

LEARNING & DEVELOPMENT

Course Catalogue



since 1982

Announcing our brand new 1.5-day
Innovation 123 : a brief workshop on Innovation and Design Thinking
(6-7 December 2018)

In support of the Hong Kong government's priority to develop Innovation and Technology, this program teaches the principles, process and techniques in innovative thinking.

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“Your
Strategic Training
Partner in
People
Development

November - December 2018

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Please share this brochure with your colleagues. Thanks.

Creative Thinking and Innovation

啟發創意思維與創新

MEDIUM : Cantonese
DURATION : 1 Day

COURSE CODE : CTI
FEE : HK\$3,480 EARLY BIRD : HK\$3,180

13 Nov, 2018 (Tue)

Creative thinking and innovation are vital components in our professional working lives. However, many people regard as though they are lacking in creativity. In fact, most of us do not recognize is that we are creative on a daily basis, whether it's picking out what food to eat in the morning or stretching a tight budget at work. While these tasks may not normally be associated with creativity but there is a great deal of creativity involved to get those jobs done.

While some people seem to be simply bursting with creativity, others find it a struggle to think outside the box. If you fall into the latter category, it is important to understand that boosting your creative and innovative abilities takes practice. Recognizing and honing your own creative potential is a process. That's what this one-day workshop is all about.

After attending this program, participants will be able to :

1. Identify the difference between creativity and innovation
2. Recognize their own creativity
3. Build their own creative environment
4. Explain the importance of creativity and innovation in business
5. Apply problem-solving steps and tools
6. Use individual and group techniques to help generate creative ideas
7. Implement creative ideas

Methodology The course uses a mix of interactive techniques, presentation by consultant and participants, group discussion and reflection, practice and case study.

Target Audience Managers, supervisors and executives who want to develop their critical thinking and innovation ability in business environment.

Course Outline

1. What is Creativity and Innovation?

- define creativity and innovation and explore personal creative potential.

2. Individual Creativity

- Ways to increase individual creativity.

3. Get Creative

- Review the findings from pre-assignment and reflect on your own creative and innovative abilities.

4. Developing the Right Environment for Creativity

- How to build your own creative environment.

5. Creativity and Innovation in Business

- How creativity and innovation can have tangible business results.

6. Where Does Creativity Fit into the Problem Solving Process?

- The difference of a traditional problem-solving model and a creative problem solving model.

7. Defining the Problem

- Ways to define a problem, a crucial first step before problem solving can begin.

8. Creative Techniques

- RAP model, shoe swap, mind mapping, metaphors and analogies, situation/solution reversal, and using objects to inspire ideas.

9. Encouraging Creativity In A Team

- Team creativity techniques, including brainstorming, rolestorming, brainwriting, the stepladder technique, and the slip writing technique.

10. Putting It All Together

- Work on business cases to implement creative ideas.

Problem Solving and Decision Making

有效地解決問題和制定決策的法則

MEDIUM : English / Cantonese
DURATION : 1 Day

COURSE CODE : PSDM
FEE : HK\$3,480 EARLY BIRD : HK\$3,180

30 Nov, 2018 (Fri)

Organizations and individuals encounter problems everyday. Often these problems can be complicated by our unwise decisions, emotional reactions or panicky actions. To be able to do the right thing at the right time to these problems is crucial to an organization's long term survival.

The purpose of this course is to provide participants a strategy and a set of tools to solve problems and make decisions rationally.

