

# LEARNING & DEVELOPMENT

## Course Catalogue



since 1982

“Your  
Strategic Training  
Partner in  
People  
Development

### January - February 2018

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Please share this brochure with your colleagues. Thanks.

## Leading Virtual Teams Effectively

MEDIUM : Cantonese  
FEE : HK\$3,480

COURSE CODE : LVT  
EARLY BIRD : HK\$3,180

DURATION : 1 Day

18 Jan, 2018 (Thu)

In today's global market place, there is an increasing trend for leaders and managers to manage a team or individuals who are working remotely in different place and at different times. The development of information technology has driven the development of virtual teams in an effective way. However, reduced social interaction, working in different time zone, limited informal communication and cultural difference make the task of building an effective virtual team extremely challenging.

**This program is designed specifically to help team leaders or virtual teams to understand the dynamics of their team and sharpen their leadership capability to manage their teams effectively in a virtual environment.**

After attending this program, participants will be able to :

1. Deepen the understanding of the current trends of virtual team management in organizations
2. Identify the challenges encountered of a virtual leader
3. Develop a system of communication which builds relationships, increases transparency and encourages constructive feedback
4. Establish leadership behaviors which promote shared values in the team
5. Build trust to establish connections with virtual team members

**Methodology** *Lecture, discussion and reflection, role plays, video sharing, self-assessment and case study*

**Target Audience** Supervisors, Team Leaders and Managers who need to manage virtual teams

### Course Outline

#### 1. Importance of virtual team and current trends

- Global customers, resources optimization, leverage the talents anywhere, diversity, cost effectiveness

#### 2. Challenges in virtual leadership

- Language barriers, relationship building, monitoring work progress and productivity, workforce engagement

#### 3. Virtual team development

- Five(5) key stages of virtual team development (Forming, Storming, Norming, Performing and Adjourning)

#### 4. Leading virtual team effectively

- Enhancing technology capabilities and communication effectiveness
- Stick to the protocol
- Demonstrate virtual leader presence behaviors
- Build trust to establish connection
- Result focused

#### 5. Cultural Difference and Teamwork

- Impact of cultural difference , how to build trust, collaboration and teamwork in our virtual team

#### 6. Creating a Motivational and Engaging Climate

- Praising, giving positive feedback and motivate virtual team

## Mastering Strategy and Turning Strategy into Results

MEDIUM : English  
FEE : HK\$3,480

COURSE CODE : STM  
EARLY BIRD : HK\$3,180

DURATION : 1 Day

6 Feb, 2018 (Tue)

### 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

# Innovations in Leadership *(a process-focused approach)*

MEDIUM : English

COURSE CODE : INL

DURATION : 1 Day

FEE : HK\$3,480

EARLY BIRD : HK\$3,180

5 Feb, 2018 (Mon)

It's 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 an 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 approached 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*

## The Key to Engaging Your Workforce

MEDIUM : Cantonese  
FEE : HK\$3,480

COURSE CODE : EYWF DURATION : 1 Day  
EARLY BIRD : HK\$3,180

6 Feb, 2018 (Tue)

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

## Business Etiquette Workshop

MEDIUM : Cantonese  
FEE : HK\$3,480

COURSE CODE : BEW DURATION : 1 Day  
EARLY BIRD : HK\$3,180

19 Jan, 2018 (Fri)

In the business world, people with good etiquette are rewarded for possessing professional and good etiquette skills. Good business etiquette is the recipe for advancing one's career. Etiquette is a set of unwritten rules that apply to social situations, professional workplaces and relationships. Mastering good business etiquette is a valuable skillset that will make one stand out from others, enhance one's chances of success and smoothen customer relationship that ultimately help boost business bottom-line. **This program can help participants act professionally and exercise proper manners to create a memorable impression for business success.**

After attending this program, participants will be able to :

1. Dress in an appropriate and respectful manner for different business occasions
2. Apply business etiquette to convey subtle message and professionalism during interactions with clients
3. Demonstrate effective self-introduction, introduction of others and small talk
4. Successfully navigate a business lunch to build rapport with clients
5. Apply the action items to enhance personal professionalism

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

**Target Audience** Frontline staff and client-facing executives who need to meet with external parties including customers and business partners

