# Catalogue of IN-HOUSE COURSES

**Volume Six, Spring 2018**

## Management Skills & Leadership
- 21st Century Sun Tsz Leadership  
  *p.2*
- Leading a High Performance Team  
  *p.2*
- Survival Skills for Managers and Supervisors  
  *p.3*
- Five (5) Practices of an Influential Leader  
  *p.4*
- Coaching and Motivating your Work Team  
  *p.5*
- The Key to Engaging your Workforce  
  *p.6*

## Personal Effectiveness
- Professional Telephone Skills Workshop  
  *p.6*
- Adapting to Change  
  *p.7*
- Influencing and Negotiation Skills Workshop  
  *p.7*
- Effective Meeting Skills  
  *p.8*
- 7 Thinking Tools for Generating Extraordinary Ideas  
  *p.9*
- Analytical Thinking and Problem Solving  
  *p.9*

## Specialty Courses
- Persuasive Proposal and Report Writing  
  *p.10*
- People Interaction in Project Management  
  *p.10*
- Project Management Workshop  
  *p.11*
- Customer Service and Complaint Handling  
  *p.12*
- 6-star Service Excellence  
  *p.13*
- Etiquette Training for Technical Professionals  
  *p.13*
- Business Networking Skills  
  *p.14*
- Account Development Strategies  
  *p.15*
- Sales Coaching Workshop  
  *p.15*
With changing technology and an ever-widening gap between different generations of the workforce, it can be challenging to adopt a way to lead in the 21st Century. Yet successful organizations are those that can engage the entire workforce and attain synergy. This workshop examines how leaders can tap into some timeless wisdom to help them lead and meet the challenges in today's business environment.

Through discussions and exercises, participants will learn how to apply Sun Tzu leadership concepts to create an edge in their organizations by aligning the efforts and talents of different generations of the workforce.

What participants will learn
At the completion of the course, participants will be able to:
• Appreciate why Sun Tzu's timeless wisdom can help us meet workplace challenges of the 21st Century
• Apply Sun Tzu's principles in leading an organization
• Apply Sun Tzu's principles in leading a team
• Apply Sun Tzu's principles in leading the younger generations of workforce

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

Audience
Managers and executives

Course Outline
1. Challenges in the 21st century and some timeless wisdom
   • Human capital challenges in the 21st century
   • Truths and myths of the younger generations of workforce
   • Sun Tzu and why his teaching is still relevant in modern time
   • Sun Tzu's leadership framework for the 21st century

2. Leading an organization
   • The 5 factors that drive success in an organization
   • What leaders can do to achieve total alignment?
   • Optimizing engagement with Tao
   • Case examples
   • Assessing effectiveness of an organization

3. Leading the team
   • Qualities of an effective leader
   • Developing trust and relationship
   • Doing the right things in the face of obstacles
   • Managing emotions
   • Creating a spirit of community
   • Case examples

4. Leading the Younger Generations
   • Understanding Gen Yers and Gen Zers
   • Building a culture that works for the younger generations
   • Leveraging modern communication technologies to engage staff of all generations
   • Balancing Benevolence and Discipline
   • Strengthening competence and confidence
   • Encouragement and recognitions
   • Case examples

21st Century Sun Tzu Leadership Workshop

The growing competition and rapid changes in today's business environment require 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

All public and in-house programs are delivered by Senior Trainers/Consultants of CEL. Please contact CEL for trainer profile(s) if needed.
n 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**

Discussion, 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

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

Please contact CEL for a quotation if you are interested in organising any of the topics as in-house on-site or off-site training.
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
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.

**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

---

**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

Please contact CEL for a quotation if you are interested in organising any of the topics as in-house on-site or off-site training.
The Key to Engaging Your Workforce

MEDIUM: Cantonese / Putonghua  Duration: 1 Day

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

Professional Telephone Skills Workshop

MEDIUM: English / Cantonese / Putonghua  Duration: 1 Day

The purpose of this course is to provide participants with the skills involved in communicating over the telephone, from identifying the caller's needs, to presenting information. Both internal and external callers has been taken into consideration in the design of course coverage.