Objectives

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

- Define a problem
- Analyze the causes of and implications to a problem
- Explore options to resolve a problem
- Assess solution options and their associated risks
- Make decisions

Audience Managers, sole contributors

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

Course Outline

1. Understanding problem solving and its opportunities

The program will start with a *game* and a *discussion* on the following questions and topics:

- What is a problem and what is not?
- Overcoming pitfalls and challenges
- General attitude
- Problem solving as a team

2. Recognizing and assessing a problem

Using *examples, discussions and exercises*, participants will learn:

- How to identify and define a problem?
- The need to assess the short term and long term implications
- When is a problem worth solving?
- Overview of a problem solving strategy
- Uncovering opportunities within a problem

3. Analyzing causes

Through a *simulated case study and discussions*, participants will learn:

- How to differentiate symptoms from causes
- How to use some troubleshooting tools to:
 - Trace a problem to its sources
 - Identify patterns
 - Represent information using a Fishbone Diagram

4. Exploring options

Through a *game, case study and discussions*, participants will learn how to generate and explore options to resolve a problem, including:

- Brainstorming
- How to think out of the box

5. Reaching a decision

Through a *case study and discussions*, participants will learn how to make a decision using a decision matrix. Included in the sub-topics are:

- Assessing risks
- Quadrant Diagram
- Decision Matrix

Innovation 123:

A brief workshop on Innovation and Design Thinking

MEDIUM : Cantonese / English

COURSE CODE : IN123

DURATION : 1.5 Days

FEE : HK\$5,380

EARLY BIRD : HK\$4,980

6-7 Dec, 2018 (Thu-Fri)

To be innovative is no longer an option for a firm, but a survival skill in this era of information and change. Research shows that innovation skills are among the most sought-after competencies in employees. In fact, the Innovation and Technology industry is one of the key economic areas that the Hong Kong Government seeks to further develop.

Important as it may, some may mistakenly consider innovation as an innate skill possessed only by a handful of blessed talents. Others may think that ideas from blue sky thinking are not practical or implementable. The truth is, the fundamental principles of creativity and innovation have been well researched, and the process and tools conducive to innovative thinking have also been well developed.

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

Methodology Discussions, demonstrations, exercises, games

What participants will learn

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

- Look for opportunities to innovate
- Generate ideas for an innovation challenge
- Analyze and synthesize ideas to develop innovative concepts
- Test and select a concept
- Communicate and advance a concept

Adopting a Design Thinking approach, the purpose of this workshop is to provide participants with the principles, process and techniques in innovative thinking. Equipped with these techniques, participants will be able to look for opportunities to innovate, generate ideas, and turn these ideas into implementable actions.

Course Outline

DAY 1

1. Innovation and the Innovation Process

Being innovative is not just being creative. It involves a whole chain of steps beyond thinking out of the box. This module provides an overview of the innovation process. Through an *ice-breaking activity and discussions*, participants will learn:

- Differences between creative and innovative thinking
- The benefits of innovative thinking
- Finding solutions to problems that are not well defined
- The innovation process
- The Design Thinking approach

2. Looking for inspiration and opportunity

Innovation often starts with a challenge. This module focuses on how to find or anticipate such challenges in the workplace. Through a *fun-filled exercise and discussions*, participants will learn:

- Why you don't have to wait till things are broken before you can fix them
- The feeling of "there must be a better way"
- Interviewing users
- Questioning assumptions
- Drafting an innovation challenge
- Innovation questions

3. Generating innovative ideas

It is true that some ideas just come out of the blue, but the vast majority of ideas are the result of focused thinking with the application of thinking tools. Through a series of *fun-filled exercises and discussions*, participants will learn how to use these thinking tools to help them generate ideas for an innovative challenge:

- Common methods in idea generation and their pitfalls
- Piggybacking on existing ideas
- Turning the world upside down
- The power of randomness
- Other creative thinking tools
- Capturing your ideas

4. Turning ideas into themes and concepts

It is common experience that not all ideas work. Some may overlap with others. Many ideas are a part of another bigger idea. This module shows participants how to analyze and synthesize ideas into themes and concepts, especially in a group setting. Through yet another *fun-filled exercise and discussions*, participants will learn:

- Idea analysis and synthesis
- Let every idea speak
- The process of Ranking and Prioritization
- Identifying themes and concepts

DAY 2

5. Testing and selecting

This module explains the needs for and methodology behind the testing and selecting of a concept. Through *case studies and group exercise*, participants will learn:

- The need to test a concept
- Identifying elements to test, audience and method
- Preparing for a test
- Conducting the test
- Analyzing testing outcomes
- Applying lessons learnt