### Course Outline

#### 1. The definition of professional behavior and standards for appearance

- Appropriate behavior in workplace
- Dress code for different business occasions
- Business body language and voice

#### 2. Communication Etiquette – Saying and Doing the “Right” Things

- A dynamic self-introduction
- Introducing others
- Listening skills
- Telephone etiquette
- Email etiquette

#### 3. Social skills required for business and social occasions

- Networking events
- Business meetings
- Business meal meals

#### 4. Dining etiquette

- From casual buffets to formal dinners
- The norms of Western and Chinese dining etiquette

#### 5. Conflict resolution

- Apply etiquette in difficult situations
- Tips for trickiest business entertaining situations

## Face to Face Selling Skills

MEDIUM : Cantonese COURSE CODE : FFSS DURATION : 2 Days  
 FEE : HK\$3,480 EARLY BIRD : HK\$3,180

29 Jan, 2018 (Mon)

By completing this curriculum, your sales people should be able to:

- Project an image of confidence and pride
- Sell their products and services rather than missing opportunities
- Hone in their ability to understand customer situation
- Matches the needs of the customers to the features and benefits that the products or services they are selling has to offer
- Presenting solution confidently and professionally
- Enhance their confidence to be able to negotiate
- Handle objections in professional manner

**Target Audience** All sales and sale-related staff

### Methodology

The course will be implemented by a designated senior associate. All training modules have variations of the following:

1. *Ice breakers*
2. Input-concise concepts and theories, main focus is on practical demonstration of behaviours
3. *Team or individual activity* to reinforce input and increase ability to re-model behaviours
4. *Feedback* from Team, Individuals & the Facilitator
5. *Various "games/activities"* to enhance retention of the skills
6. 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

### Course Outline

#### 1. Understanding the Dynamics of Selling

- Changing expectation
- Customers buying patterns

#### 2. Finding your customers

- Identifying sources & potential customers
- Cold Calling
- Telephone approach/making appointment

#### 3. Creating the initial 'WOW' Factor

- First point of contact - the Opening
- Initiating the conversation
- Helping the customers relax

#### 4. Strengthening the Questioning Techniques (CASH)

- Two(2) Types of questions
- Four(4) models of questioning (CASH)
- Questioning with a purpose- the benefits

#### 5. Understanding our Customers' Real Needs

- Identifying needs, opportunities and background informations to understand customers' circumstances
- Creating and Providing 'VALUE'
- Enhancing the 'URGENCY'

#### 6. Recommending and Proposing the Solutions

- Presenting the differentiating product features and benefits

#### 7. Resolving or Further Clarification

- Handling objections, stalling, put-offs and other negative attitudes of the customers
- and agreeing on beneficial solutions

#### 8. Role-playing to practise the skills

## Key Account Management

MEDIUM : Cantonese COURSE CODE : KAM DURATION : 1 Day  
 FEE : HK\$3,480 EARLY BIRD : HK\$3,180

30 Jan, 2018 (Tue)

In the new economy, it is inevitable to face tougher competition due to the fact that more and more companies employ technology as a mean to build their cutting edge. In order to excel in such business environment, the effective use of companies' resources in managing clients' expectation become a critical issue. Based on Pareto Principle, providing outstanding services to retain key accounts is vital. Turning this customer asset into value can be highly beneficial for a corporation.

**The objective of this workshop is to provide the necessary understanding and skills to manage their key accounts effectively.**

### Objectives

Upon completion of this workshop, participants are able to:

- Understand the role and responsibilities of a Major Account-based Manager
- Identify the steps in leading to successful Major Account management
- Develop and Analyze Customer's business issues
- Create dynamic business solutions
- Extend opportunities for growth within the account
- Enhance Account Management Strategies
- Analyze the key Customers to identify their primary source of competitive advantage

### Course Outline

#### 1. Introduction to Strategic Major Account Management

- The role and responsibilities of strategic major account managers
- Managing the planning dilemma
- Identify the level of trust and commitment

#### 2. The Account Planning Process

- Gathering information from key accounts
- Critical questions about key accounts
- Account history checklist

#### 3. Analyze the situation of your key account

- Use of SWOT analysis
- Analyze the politics within the key account
- The Competitive Matrix

#### 4. Expanding Business

- Analyze opportunity for business expansion
- Set account vision
- Assessing opportunities for the account