At the completion of the course, participants will be able to:
• Get a message across with clarity and tact
• Enhance working relationship through effective communication techniques
• Handle calls with confidence, enthusiasm and friendliness
• Project a professional image through choice of words and tone control

Benefits to the organization:
• Better public image
• Greater customer satisfaction

Benefits to the individuals:
• Reduced stress
• Improved professionalism

Training Activities
Discussions, exercises, demonstrations, role-plays, games, mini-lectures
Adapting to Change

- Improved professionalism
- Reduced stress

Benefits to the individuals:

- 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.

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

Influencing and Negotiating for Win-win

- Understand influencing and negotiation

Companies often need to negotiate in order to get the best terms when they purchase materials or sell products. People at work also need to negotiate with one another over shared resources, departmental interests, or ways to do things.

The purpose of this course is to provide the knowledge, skills and techniques to influence and negotiate with others in work situations.

Methodology

Discussions, mini-lecture, games, simulated exercises, case studies, role play

What participants will learn

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

- Select a proper strategy to negotiate given a position and situation;
- Prepare for a negotiation;
- Apply the principles of influence into negotiation;
- Negotiate persuasively to create value and develop long term relationships;
- Reach agreement with others.

Course Outline

Understanding influencing and negotiation

We all need to influence and negotiate with others at work from time to time, be it with our colleagues, vendors or customers. This module introduces some fundamental concepts relating to influencing and negotiating with others to generate win-win solutions that can make both parties happy.

Through an ice-breaking game and discussion, participants will learn:

- The nature and basis of influence and negotiation;
- Common pitfalls and mistakes;
- Why good negotiation is a type of problem solving;
- Developing a win-win mentality;
- The session will end with an assessment of the negotiation styles participants typically use.

Preparing yourself

Many negotiations ended with sub-optimal solutions because of the lack of preparation. This module focuses on what and how to prepare for a negotiation session. Through a case study, participants will learn:

- How to develop a “magnetic personality”;
- Knowing what you want and why;
- Identifying what is negotiable and what is not;
- Stakeholder analysis;
- Understanding your counterpart.

Psychology of Influence

Be able to influence the negotiation counterpart is an important skill for any negotiator. This module focuses on the psychology behind influence and how to apply it in negotiations. Through case studies and discussions, participants will learn:

- How to enhance one’s ability to influence;
- The need for “why”;
- Speed of trust;
- Principle of reciprocity;
- Perception of fairness;
- Using good news and bad news.

Interacting: Collaborative problem solving

Negotiation is basically resolving a common problem together with your counter-part. This module focuses on how to resolve problems collaboratively with others to generate win-win solutions.

Through discussions, role plays and exercises, participants will learn:

- How to present yourself as an ally, not an opponent;
- How to propose solutions for the benefit of both sides’ interest;
- The STAR model;
- Exploring your alternatives;
- How to express your concerns as a mutual problem;
- How to address concerns positively and constructively;
- What to do after reaching an agreement.

Please contact CEL for a quotation if you are interested in organising any of the topics as in-house on-site or off-site training.
Meetings come in for a lot of criticism in organizations. There are too many of them. They are very expensive in salary and traveling costs. They often focus on trivialities and missed the real issues. They are rated as the number one time-waster by most employees. At the same time, most businesses cannot do without meetings. After all, meetings give us a chance to share experience, exchange viewpoints, sharpen ideas, enhance teamwork, and facilitate alignments. What organization needs is a way to manage meetings effectively to ensure the best use of everyone’s time.

Who Should Attend
Anyone involved in organizing, facilitating, and participating in meetings.

Objectives
At the completion of the course, participants will be able to:
- Identify common pitfalls in running meetings
- Organize a meeting effectively
- Participate in a meeting productively
- Lead a meeting
- Deal with challenging situations

Methodology
Discussions, simulated exercises, demonstrations, videos, role-plays, mini-lecture, practices and reviews

Course Outline

1. Conducting a meeting (role-play)
   Representative participants will role play a simulated meeting based on given topics. The rest of the participants will assess the elements of effectiveness and ineffectiveness of the simulation.