6. Communicating and Advancing an Innovative Concept

Once a viable concept is born, how should it be communicated to others to get buy-in? This module provides some tips and examples for powerful communications. Through *case studies and group exercise*, participants will learn:

- Developing a prototype
- Preparing your concept story
- Communicating with visuals, metaphors and models
- Presenting a concept that sells

Persuasive Presentation Skills Workshop 說服式演講技巧工作坊

MEDIUM : Cantonese / English

COURSE CODE : PPSW

DURATION : 1 Day

FEE : HK\$3,480

EARLY BIRD : HK\$3,180

14 Nov, 2018 (Wed)

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

Effective Business and Email Writing

商務文件及電郵寫作技巧

MEDIUM : English / Cantonese
DURATION : 1 Day

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

15 Nov, 2018 (Thu)

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
- Correct grammar
- Concise expressions
- Courteous tone
- Complete content
- Concrete meaning

6. Email/ Letters Practice and Coaching

- Enquiries
- Negotiation
- Updates
- Replies to complaints

Time and Task Management

時間與日程管理

MEDIUM : English / Cantonese
DURATION : 1 Day

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

16 Nov, 2018 (Fri)

Time is a scarce commodity. Participants will be equipped with the necessary skills to manage time productively. They will learn how to:

- Schedule priorities
- Remove time wasters
- Motivate self and others

Methodology

Lectures, Case studies, Discussion

Course Outline

1. Planning vs Adhoc

We will define planning and identify why people don't plan, through a *game*.

2. Understanding the Impact of Time

Statistics prove that time is a key contributor to stress levels at work and at home. Through a *questionnaire*, participants will identify if they have any symptoms of poor time management.

3. Importance Vs Urgency: Set Priorities

The participants will classify their activities into importance and urgency categories. They will analyse the way in which their time is spent.

4. Define Time Wasters

The participants will *brainstorm* a list of time wasters and identify solutions to deal with them.

5. Overcoming Communication Barriers

The participants will review how to save time by overcoming communication barriers which might include:

- Misunderstanding
- Wrong channel
- No clarification
- Poor listening

6. The Power of Goal Setting

We will *discuss* why we all need a mission statement. From that, we are able to plan by setting our objectives and goals. The participants will realise the importance of a balanced life by participating in the spiritual, physical, mental and social aspects of life.

7. Action Plan on Dealing with Time Wasters

The participants will *work in groups* to develop an *action plan* on dealing with some time wasters, which might include:

- Meetings
- Telephone Calls
- Procedures
- Reading

8. Assertive Behaviour as a Time Saver

The participants will learn how to develop synergy in a team through:

- Proper delegation and tracking
- Negotiation of tasks

Influential Leadership Workshop

成為激勵人心的領導者

MEDIUM : English / Cantonese

DURATION : 1 Day

FEE : HK\$3,480

COURSE CODE : ILSW

EARLY BIRD : HK\$3,180

28 Nov, 2018 (Wed)

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

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

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

What participants will learn

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

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

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

Audience Executives, managers, project managers, team leaders

Course Outline

1. The multi roles of a modern day leader

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

2. Leadership and emotional management

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

3. Using your influential power to lead

- developing your "influence assets"
- identifying "hot buttons"
- getting what you want by helping others get what they want

4. Driving change

- understanding change and change drivers
- being a change agent
- driving changes
- overcoming resistance