#### 5. Develop objectives and strategies for the key account

- Brainstorming opportunities
- SMART principles in setting business improvement objectives
- Account planning

# 為非財務主管而設的財務基本功

## Finance for Non-Finance Executives

MEDIUM : Cantonese

COURSE CODE : FNFM

DURATION : 1 Day

FEE : HK\$3,480

EARLY BIRD : HK\$3,180

2 Feb, 2018 (Fri)

**別**讓對財務知識的恐懼，阻礙了你的成功！鍛鍊財務基本功，打通財務任督二脈，讓非財務經理人嫻熟財務語言，精通數據決策，掌握利潤管理！

你會做損益平衡的分析嗎？你知道「損益表」和「資產負債表」的差別嗎？或者，你是否了解為什麼一家公司破產了，仍然可以獲利？你對公司財務數字的掌握程度，曾經幫助或傷害你的事業嗎？

不論你是想了解基本財務知識，或是對關鍵財務知識溫故知新，這個一天的課程能提供一些有用的工具，增加你的信心，使你掌握公司的財務基本，做出正確判斷。

本課程的主題是「財務」，如果身為非財務經理人的你，深覺自己對財務這個領域並不熟悉，甚至缺乏相關知識，這課程將是你的最佳選擇。坊間有很多關於這主題的書籍和文章，但當中許多專有名辭都會令人卻步；這課程不但有專業會計師親身講解，更可即時發問澄清不明白的地方，幫助你從頭理解「財務」這門知識，並能妥善運用，在日常工作中作出最佳決策。

本課程按美國《哈佛商業評論》有關「財務」的主題設計，配合香港及一些內地情況及個案，可以幫助你：

- 學會運用財務語言
- 比較競爭對手與自家企業的財務狀況
- 把焦點從營收轉為獲利
- 在產業走下坡時，評估自家企業還能維持多久優勢
- 用財務數字做好適當的預算分配
- 做好成本效益分析，以做出睿智的投資

### 課程導師

- 由1992年起成為香港會計師公會會員及執業會計師
- 在國際四大會計師事務所工作近九年，執業超過25年
- 華耀會計師事務所有限公司董事
- 從事企業稅務，審計，會計諮詢及公司秘書業務超過30年

### 課程大綱

#### 1. 財務基本常識：不要害怕

- 財務小測驗 - 你具備財務基本知識嗎？
- 三大財務報表 - 學習讀懂資產負債表、損益表與現金流量表。
- 企業基本準則 - 不管是哪種規模、位在何處的任何一家公司，都能迅速掌握。

#### 2. 作出好決策，推升財務表現

- 學習制定財務預算，監控預算與實際的差異。
- 用報表來衡量財務體質 - 透過比率分析，來解讀數據背後的意義。
- 簡化業務以提升獲利 - 以簡化提高獲利的三種方式。
- 活化資產以促進成長 - 把供應鏈的重點放在顧客需求，並提高投入資本報酬率。
- 獲利不等於現金（而這兩者你都需要） - 說明了解這兩者的差異，為何如此重要；而且，對一家成長中的企業來說，這樣的了解更加重要。
- 為什麼現金這麼重要？它幫助你了解公司目前的狀況、未來的方向，以及高階主管可能設定的優先目標。
- 資產負債表槓桿 - 嚴謹管理「應收帳款週轉天數」與「存貨」，公司便可擁有更多現金可供支配。
- 你的營運資本模式為何？個案研究：道瓊公司 - 學習道瓊公司如何在轉型過程中，無須向投資人鞠躬哈腰的做法。
- 學習以投資報酬率來溝通 - 即使在公司財務吃緊時，也能讓你的構想與專案取得運作經費。
- 管理決策的實用工具 - 如何分析成本與效益、估計投資報酬率、計算你的投資多快可以回收，以及更多。

#### 3. 財務資料的限制

- 財務報表沒告訴你的事 - 對非財務的資料也要保持高度注意，以及避免大公司都會犯的錯誤。
- 績效評量五陷阱 - 這些陷阱是什麼，以及如何避開它們。
- 財務小測驗 - 你從本課程學到了多少？

### Course Outline

#### 1. Relationship between Business model and financial reporting

#### 2. Generally accepted accounting principles

#### 3. Three major financial statements and their relationship

#### 4. Statement of income

- Skeleton of the statement
- Revenue
- Gross profit and gross profit ratio
- EBITDA
- Depreciation and amortization
- EBIT
- Finance costs and interest cover
- Income tax expenses
- Dividend pay out
- 5 Key drive to increase profit
- Break even analysis