2. The mechanics of effective meetings
   Participants will discuss various pitfalls identified from the earlier simulation, and the reasons behind those pitfalls. From there they will acquire a checklist and watch a video on what need to be done to organize and run a meeting effectively. Five (5) areas of concern will be emphasized:
   - What one should ask and do before a meeting?
   - What are the tools and roles to manage an effective meeting?
   - How to manage time during a meeting?
   - How to manage communication flow in a meeting?
   - How to ensure commitment delivery?

3. Participating in meetings
   Many meetings turn into a total waste of time because participants go on a tangent, argue with each other over the most trivial matter, or become uncooperative. This section prepares a participant with the necessary skills and knowledge to take part in a meeting productively. Through a discussion and role plays, participants will get answers to these questions:
   - What you should do before going into a meeting?
   - When should you speak and when you should listen?
   - How to say what you need to say in the shortest possible time?
   - How to speak convincingly without being manipulative?
   - What should you do when others disagree with what you say?

4. Leading a meeting
   Having an effective leader makes a world of difference in managing an effective meeting. This section focuses on the skills required of a leader in facilitating a meeting effectively. Using a simulated exercise, discussion and demonstration, participants will learn the following:
   - The role of a leader in meetings
   - How to prepare for a meeting?
   - How to open up a meeting?
   - How to keep the discussion on track?
   - How to ensure contribution from relevant participants?
   - How to capture ideas?
   - When to encourage discussion and when to consolidate ideas?
   - What to do when something important but irrelevant comes up?
   - How to facilitate consensus?
   - How to assign tasks?

5. Dealing with challenging situations
   This section discusses how to manage four (4) common challenging situations in meetings:
   - Managing overly enthusiastic speakers
   - Dealing with strong personalities
   - Reaching an impasse
   - Managing conflicts

6. Meeting role-play
   Riding on what they have learnt during the day, participants will do another simulated role play. This will be followed by a discussion highlighting their successes to reinforce the learning points, and gaps that still need to be filled with more practices.
Organizations and individuals are finding the traditional ways of thinking increasingly inadequate to address many of the issues they are facing today. Creativity, innovation, and the ability to implement new ideas has become a survival skill in this era of information and change. Yet unlike traditional thinking, where one can follow a structured process to reach a solution, innovative thinking by definition is often unstructured and is therefore difficult to model. Nevertheless, the fundamental principles of creativity have been well researched, and a number of useful tools and techniques conducive to innovative thinking have also been developed.

The purpose of this course is to provide participants with 7 thinking tools to help participants generate extraordinary ideas and turn these ideas into actions.

**Audience**

Anyone who has a need to think out of the box at least some of time

**Methodology**

Discussions, demonstrations, mini-lectures, exercises

**What participants will learn**

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

- Compare the benefits and processes of traditional and innovative thinking
- Describe the basic principles of creativity and innovation
- Represent ideas and relationships
- Capture spontaneous ideas from meetings without sidetracking
- Turn an idea into actions

---

**Course Outline**

**1. Introduction**
- The limits of traditional thinking
- How the brain works
- Using the whole brain
- The benefits of innovative thinking
- Basic principles of creativity
- Rules and self-imposed pitfalls
- Why you are more powerful than you think

**2. Capturing thoughts and ideas**
- **Tool 1:** Idea Mapping: rules and techniques

**3. Brainstorming and more about brainstorming**
- Rules and techniques for Brainstorming: It’s more than you think
- **Tool 2:** Reverse Brainstorming
- **Tool 3:** Starbursting

**4. Restructuring and new links**
- **Tool 4:** Attribute listing
- **Tool 5:** Simple Random Word

**5. Work by being outrageous**
- **Tool 6:** Provocative Operation (PO)

**6. Facilitating a group to think creatively**
- **Tool 7:** Six Dimensional Thinking

---

Please contact CEL for a quotation if you are interested in organising any of the topics as in-house on-site or off-site training.
Raise readability and persuasion through a sharp focus to get attention and buy-in

Professionals constantly compete for their readers’ attention to engage their interest and to influence their decisions. The more time professionals invest in writing, the more they want to master the skills to add impact and to drive results. The workshop aims to elevate their skills in the following aspects:

1. Sharpen the reader-focus with 3Ps – Plan, Process and Polish
2. Grab the reader’s attention with the key message
3. Be accurate in content selection and language style
4. Master the executive summaries
5. Build logical linkage in the content
6. Be clear and concise in language
7. Give persuasive analysis to influence decision
8. Learn editing techniques

Methodology

A. Pre-Workshop Phase
   Each participant will submit a writing sample to the trainer before the workshop. The trainer will offer coaching remarks on the samples.

