

## 2019 Learning & Development Course Catalogue Two (2) for In-house Presentation

2

# Personal Effectiveness

NEW

### New In-House Class Size

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

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

This workshop gives an overview to Design Thinking, a 5-stage design methodology that provides a solution-based approach to solving problems. Adopting this methodology can enable managers and professionals design human-centric products and programs for both internal and external applications. **Please download from our website.**

NEW

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

**Catalogue 1 :** Leadership and Managerial Skills

**Catalogue 2 :** Personal Effectiveness

**Catalogue 3 :** Presentation/Communication/Writing Skills

**Catalogue 4 :** Business Etiquette/Selling/Customer Service Skills

**Catalogue 5 :** Project Management / Technical / Specialty Skills

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NEW

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

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

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

**Please contact us for a proposal and a quotation.**

NEW

### English Consultancy for Corporate Communication

We design, compile or edit corporate communication

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

**Please contact us for a proposal and a quotation.**

### Executive Coaching Service

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

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# Interviewing Skills to Recruit the Right Candidate 篩選出關鍵人才的面試技巧

MEDIUM : English / Cantonese COURSE CODE : ISRRC

In a job interview, the manager predicts the successful performance of a candidate in specific jobs for hiring decisions. How to predict with the highest certainty? Customising the formulas to assess education, experience, skills and personality desired for job specific behaviours is a key. The manager also evaluates the success for the company to engage and retain talents by ensuring the alignment of the candidate's motivation with the company's core values.

The workshop enables the participants to master a result-focused process to select the right candidate that best suits the competency-based requirements. The participants will gain confidence to master the following interviewing techniques:

- Define a systematic interview process
- Plan with the end business results in mind based on job functions
- Assert role and optimise the effect of panel interviews
- Set evaluation criteria with weightage on ideal performance areas
- Design questions to validate education, experience, skills and personality
- Learn listening and probing techniques to deepen analysis
- Engage candidates in a smooth communication flow
- Communicate a professional company and personal image
- Evaluate the candidates effectively using an assessment guide

**Who Should Attend** Middle Management

## Methodology

The workshop can be customised by the trainer to suit the development needs of the participants. The trainer conducts interviewing skills both for employers and for candidates. Her extensive experience enables her to enrich the depth of the training activities and illustrations.

## Pre-Training Phase

The trainer will collect case examples of interview types and competency-based behaviours descriptions for workshop design.

## Training

The training is highly interactive with the following activities:

*Lectures, exercise, role-play (video-recorded) for review and coaching, feedback checklist, assessment guide for candidates*

## Course Outline

### 1. Focus on Hiring, Developing and Retaining in an Interview

The participants will reckon their role in an interview:

- Optimise the successful prediction of a candidate's future performance
- Brainstorm the experiential learning from successful and unsuccessful hiring
- Define a systematic process in competency-based interviews

*Methodologies: lecture and discussion*

### 2. Define Job-Specific Behaviours

- Describe the core aptitude and attitude traits required of specific candidates
- Rate the traits' importance for the effective delivery of results
- Realise how to plan alone and in a panel

*Methodologies: discussion and exercise*

### 3. Create Decision Weightage Criteria

The participants will learn how to use a decision weightage matrix to maintain objectivity in candidate assessment by:

- Define the ideal score for job success prediction
- Set priorities of job skills
- Build systematic measurement of suitability

*Methodologies: Exercise and group discussion*

### 4. Develop Questions to Validate Given Information

The participants will practise developing questions based on the decision weightage matrix focusing on:

- Skills assessment
- Attitude assessment
- Personality assessment
- Culture fit assessment
- Communication ability assessment
- Questioning sequence

*Methodologies: Discussion and coaching by trainer*

### 5. Role Play an Interview

The participants will *role-play* an interview based on the questions that they have developed.