#### 5. Statement of financial position

- An anatomy of the statement
- Current ratio & quick ratio
- Financial leverage
- Return on assets and return on equity
- Cash conversion cycle and cash gap

#### 6. Statement of cash flow

- Three activities in an enterprise
- Rationale behind a cash flow statement
- Cash flow statement and life cycle of an enterprise

#### 7. Ratio analysis

#### 8. Budgeting & forecasting

#### 9. Cost centre, profit centre and investment centre

#### 10. Discounted cash flow

- Regular cash flow
- Irregular cash flow and Net present value
- Internal rate of return and Project evaluation

## Effective Communication Strategies

MEDIUM : Cantonese  
FEE : HK\$3,480

COURSE CODE : COMMST DURATION : 1 Day  
EARLY BIRD : HK\$3,180

16 Jan, 2018 (Tue)

Have you ever wondered why it seems so difficult to talk with some people and so easy to talk with others? Can you recall an occasion where you met someone for the first time and immediately liked that person? Something about the individual made you feel comfortable.

**A major goal of this workshop is to help participants understand the impact that their communication skills have on other people. They will also explore how improving these skills can make it easier for them to get along in the workplace, and in life.**

After attending this program, participants will be able to :

1. Identify common communication problems that may be holding them back
2. Develop skills to ask questions
3. Learn what their non-verbal messages are telling others
4. Develop skills in listening actively and empathetically to others
5. Enhance their ability to handle difficult situations
6. Deal with situations assertively

**Methodology** *Lecture, discussion and reflection, role plays, feedback and case sharing*

**Target Audience** Sales, Customer Services, Frontline and client facing professionals

### Course Outline

#### 1. Creating Positive Relationships

- Ten (10) ways to build positive relationships

#### 2. Growing Self-Awareness

- How to keep our composure in difficult situations
- Self-confidence assessment and strategies to improve self-confidence

#### 3. Communication Basics

- Identify our communication strengths and weaknesses through several reflective exercises

#### 4. Communication Barriers

- Develop a habit of mindfulness

#### 5. Asking Questions and Listening Skills

- Open questions, closed questions, and probing
- Mindful listening skills

#### 6. The Power of a Positive Self-Image

- Tips from head to toe
- The power of body language

#### 7. Techniques for the Workplace

- Preparation and delivery

#### 8. Assertiveness

- Deal with difficult situations assertively and positively

## Effective Business and Email Writing

MEDIUM : Cantonese / English  
FEE : HK\$3,480

COURSE CODE : EBEW DURATION : 1 Day  
EARLY BIRD : HK\$3,180

22 Jan, 2018 (Mon)

To be successful in writing means building rapport with your readers and getting results. To be persuasive, you will develop a reader-focused style in structure, content and language. The takeaways in this programme include:

- Overcome challenges in writing
- Know the process for continued improvement
- Sharpen a reader-focused structure
- Adapt style to suit different levels of readers
- Use an efficient email/letter template to engage reader's commitment to action
- Learn templates for progress and analytical reports
- Build rapport with a balance of facts and tact
- Develop a clear, concise and correct language

### Who Should Attend

This course is designed for those who would like to achieve high performance via their email, letters and reports.

### Methodology

The programme enables the participants to maximize hands-on learning. Participants will submit a writing sample to the trainer before the programme. In the programme, they will receive **coaching** on how to enhance their writing with the training concepts.

### Training Activities

*Practice with templates, Evaluation questionnaires, Discussions. Case studies, Lecture and Coaching.*

### Course Outline

#### 1. Features of Written Communication

- Learn how to overcome the lack of visual and vocal communication in writing
- Review how to address the readers' needs based on a reader survey
- Identify personal enhancement

#### 2. Adapt Style to Suit Different Readers

- Understand the reader's needs
- Be aware of the most effective structure
- Adapt language style to connect with audience

#### 3. Project a Positive Corporate Image and Personal Image with Written Communication

- Be reader-focused
- Be solution-focused
- Balance facts and tact

#### 4. Power Up Your Email/Letters

- Practise result-oriented and easy-to-read email and letter templates
- Get to the point and get attention
- Write in an interactive and refreshing language