B. Workshop Activities
   Lecture, Exercises, Case studies, One-on-one Coaching

Course Outline

1. Going the Extra Mile
   The trainer will give an overview on:
   • The objective of adding value to writing
   • The review of the current writing standards
   • The takeaways in the workshop

2. Be Reader-Focused
   The participants will review case studies to realise ways to grab the reader’s attention with the WII-FM (What’s In It For Me) principle:
   • Get to the point by addressing the reader’s needs
   • Learn creative methods to hook reader’s attention
   • Apply the learning in proposal and report writing

3. Practise the Three P Writing Steps
   The participants will be aware of how to stay reader-focused with:
   • Planning the key message
   • Processing the well-selected content
   • Polishing content selection and language style

4. Mind Map Relevant Content
   The participants will learn mind mapping to be systematic in:
   • Getting started on the framework
   • Selecting relevant content
   • Grouping related content

5. Create a Coherent Flow with a Template
   The participants will follow a recommended template to categorise three (3) classes of information:
   • Must know
   • Important to know
   • Nice to know

6. Sharpen the Executive Summaries
   The participants will do case studies and exercises to practise:
   • Executive summaries
   • Internal summaries

People Interaction in Project Management

Project Management ensures that a project is executed efficiently and effectively. It involves the planning and control of activities in a project. To this end, most project management training focus on the tools and techniques required to plan and monitor a project. Projects however are only as good as the people who are working on them. As such, much of a project’s success depends on how well a project manager interacts with his/her team members and other stakeholders.

The purpose of this workshop is to provide project managers with the necessary skills to interact with others to ensure success of a project.

Who Should Attend
   Project managers and project coordinators
For many companies today, projects have become a vital part of their operation and existence. Important as they may, statistics show that only 28% of all projects are completed on time and on budget. The problem can often be traced back to project leadership: Most projects are led by someone who may know a lot about the subject of the project, such as an engineer or software developer, but who may have little knowledge or experience of project management itself.

Project management requires a methodology and set of skills very different from those of technical work. This workshop provides participants a comprehensive overview of the processes, skills, tools and techniques required to lead a project. Through a series of simulated exercises, games and discussions, participants will experience the joy and benefits of applying a proven methodology to project management. Information and approach used in the workshop is consistent with many well-known methodologies, and can be used as a stepping stone to further preparations of certification examinations in project management such as PMP.

**Course Outline**

1. **The Project Management Framework**
   - Through group discussions, participants will learn:
     - The “what” and “why” of Project Management
     - Types and Characteristics of a Project
     - Roles and responsibilities of a Project Manager
     - The Project Life Cycle
   - • The Triple Constraints
   - • Common pitfalls
   - • Key Success Factors

2. **Project initiation and initial studies**
   - Through a case study and group discussions, participants will learn:
     - Project triggers
     - Project initiation
     - Feasibility study
     - Identifying project scope and objectives
   - • Identifying deliverables, requirements, and constraints
   - • Identifying stakeholders
   - • Project Requirement Document (PRD)

3. **Project Planning**
   - Planning a project is crucial for project success. Through a simulation exercise, discussions and practice exercises, participants will learn the following concepts, tools and skills:
     - Managing scope and tasks
     - Managing time
     - Managing quality
   - • Work Breakdown Structure (WBS)
   - • Critical Path Analysis
   - • Identifying deliverables, requirements, and constraints
   - • Defining quality
   - • Estimating Activity Duration
   - • Creating a quality plan
   - • Network Diagram
   - • Accelerating the schedule
   - • Precedence Diagramming
   - • Risk management options
   - • Creating a risk management plan
   - • Gantt Chart
   - • Level of details for reporting
   - • Scheduling tasks and resources
   - • Indirect costs
   - • Gaunt Chart
   - • Direct costs
   - • Network Diagram
   - • Accelerating a project: Options and considerations
   - • Precedence Diagramming

