Finance for Non-Finance Executives** 非財務主管也要懂的財務管理技巧
- **AI & World of Work** 人工智能時代下的人力資源策略



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About CEL

Communications Engineering Limited specialises in providing world-class quality Management Skills, Personal Effectiveness, Information Technology and Specialty Training. CEL targets new entrants and seasoned professionals in all business sectors. For more than 25 years, CEL has developed an excellent reputation for delivering real-world value-added training. The clientele includes many Fortune 500 multinational enterprises, public and private sectors of Greater China and throughout the region.

Our carefully-designed course schedule targets to provide continuing, comprehensive and structured suites of courses that meet career development needs of professional staff at all levels. Our current pool of experts are drawn globally from Hong Kong and abroad, allowing us to offer the best combination available in terms of technology, expertise and versatility.

The On-Site Option

If there are a group of staff in your organization interested in taking any of these CEL courses, why not consider the On-Site option? We can readily tailor courses to your specific needs, send an expert instructor to your workplace, and help cut costs. If you are interested in organising any of the topics as in-house on-site or off-site training, and for more information about this service, please contact Miss Mak at CEL at Hong Kong telephone number **+852 2824 9978** or at email cel@celhk.com for a quotation and proposal.

Trainer Information

All public and in-house programs are delivered by Senior Trainers/Consultants of CEL. Please contact CEL for trainer profile(s) if needed. Please contact CEL for quotation if your are interested in organising any of the topics as in-house on-site or off-site training.

Versatility + Quality + Bespoke Services

Should you have some topics in mind but cannot find them in our in-house catalogues, you are welcome to inquire if we are able to source/ customise such training programs for you. All in-house programs will bear the same high level of quality which underpin all of our public offerings.