#### 5. Professional Language with 6Cs

- Clear words and sentences
- Concise expressions
- Complete content
- Correct grammar
- Courteous tone
- Concrete meaning

#### 6. Email/ Letters Practice and Coaching

- Enquiries
- Updates
- Negotiation
- Replies to complaints

# Persuasive Presentation Skills Workshop

MEDIUM : Cantonese / English

COURSE CODE : PPSW

DURATION : 1 Day

FEE : HK\$3,480

EARLY BIRD : HK\$3,180

23 Jan, 2018 (Tue)

This programme will introduce and build the participants' techniques of making a successful presentation. They will discover the four (4) P's of Persuasive Presentations to be clear, concise and credible via a systematic process

1. **Plan** – use our exclusive Diamond Planning strategy to customize content.
2. **Prepare** – apply the efficient preparation worksheet to build the introduction, body and conclusion for the presentation
3. **Practise** – understand “perfect” practise makes perfect.
4. **Present** – deliver with presentation techniques which are lively, entertaining and multi-sensory.

After attending this programme, participants will be able to:

1. Organize information in a logical format which is audience focused.
2. Prepare a clear introduction and a winning conclusion that capture and connect with the audience.
3. Present information in an interesting and engaging way.
4. Keep to time.
5. Control body language to look confident, approachable and passionate.
6. Know how to use the voice to entertain and project energy.
7. Practise audience adaptation by adjusting speaking style.
8. Prepare relevant visuals that are easy to see and understand.
9. Deal with questions that are difficult to handle.
10. Call for action and get results
11. Apply principles promoted in this programme to your work environment “consciously”

## Methodology

*Role-plays and reviews, discussion and reflection, checklists, lecture and questionnaire*

## Who should attend

Anyone who does presentations and produces presentation slides and handouts for any purpose, such as internal communication within an organization, business presentations and training.

## Course Outline

### 1. Creating the Context

Participants will be introduced to:

- Conscious Awareness and presentations
- Presentation Benchmark – *role-play* from participants

*Presentation, discussion, individual presentation from each participant*

### 2. Presentation Styles Inventory for Audience Adaptation

Using a *communication profile*, participants will discover:

- Their natural speaking and listening styles
- Identify the different kinds of audiences
- How to adjust their speaking style to get the message across successfully

*Questionnaire, presentation, discussion and reflection*

### 3. Controlling Nervousness

Participants will discover how to:

- Control nerves and stage fright through breathing and pacing
- Use the 4P's

*Discussion, practical exercises, reflection*

### 4. Developing Content

Learn a simple format, to plan, prepare and customize content to meet the objectives of both the audience and the presenter:

- Focus on positioning the key message to relevant parties
- Plan and prepare information to be relevant to the needs of the audience
- Sell the message with FAB statements (Features, Advantages and Benefits)

*Presentation, discussion, individual practise of the methodology and review*

### 5. Persuasive Delivery

The focus will be on building and projecting self-confidence by acquiring the techniques of how to look and sound persuasive while presenting. Topics will focus on:

- Visual components of body language, posture, gestures and facial expressions
- Appropriate dressing for presentations
- Vocal Components of voice that include tone, volume, pitch, speed, emphasis and enunciation
- DVD Role-play Review of morning's presentation for content and delivery

*Presentation, discussion, exercises, Persuasive Presentation checklist*

### 6. Video Role-Play Review

The participants will receive *feedback on the role-play* from session 1. They will understand the application of concepts.

### 7. Persuasive Delivery

The participants will realize how to engage the audience with language design:

- Picture-painting examples
- Repetitions
- Rhetorical questions

*Presentation, discussion, exercises, Persuasive Presentation checklist*

### 8. Reinforcement Role-Play

The participants will apply the newly-learnt skills for enhancing their presentation:

- Plan with the Diamond Plan Repetitions
- Prepare the presentation style
- Practise the skills in a new round of role-play
- Receive feedback for continued development

# Managing Conflict and Disagreement

MEDIUM : Cantonese / English

COURSE CODE : MCD

DURATION : 1 Day

FEE : HK\$3,480

EARLY BIRD : HK\$3,180

8 Feb, 2018 (Thu)

Motivate self and others with calm emotions, use the right method and an influential language to engage others for a mutually-satisfying outcome