4. **Risk Planning**
   - Every project involves some elements of uncertainties and therefore risks. Through a simulation exercise, discussions and practice exercises, participants will learn how to plan for risks, specifically:
     - Identifying project risks
     - Assessing risks
   - • Risk management options
   - • Risk management plan

5. **Project Control**
   - Through a simulation exercise, discussions and practice exercises, participants will learn how to monitor and control the progress of a project, specifically:
     - Levels of control
     - Time control
   - • Level of details for reporting
   - • Monitoring project progress
   - • Cost control
   - • Time control
   - • Risk control
   - • Holding team meetings

6. **When things do not work out as planned**
   - It is most people's experience that things rarely work out exactly according to a plan. This session deals with what one should do when things do not turn out as expected. Topics covered include:
     - Unexpected problems and changes
   - • Evaluating corrective options
   - • Measuring deviation and impact
   - • Level of details for reporting
   - • Accelerating a project: Options and considerations
   - • The need to report to stakeholders

7. **Project Reporting**
   - Communicating with stakeholders is an important although often neglected aspect of project management. This section focuses on when and what to communicate. Topics covered include:
     - The need to report to stakeholders
     - When should reporting be done
   - • Level of details for reporting
   - • The need for simplicity
   - • Wrap-up

8. **Project Conclusion**
   - When should reporting be done
   - • Learning from a project: documentation, feedback, evaluations

Audience
- Project Managers, Team Leaders, people with current or future project management responsibilities

Methodology
- Instructional methods: Discussions, mini-lecture, case studies, simulated exercises, games, role plays

The first day will focus on the concepts in project management and some tools and techniques for planning a project.

The second day will focus on the tools and techniques in risk planning, monitoring and controlling a project, managing problems changes, and communication to stakeholders.

Focus
- Other than learning project management tools, the Workshop will also emphasize on the following aspects:
  1. **Project Communication**: Participants will learn to report all key components of the project status onto a simple format, making it easy to report and understand by both the reporter and reportee.
  2. **Risk Management**: As all projects incur uncertainties, this aspect will be adequately dealt with to enable project leaders or team members to plan for and manage risks in a project.

What participants will learn
- At the completion of the workshop, participants will be able to:
  - Relate a project and project objectives to business needs
  - Identify project objectives, constraints and stakeholders
  - Plan milestones, tasks, resources and budget for a project
  - Manage project quality and risks
  - Control project progress
  - Apply project management tools and concepts to your workplace

Please contact CEL for a quotation if you are interested in organising any of the topics as in-house on-site or off-site training.
Complain are the best gifts customers can give to an organization. While complaints are rarely pleasant, they often carry a positive intention. Unfortunately, many organizations and customer service personnel have adopted a negative attitude towards complaints, which in turn lead to unnecessary conflicts, anger and even sabotage. To be able to handle complaints professionally and tactfully not only helps to resolve the issue at hand, but also raises the public image of the organization.

The purpose of this course is to build an awareness of providing extra service in complaint handling and equip the participants with communication skills to leverage on the positive intention and turn a complaint into a win-win solution.

Course Outline

1. The benefits of great customer service
   Through a debate exercise and group discussion, the participants will recognize the benefits of complaints to a public organization. Topics covered in this section include:
   • The benefits of great customer service
   • You and your organization
   • Moment of Truth
   • The value of complaints to a public organization
   • The benefits of dealing with complaints effectively with tact

2. The fundamentals of great customer service
   Through a self-evaluation questionnaire and discussions, the participants will learn how to turn a problem into an opportunity:
   • Do's and don'ts in customer service
   • Developing a positive attitude
   • Developing rapport
   • Active listening
   • Identifying positive intentions behind a complaint
   • Demonstrating empathy

3. Telephone manner
   Through an audio sound track, demonstration and role-play, the participants will acquire the skills to provide good telephone services, including:
   • Receiving inbound calls
   • Handling inquiries
   • Making outbound calls

4. Template for Effective Complaint Handling
   Through an exercise and role-play, the participants will learn:
   • A 7-step process to handle a complaint
   • Acknowledging the complaint and its positive intention
   • Seeking a mutually agreeable ground
   • Exploring options for win-win solutions
   • Seeking agreement
   • Formulating action plan
   • Expressing appreciation and support