5. Leading by asking

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

Personality Styles in Team Communication

Build on Commonalities and Enjoy the Differences

性格分析：把握團隊溝通技巧

MEDIUM : English / Cantonese

DURATION : 1 Day

FEE : HK\$3,480

COURSE CODE : PSTC

EARLY BIRD : HK\$3,180

11 Dec, 2018 (Tue)

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

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

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

Target Audience Team leaders and team members

Course Outline

1. Personality Styles in Team Dynamics

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

2. Personality Style Analysis

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

3. Connect with the Right Context

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

4. Manage Time with Others

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

5. Negotiate and Manage Differences

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

6. Network to Bond

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

7. Integrate Skills for Action with Own Team

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

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

MEDIUM : Cantonese / English

COURSE CODE : CMWT

DURATION : 1 Day

FEE : HK\$3,480

EARLY BIRD : HK\$3,180

10 Dec, 2018 (Mon)

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

Audience

Supervisory and management staff

Methodology

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

What participants will learn

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

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

Benefits

To the organization

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

To the individuals

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

Course Outline

1. Leadership and Motivation

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

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

2. Intrinsic versus extrinsic motivators

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

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

3. Manager as a Coach

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

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

4. Using coaching as a supervisory and motivating tool

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

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

Project Management Workshop 项目管理工作坊

MEDIUM : English / Cantonese

COURSE CODE : PMW

DURATION : 2 Days

FEE : HK\$6,480

EARLY BIRD : HK\$5,980

4-5 Dec, 2018 (Tue-Wed)

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.

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

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

- Work Breakdown Structure (WBS)
- Identifying project stages, key decision points and milestones
- Scheduling tasks and resources
- Gantt Chart
- Network Diagram
- Precedence Diagramming

Managing time

- Critical Path Analysis
- Estimating Activity Duration
- Accelerating the schedule

Managing costs

- The project budgeting process
- Direct costs
- Indirect costs

Managing quality

- Defining quality
- Creating a quality plan

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
- Creating a 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
- Quality control
- Time control
- Cost 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 here include:

- Unexpected problems and changes
- Measuring deviation and impact
- Evaluating corrective options
- Accelerating a project: Options and considerations

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

8. Project Conclusion

- Defining completion
- Project acceptance
- Wrap-up
- Learning from a project: documentation, feedback, evaluations

Key Account Management

大客戶管理技巧

MEDIUM : Cantonese
DURATION : 1 Day

COURSE CODE : KAM
FEE : HK\$3,480 EARLY BIRD : HK\$3,180

23 Nov, 2018 (Fri)

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

Consultative Selling Skills

顧問式銷售技巧

MEDIUM : Cantonese
DURATION : 1 Day

COURSE CODE : CSS
FEE : HK\$3,480 EARLY BIRD : HK\$3,180

Dec 13, 2018 (Thu)

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

Corporate Image and Business Etiquette 專業企業形象與商務禮儀工作坊

MEDIUM : Cantonese / English

COURSE CODE : CIBE

DURATION : 1 Day

FEE : HK\$3,480

EARLY BIRD : HK\$3,180

12 Dec, 2018 (Wed)

The role of personal branding and networking in establishing and enhancing your company's corporate message

In today's competitive business world, projecting a positive, professional image as a representative of your company is vital to your company's and your personal success. Before selling a product or your company, you have to sell yourself first.

By utilising *role-playing*, *feedback sessions* and *discussions*, the seminar will provide the knowledge and skills required to conduct oneself more confidently in business and social occasions, build deeper relationships that focus on giving and sharing and building a professional, corporate image.

After attending this workshop, participants will be able to:

1. Project their company's corporate branding through an understanding of the principles of successful personal imaging
2. Define the importance of their appearance
3. State how body language influences professional image
4. Build rapport, business leads and relationships with effective skills in networking and small talk
5. Socialise gracefully at cocktail and business lunch
6. Demonstrate good dining etiquette with ease
7. Apply principles promoted in this seminar to your work environment "consciously"
8. Speak a precise and credible language
9. Practise active and empathetic listening
10. Give and get feedback to drive continued improvement
11. Be aware of own and others' communication behaviours
12. Adapt communication styles
13. Select suitable communication channels
14. Apply effective communication face to face, on the phone and via writing

Methodology

We use a multi-sensory approach to learning, which includes: *Discussion*, *Role-play*, *Dining etiquette practice session* and *Coaching*
Our process of facilitation is:

- Transfer knowledge and the best practices
- Apply the knowledge and build the skills through an activity
- Debrief the learning

Course Outline

1. Project a Positive and Professional Image

A *discussion* will occur in which participants discover the link between their personal image and the role they represent at their company. We will *discuss*:

- The identity and corporate branding of the company
- Image and personal branding
- The link between the company, your role and yourself
- Discover the five (5) ways in which you communicate your personal brand

2. Introduction to Small Talk

Participants will play a *game*, "The Talking Marathon" to introduce participants to the art of small talk. *Debrief* will follow on areas that were easy and those that were difficult.