## Managing Conflict and Disagreement in the NLP way

Being able to focus positive energy on work results enhances business efficiency and job satisfaction. The workshop will develop the participants' mindset and skill-set as with NLP (neuro-linguistic programming) concepts as follows:

1. Be aware of how NLP principles work
2. Realise how to engage others through trust building
3. Nurture an open attitude in viewing differences
4. Define five components of emotional intelligence
5. Discover how to manage the emotions of self and of others'
6. Learn verbal and VAK – Visual, Auditory and Kinesthetic – language to develop rapport and liking

7. Adapt own communication style to suit others' styles
8. Motivate self and others to reach common ground
9. Practise the art of listening
10. Select the right conflict management method to resolve differences

## Target Audience

Managers, executives and general staff

## Methodology

- Lecture
- Case studies
- Exercise
- Games
- Role-play
- Self-evaluation
- Video

## Course Outline

### 1. Motivate Self and Others to Reach Common Goal

To experience how one could gain confidence in dealing with the impossible, the participants will engage in an *activity* to realise the power of self-belief in NLP:

- Getting connected with others under emotional stress
- Creating safety in interaction
- Relating the communication behaviours to conflict management

### 2. View Differences through NLP Principles

The participants will understand how to get ready for challenges with an alignment of drive, emotions and reasoning. The alignment will enable them to create the right perception in others through:

- Mutual respect
- Rapport building skills
- Positive spirit

### 3. Build Trust with a Well-Formed Outcome

NLP believes that you get what you focus on. The participants will learn and *practise* an NLP goal-oriented model to reconcile differences. They will learn how to build openness and trust through finding commonality despite the following obstacles:

- Conflict of values
- Conflict of communication styles
- Conflict of expectations

### 4. Bridge Differences by Understanding Personality Styles

A key NLP principle believes that the person with the most behavioural flexibility will often control any given situation. The participants will *practise* flexibility in adapting to personality styles. They will learn through a *personality profiling questionnaire and case studies* on conflict behaviours:

- Self behavioural style
- Adapting to others' behavioural styles
- Others' behavioural styles

### 5. Be Solution-Focused with Positive Energy

The participants will view a *video* and apply a template on channeling positive emotions:

- Be aware of the five (5) essential emotional intelligence traits
- Avoid silence or violence under stress
- Practise steps in driving oneself and others to a practical outcome

### 6. Select Conflict Management Methods

The participants will learn how to select conflict management methods that may result in the following outcomes:

- Win-win
- You win, I lose
- I win, you lose

### 7. Influence Cooperation with a VAK Language

When we communicate with someone, we are seeing, hearing and feeling. The words we use are called speech predicates. If we pay attention to the speech predicates used by others, we get insight into their inner world. If we match others' speech predicates, we tend to build deep rapport. The participants will do an *exercise* to learn the VAK – Visual, Auditory and Kinesthetic – language that builds rapport in a dialogue. The language creates the following outcome:

- Engagement
- Commitment

### 8. Create Influence with Verbal and Non-Verbal Communication

Matching others' physiology speeds up the connection on an unconscious level. The participants will *practise* influential non-verbal communication to add persuasion:

- Verbal language engagement
- Visual impact and mirroring
- Vocal impact and echoing

### 9. Listen with Depersonalisation

The participants will learn an NLP tool in listening with depersonalisation and objectivity:

- Listen with calm emotions
- Identify common agreement
- Ask open-ended questions

### 10. Integrate Skills in Conflict Scenarios

The participants will integrate the day's learning. They will *role play* in groups on work-related scenarios that may include:

- Meetings
- Negotiations
- Service situations

# Course Calendar (by Course Category)

for November 2017 to February 2018

www.celhk.com



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.