5. Managing Difficult Customers
   Through a mini-lecture and discussions, participants will learn about the mindset of a difficult customer/people and how to deal with one. Included in the discussions are:
   • What is a difficult customer?
   • Why will people become difficult?
   • Understanding threatened intents and their resulting behaviours
   • Dealing with difficult customers

6. Learning from a Complaint
   Through discussions, participants will discuss:
   • What can a complaint teach us?
   • How to collaborate with other departments to address a complaint to prevent future occurrence

Training Activities

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

What participants will learn

At the completion of the course, participants will be able to:
• Recognize the value of complaints to an organization
• Describe the roles of frontline personnel and management in complaint handling
• Identify the causes behind a complaint
• Demonstrate empathy
• Identify various channels for members to launch their complaints
• Respond positively to customers complaints
• Handle complaints and enquiries tactfully and sensibly
• Collaborate with other departments to address a complaint
• Learn from a complaint to prevent future occurrence

Benefits

To the organization:
• Better public image
• Improved morale
• Happier workforce

To the individuals:
• Reduced stress
• Improved professionalism
In a competitive business world where the demand is after the supply, building customer trust and maintaining their loyalty are the professionals’ top priorities. They need to communicate their ability, attitude and discipline to meet and exceed their customers’ expectations. Customer support should be provided consistently throughout the service process. In this programme, the participants will develop their service skills as follows:

1. Building rapport with customers
2. Delivering service to meet customers’ needs
3. Negotiating for business results
4. Turning problems into opportunities

Methodology
Lecture, Role-plays, Discussion, Video

Course Outline

1. The Service Process
   The participants will compare an 8-step sale process to the service process. They will define how to meet customer expectations on 2 levels: Basic and Extra

2. Building Rapport
   The participants will understand the impact of verbal, vocal and visual elements in the following communication channels: Face to face, On the phone and In writing

3. Listening to Identify Needs
   The participants will view a video and followed with a discussion to:
   • Define active listening behaviours
   • Learn questioning techniques to probe information

4. Presenting with Confidence
   The participants will practise through exercises and role-plays:
   • A customer-oriented language
   • Empathetic vocal elements
   • Enthusiastic body language

5. Negotiating for Win-Win Solutions
   The participants will role play situations requiring them to overcome objections by:
   • Staying focused
   • Choosing negotiation methods

6. Service Recovery
   The participants will learn how to resell service in the following situations:
   • Handling complaints
   • Dealing with difficult customers

7. Networking with Customers
   The participants will discuss ways to maintain their rapport with others by networking with:
   • Internal customers to pool resources
   • External customers to expand business

Technical people receive technical training, but, often, what they need most is people skills. Good business etiquette is a valuable skillset that will make one stand out from others in the technical profession and thus help enhance one’s chances of success. During this down-to-earth program, participants will learn the secrets of people communication. This program can help participants act professionally and exercise proper manners in the workplace in relations to professionalism and business etiquette.

After attending this program, participants will be able to:
1. Explain what office etiquette is and why it is important
2. Dress appropriately to project a positive professional image
3. Develop and maintain business relationship and demonstrate proper use of business cards and handshakes
4. Soften blunt communication
5. Apply the appropriate tone, words and body language in communication
6. Apply the action items to enhance personal professionalism

Methodology
Lecture, demonstration, discussion ad reflection, role plays, checklists and case sharing

Target Audience
Engineers, Scientists, Information Technology, Telecommunication and other technical professionals who want to improve business etiquette and office communication

Course Outline

1. Identify etiquette errors versus what should be done ("format hard disk")
   • Basic appropriate business behavior
   • The elements of personal branding

2. Choose the right clothes ("package the program")
   • Business formal
   • Business casual
   • Dos’ and Don’ts

3. Develop a professional image and build a network ("use cookies and establish favorites")
   • Handshakes
   • Business cards
   • Networking with internal and external clients and colleagues

4. Telephone etiquette ("avoid crossed wires")
   • Telephone manners
   • Nitty-gritty rules for using smartphones

5. Essentials of email etiquette ("manage mail")
   • When to use email
   • Proper email etiquette

6. Plan the messages ("upgrade the system")
   • Know your audience
   • Craft the message
   • Choose the words
   • Apply appropriate tone
   • Manage non-verbal signals
A saying in the public relations industry goes, ‘It matters more with how many people know you than with how many people you know.’