3. Social Skills and Networking

Through *role-play* and *discussion*, the following will be explored and demonstrated:

- Building rapport
- Appropriate topics and topics to avoid
- Approaching someone
- Handling interruptions
- Deepening the conversation
- Leaving a group
- Doing follow-up
- Dealing with the person who doesn't want to talk
- Common conversational mistakes

4. Role-play on Networking Scenarios

The participants will *role play* approach and introductions in different scenarios which may include:

- Cocktail receptions
- Business lunch
- Property viewing

5. Business Etiquette

Through *discussion* and *role-play*, the participants will gain tips on:

- Introduction
- Handshake
- Name card handling
- Body language
- Emotion management

6. Dining Etiquette

The participants will explore dining etiquette through the following activities:

- *Discussion* on the universal do's and don'ts
- *Demonstration* of Western and Chinese dining etiquette
- *Practice session*

7. Dressing to Influence

Discover tips on dressing successfully to project your company's corporate image and yourself with confidence and success.

- Topics include:
- Business dressing do's & don'ts for men and women
 - Fashion Personalities
 - Colour co-ordination and accessories
 - Grooming
 - Special occasion dressing
 - The Total Look
 - Upfront feedback

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
November 2018								
2	Nov-13	Creative Thinking and Innovation	NEW CTI	1	HK\$3,480	HK\$3,180 Oct 19, 2018	Oct 24, 2018	C/E
	Nov-14	Persuasive Presentation Skills Workshop	PPSW	1	HK\$3,480	HK\$3,180 Oct 19, 2018	Oct 24, 2018	C/E
	Nov-15	Effective Business and Email Writing	EBEW	1	HK\$3,480	HK\$3,180 Oct 19, 2018	Oct 24, 2018	C/E
	Nov-16	Time and Task Management	TTM	1	HK\$3,480	HK\$3,180 Oct 19, 2018	Oct 24, 2018	C/E
3	Nov-23	Key Account Management	NEW KAM	1	HK\$3,480	HK\$3,180 Oct 26, 2018	Oct 31, 2018	C
4	Nov-28	Influential Leadership Workshop	ILSW	1	HK\$3,480	HK\$3,180 Nov 2, 2018	Nov 7, 2018	C/E
	Nov-30	Problem Solving and Decision Making	PSDM	1	HK\$3,480	HK\$3,180 Nov 2, 2018	Nov 7, 2018	C/E
December 2018								
1	Dec 4-5	Project Management Workshop	PMW	2	HK\$6,480	HK\$5,980 Nov 9, 2018	Nov 14, 2018	C/E
	Dec 6-7	Innovation 123	NEW IN123	1.5	HK\$5,380	HK\$4,980 Nov 9, 2018	Nov 14, 2018	C/E
2	Dec-10	Coaching and Motivating your Work Team	NEW CMWT	1	HK\$3,480	HK\$3,180 Nov 16, 2018	Nov 21, 2018	C/E
	Dec-11	Personality Styles and Team Communication	NEW PSTC	1	HK\$3,480	HK\$3,180 Nov 16, 2018	Nov 21, 2018	C/E
	Dec-12	Corporate Image + Business Etiquette	CIBE	1	HK\$3,480	HK\$3,180 Nov 16, 2018	Nov 21, 2018	C/E
	Dec-13	Consultative Selling Skills	NEW CSS	1	HK\$3,480	HK\$3,180 Nov 16, 2018	Nov 21, 2018	C

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 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 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



Room 903, Connaught Commercial Building,
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About CEL

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

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

The On-Site Option

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

Trainer Information

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