## Personal Effectiveness

Effective Communication and Interpersonal Skills in the Workplace		[C/E]	Nov
Customer Service and Complaint Handling	NEW	[C/E]	Nov
Presentation and Communication Skills		[C/E]	Nov
7 Thinking Tools for Generating Extraordinary Ideas	NEW	[C/E]	Dec
Handling Difficult People		[C/E]	Dec
Time and Task Management		[C/E]	Dec
Effective Business and Email Writing		[C/E]	Jan
Effective Communication Strategies	NEW	[C]	Jan
Persuasive Presentation Skills Workshop		[C/E]	Jan
Managing Conflict and Disagreement		[C/E]	Feb

## Management Skills & Leadership

Five (5) Practices of an Influential Leader	NEW	[C/E]	Nov
Nurturing your Team		[C/E]	Nov
Strategic Thinking : The Mind of a Strategist		[C/E]	Nov
Managing People for Win-Win Results		[C/E]	Nov
Crisis Management		[C/E]	Dec
Coaching and Motivating your Work Team	NEW	[C/E]	Dec
Adapting to Change	NEW	[C/E]	Dec
Leading Virtual Teams Effectively	NEW	[C]	Jan
The Key to Engaging your Workforce	NEW	[C]	Feb
Mastering Strategy and Turning Strategy into Results		[E]	Feb
Innovation in Leadership (a process-focused approach)		[E]	Feb

## Specialty Courses

Key Account Management	NEW	[C]	Jan
Face-to-Face Selling Skills	NEW	[C]	Jan
Business Etiquette Workshop	NEW	[C]	Jan
Finance for Non-Financial Executives	REVISED	[C/E]	Jan

## Courses Recommended for In House Presentations

### Sales Training Series

Key Account Management	Jan	NEW	[C]
Face-to-Face Selling Skills Workshop	Jan	NEW	[C]
Expert Sales Strategy		NEW	[C]
Customer-Focused Prospecting		NEW	[C]
Professional Sales Coaching		NEW	[C]
Professional Sales Presentation		NEW	[C]

## Courses Recommended for In House Presentations

### Management Skills & Leadership

Developing Team Effectiveness and Collaboration	NEW	[C/P/E]
Strategic Thinking Skills	NEW	[C/P/E]
Delegation Skills	NEW	[C/P/E]
Mentoring Skills	NEW	[C/P/E]
Coaching & Feedback Skills	NEW	[C/P/E]

### Leadership Development Series Masterclasses

Going for Excellence: Practical Insights in Leveraging Human Capital	NEW	[E]
Upscaling the HR Function: The Strategy & Impact of HR Capability	NEW	[E]
Obstacles in Driving Change in Organisations	NEW	[E]
Institutionalising Excellence in Organisations: A Process Approach	NEW	[E]
Making Leadership Impactful	NEW	[E]
Strategy Design & Implementation	NEW	[E]

## Personal Effectiveness / Specialty

People Interaction in Project Management	NEW	[C/P/E]	
Project Management and Risk Control	NEW	[C/P/E]	
Team Building Workshop		[C/P/E]	
Interviewing Skills for Recruiting the Right Candidate		[C/P/E]	
Negotiation Skills for Merchandisers	NEW	[C/P/E]	
6-Star Customer Services		[C/P/E]	
Storytelling for Effective Presentation	NEW	[C/P]	
Effective Communication Strategies	Jan	NEW	[C/P]

### Medium of Instruction

C	Cantonese
P	Putonghua
E	English

## COURSE ARRANGEMENTS

Week	Course Date	Course Title	Course Code	Duration (Days)	Fees* (HK\$)	Enroll before these dates to Enjoy our Early Bird Rates	Cancellation Deadline	Medium of Instruction	
<b>January 2018</b>									
3	Jan-16	Effective Communication Strategies	NEW COMMST	1	HK\$3,480	HK\$3,180	Dec 22, 2017	Dec 27, 2017	C
	Jan-18	Leading Virtual Teams Effectively	NEW LVT	1	HK\$3,480	HK\$3,180	Dec 22, 2017	Dec 27, 2017	C
	Jan-19	Business Etiquette Workshop	BEW	1	HK\$3,480	HK\$3,180	Dec 22, 2017	Dec 27, 2017	C
4	Jan-22	Effective Business and Email Writing	EBEW	1	HK\$3,480	HK\$3,180	Dec 29, 2017	Jan 2, 2018	C/E
	Jan-23	Persuasive Presentation Skills Workshop	PPSW	1	HK\$3,480	HK\$3,180	Dec 29, 2017	Jan 2, 2018	C/E
5	Jan-29	Face-to-Face Selling Skills	FFSS	1	HK\$3,480	HK\$3,180	Jan 5, 2018	Jan 10, 2018	C
	Jan-30	Key Account Management	KAM	1	HK\$3,480	HK\$3,180	Jan 5, 2018	Jan 10, 2018	C
<b>February 2018</b>									
1	Feb-02	Finance for Non-Finance Executives	NEW FNFM	1	HK\$3,480	HK\$3,180	Jan 5, 2018	Jan 10, 2018	C
2	Feb-05	Innovation in Leadership	INL	1	HK\$3,480	HK\$3,180	Jan 12, 2018	Jan 17, 2018	E
	Feb-05	Mastering Strategy and Turning Strategy into Results	STM	1	HK\$3,480	HK\$3,180	Jan 12, 2018	Jan 17, 2018	E
	Feb-06	The Key to Engaging your Workforce	NEW EYWF	1	HK\$3,480	HK\$3,180	Jan 12, 2018	Jan 17, 2018	C
	Feb-08	Managing Conflict and Disagreement	MCD	1	HK\$3,480	HK\$3,180	Jan 12, 2018	Jan 17, 2018	C/E