People who know and appreciate you will promote you and your business, which is the ultimate public relation. In the programme, the participants will develop skills to win others’ trust and support in the following ways:

- Shape the positive networking mindset
- Maximise the benefits of networking
- Be aware of personal influence
- Strengthen personal presence
- Drive the networking process
- Master communication skills
- Adapt skills to networking channels
- Nurture and maintain network

### Course Outline

<table>
<thead>
<tr>
<th>Topic</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Decode the Power of Networking</td>
<td>The participants will build the focus of their learning:</td>
</tr>
<tr>
<td></td>
<td>- Engage in a group activity</td>
</tr>
<tr>
<td></td>
<td>- Relate to the networking process</td>
</tr>
<tr>
<td></td>
<td>- View networking as a service extension to create promoters of their</td>
</tr>
<tr>
<td></td>
<td>business</td>
</tr>
<tr>
<td>2. Make the ‘What Can I Do for You?’ Attitude Work</td>
<td>The participants will review how to follow the number one principle in</td>
</tr>
<tr>
<td></td>
<td>networking about giving:</td>
</tr>
<tr>
<td></td>
<td>- Analyse their responses in the pre-course networking and influence</td>
</tr>
<tr>
<td></td>
<td>profile</td>
</tr>
<tr>
<td></td>
<td>- Build confidence in taking initiatives to offer their ideas/skill/help</td>
</tr>
<tr>
<td></td>
<td>- Express values associated with their or company input</td>
</tr>
<tr>
<td></td>
<td>- Understand the attributes of a successful networker</td>
</tr>
<tr>
<td>3. Take Four (4) Essential Networking Steps</td>
<td>Through exercises and role-play on company-related scenarios, the</td>
</tr>
<tr>
<td></td>
<td>participants will practise:</td>
</tr>
<tr>
<td></td>
<td>- Prepare conversation topics to get involved</td>
</tr>
<tr>
<td></td>
<td>- Approach someone to break the ice</td>
</tr>
<tr>
<td></td>
<td>- Deepen the relationship on commonality</td>
</tr>
<tr>
<td></td>
<td>- Follow up to maintain and grow the relationship</td>
</tr>
<tr>
<td>4. Engage Others with Credibility and Interest</td>
<td>The participants will practise the art of a good conversationalist:</td>
</tr>
<tr>
<td></td>
<td>- Enrich information with the magic word‘because’</td>
</tr>
<tr>
<td></td>
<td>- Connect with someone with active listening by catching the key</td>
</tr>
<tr>
<td></td>
<td>words of interest</td>
</tr>
<tr>
<td></td>
<td>- Ask open-ended questions</td>
</tr>
<tr>
<td></td>
<td>- Speak in a sincere and tactful tone</td>
</tr>
<tr>
<td></td>
<td>- Develop peripheral vision</td>
</tr>
<tr>
<td></td>
<td>- Exude energy in body language</td>
</tr>
<tr>
<td></td>
<td>- Pace, calibrate and match to create rapport with different</td>
</tr>
<tr>
<td></td>
<td>personalities</td>
</tr>
<tr>
<td>5. Role Play on Customised Networking Scenarios</td>
<td>The participants will role play scenarios based on company-related</td>
</tr>
<tr>
<td></td>
<td>activities to practise the networking steps and engagement</td>
</tr>
<tr>
<td></td>
<td>techniques. Some scenarios may include:</td>
</tr>
<tr>
<td></td>
<td>- Informal ad-hoc conversations</td>
</tr>
<tr>
<td></td>
<td>- Meetings</td>
</tr>
<tr>
<td></td>
<td>- Events</td>
</tr>
<tr>
<td>6. Explore Channels to Build Social Intelligence</td>
<td>The participants will define the techniques to suit the channels to</td>
</tr>
<tr>
<td></td>
<td>build their social intelligence:</td>
</tr>
<tr>
<td></td>
<td>- Associations</td>
</tr>
<tr>
<td></td>
<td>- Business friends</td>
</tr>
<tr>
<td></td>
<td>- Personal friends</td>
</tr>
<tr>
<td></td>
<td>- Internal company circle</td>
</tr>
<tr>
<td></td>
<td>- Social media</td>
</tr>
<tr>
<td>7. Integration - Personal Networking Plan</td>
<td>The participants will integrate the programme learning and to plan</td>
</tr>
<tr>
<td></td>
<td>their continued effort to maximize networking.</td>
</tr>
</tbody>
</table>

### Target Audience

This course is open to all.