C = Cantonese, E = English

**TIME:** 9:00 am - 5:00 pm daily **VENUE:** Regal Hongkong Hotel, Causeway Bay, HK.

\* Fees include refreshments and buffet lunch

### PAYMENT AND CONFIRMATION:

- Seminar fees cover full set of course materials, lunch and refreshments. Seminar fees are payable in advance.
- For enrolment by email, please provide all information per the standard Enrolment Form on this page.
- For enrolment by fax, mail or email, CEL will issue an acknowledgement fax or email to the Authorized Person the next day from receipt of the enrolment.
- Enrolments received by fax, mail or email on or before early bird deadline will be entitled to the early bird rate.
- Joining instructions for confirmed registrations will be sent to the Authorized Person about 2 weeks before the seminar.

### CANCELLATION AND SUBSTITUTION POLICY:

- There is no cancellation charge for cancellations made on or before the cancellation Deadline.
- Registrant(s) who fail to attend, or who cancel(s) after the cancellation deadline(s) are liable for the entire fee.
- All cancellations should be notified in writing.
- Enrolments received AFTER the cancellation deadline are subject to the same cancellation deadline.
- Registrants may send substitutions in their place anytime. However, substitutions are not allowed once a seminar has commenced.

### ATTENDANCE CERTIFICATE:

A Certificate of Completion will be given to each delegate who have attended more than 70% of the enrolled course(s).

### CORPORATE DISCOUNT SCHEME & QUANTITY DISCOUNTS:

Please visit our Website at [www.celhk.com](http://www.celhk.com) or telephone Ms Mak at 2838 1182 to inquire the above.

Communications Engineering Ltd. reserves the right to vary the course programmes or arrangement if this proves necessary.

## ENROLMENT FORM

Name	Job Title	Tel No	Mobile No	Course Code
(Mr/Ms) _____	_____	_____	_____	_____
(Mr/Ms) _____	_____	_____	_____	_____
(Mr/Ms) _____	_____	_____	_____	_____
(Mr/Ms) _____	_____	_____	_____	_____

**Company Name :**

**Address :**

**Contact Person : (Mr / Ms)**  **Job Title :**

**Direct Line :**  **Email Address :**

**Mobile :**  **Fax :**

**Authorized Person : (Mr/Ms)**

**Job Title :**  **Direct Line :**

**Signature :**  **Date :**

Cheque enclosed for HK\$

**Please note seminar fees are payable in advance**

Made payable to **Communications Engineering Ltd.**

Please tick (✓) if you require a receipt



**BY PHONE:**  
Call Miss Mak at:  
**2838-1182**



**BY POST TO:**  
Communication Engineering Ltd.  
Room 903, Connaught Commercial Building,  
185 Wan Chai Road,  
Wan Chai, Hong Kong



**BY FAX:**  
Send enrolment form above to  
our FAX at number:  
**2838-7122**



**BY EMAIL:**  
[cel@celhk.com](mailto:cel@celhk.com)



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<input type="checkbox"/> Please ADD to your mailing list	<input type="checkbox"/> Please UPDATE my record	<input type="checkbox"/> Please DELETE my record
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Please 1. Tick (✓) the appropriate box 2. Complete the form 3. Fax or e-mail this page to CEL together with the above label. Thank you very much for your help.

## 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](mailto: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 you 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 coming soon

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.