### Methodology

- Lecture
- Discussion
- Self-evaluation questionnaire analysis
- Exercises
- Case studies
- Role-play

All public and in-house programs are delivered by Senior Trainers/Consultants of CEL. Please contact CEL for trainer profile(s) if needed.
Account Development Strategies

MEDIUM: Cantonese / Putonghua
Duration: 2 Days

Objectives
By completing this curriculum, your sales people should be able to:
• Apply profession selling skills to daily business realities through a review of core skills
• Develop a sales process map – including key activities, critical tasks and performance measures
• Penetrate and manage complex accounts, and learn advanced skills to gather information, analyze accounts
• Sell to the needs of multiple influencers and key decision-makers
• Develop call plan profiles and practice selling against the competitions

Audience
Every sales related staff

Course Outline
1. Review of core skills learned
   • Opening skills
   • [CASH] probing skills
   • F.A.B.
   • Gaining Commitment

2. How customer go to decision making
   • Identification of the [GAP] (i.e. the gap between recognizing the need and making decision)
   • Identification of the mind pattern of customer in the different stage of the buying cycle
   • Know what impacts customer in the different stage of the buying cycle

3. Expert Sales Strategy
   • Developing entry strategy
   • Sell to the needs of multiple influencers and key decision-makers
   • Conducting competitive analysis
   • Decision criteria analysis
   • Use of strategic planner (i.e. tool for planning sales strategy)

Sales Coaching Workshop

MEDIUM: Cantonese / Putonghua
Duration: 1 Day

Objectives
By completing this curriculum, your sales managers should be able to:
• overcome coaching fears and create receptivity to coaching
• building team support for coaching and skill improvement
• provide feedback in way that motivates and leads to a positive change
• help salespeople plan their objectives before a call
• observe salespeople and collect relevant information during the call
• use data after a call to determine what coaching is needed
• enhance the ability of sellers to better understand their customers

Methodology
All training modules have variations of the following:
• Ice breakers
• Input-concise concepts and theories, main focus is on practical demonstration of behaviours
• Team or individual activity to reinforce input and increase ability to re-model behaviours
• Feedback from Team, Individuals & the Facilitator
• Various “games/activities” to enhance retention of the skills
• The activities will either be case studies leading to discussion and/or role-plays, or practical games related to the sales skills and the process

Target Audience
All sales managers or executives that are aiming to develop the skills of their sales forces

Course Outline
1. Why Coach?
   • Reinforcing skills
   • Building a common language
   • Demonstrating management commitment

2. What is Coaching?
   • Skills Coaching
   • Strategy Coaching
   • Modeling
   • Training

3. Barriers to Coaching
   • Competing pressure
   • Lack of reinforcement
   • Inadequate models
   • Fear of coaching

4. How to Coach?
   • The Plan-Do-Review Coaching Cycle
   • Know what to look for
   • Observe the sales performance accurately
   • Help make change happen
   • The Call Plan Model

5. When to Coach?
   • Types of calls that may not be suitable for coaching
   • Types of calls that are suitable for coaching
   • Selling or Coaching? (three key questions for deciding whether to sell)

6. Who to Coach?
   • Four (4) types of salespeople
   • Where to spend leadership time

7. Role-playing to Practise the Skills

Please contact CEL for a quotation if your are interested in organising any of the topics as in-house on-site or off-site training.
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, HKSAR government, 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.

Announcing…VOLUME SIX (Spring 2018) of our In-house Course Catalogue is here

In this volume, we have included a sampler comprising detailed course descriptions for many new programs which are available and popular as in-house presentations.

Versatility + Quality + Bespoke Services

Please note that ALL public courses from our monthly catalogues are available for in-house presentation as well. On top of that, should you have some topics in mind but cannot find them in our in-house and/or public 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.