*Methodologies: Small Group practice, feedback to each other based on an evaluation checklist.*

### 6. Review of Role-Play

The trainer will *review the role-play* in Module 5 to reinforce the do's and don'ts at interviews:

- Question design
- Communication flow and engagement
- Common pitfalls

*Methodologies: discussion*

### 7. Probe to Deepen Analysis

The trainer will share *real time examples* to drill probing techniques:

- Summarise key intake
- Probe with open-ended or closed-ended questions
- Observe verbal and non-verbal responses

*Methodologies: lecture and discussion*

### 8. Professional Interview Etiquette

The participants will review the following etiquette to project a positive Company image:

- Seating arrangement
- Introductions
- Small talk
- Conclusion

*Methodologies: lecture and discussion*

### 9. Role Play to Integrate Skills with Candidate Assessment Following a Guide

The participants will fine tune their *role play with assessment* based on a reference guide:

- Redo *role-play* based on previous feedback and coaching
- Reinforce probing
- Use assessment guide as a tool to evaluate candidate

*Methodologies: role-play, discussion and exercise with a reference guide*

# Successful Interviewing 成功的甄選面試技巧

MEDIUM : English COURSE CODE : SI

## A competency and behavioural-based program for successful recruitment using a process approach

Recruitment and the selection process is one of the key management tools. Do it right – that's the theme for this international program. It's not by chance that Intel, Google and Apple are all successful – they all have an outstanding recruitment process, which is never compromised. **In this program you will learn the latest techniques covering all of the nine (9) critical part of the process. Not only will you learn –you will also be able to do it. Here are five (5) reasons why you should attend:**

1. Everyone in their career will have to do some form of interview, for recruitment, appraisal or discipline – learn the right way and it will always help you
2. Master the entire process of the interview cycle with the latest techniques
3. Find out how to master interpreting body language – a vital skill
4. Be able to prewrite competency knowledge based questions –that get straight to the point
5. Practice in a safe and well-supported environment, backed up with a manual and a process wall chart for you use back at work.

## Objectives

At the end of this practical program you will:

- Have mastered the new recruitment process and be able to explain it to others
- Be able to write recruitment criteria and precise scoreable interview questions
- Know and be able to explain to others the value of using different types of testing
- Have used a personality profile and be able to explain to others their value for recruiting and development.
- Be able to decode different types of body language, specifically when people are not telling the truth
- Have practiced interviewing to ensure the theory is put into practice and be able immediately upon returning to work to carry out or lead a professional interview.

## Training Methodology

This is a very practical, interactive, course with a high level of delegate participation. There will be *illustrative DVD examples* and throughout the program, *group work*. All of the training will be carried out in a relaxed supportive atmosphere. Participants will also have the opportunity to see testing materials and to do for themselves a high level personality questionnaire – either the NEO – PIR or the OPQ 32.

## Organisational Impact

Recruitment is a critical management tool and nowadays requires a very high level of skill and ability, organisations sending delegates on this program can expect:

1. Maximise time, effort and costs and effectiveness of the recruitment procedure
2. Utilise existing information to construct high quality interview questions that are scoreable
3. Use a new process that will reduce the possibility of litigation
4. Be able to use the new behavioral system as an effective tool to aid recruitment
5. Have up to date knowledge of the latest testing approaches and tools
6. Be able to know which personality profiler's work and more importantly –those that don't

## Personal Impact

1. You will assess your own understanding and experience in recruitment and selection
2. You will know the new Steps in a successful recruitment process
3. You will get to practice the skills required during the interview process – many of which apply to development and succession planning
4. You will develop personal action plans for improvement - particularly the balanced score method and the new behavioral questioning system
5. You will have carried out an interview using the techniques in the process
6. You will be able to use techniques to discover when documents are falsified or when the candidate is not telling the truth.
7. You will have mastered on of the critical management skills to a very high level

## Who should attend?

This program is specifically targeted for anyone who interviews or takes part in the interviewing process. It is particularly suited to those who have not been trained since 2012 – this is due to the new advances in interview psychology.

- CEO's and Directors
- Department Heads
- HR and Training personnel
- Line managers
- Any one associated with the interview process

There is a full supporting manual with this program, which contains all of the visuals used, and also all the case studies. The manual is referenced for ease of use and for future referral. An international psychologist runs the program.

## Giveaways

- Full supporting manual
- Wall chart showing the complete new Interview process
- Unique opportunity to complete one of the world's best personality profile

# Interviewing Skills Workshop

## 甄選面試技巧工作坊

MEDIUM : English / Cantonese COURSE CODE : ISW

### Course Outline

#### 1. Mastering the Process

- Understand the job and the importance of the job description and criteria
- **Step 1 – exercise**
  - DVD writing key criteria
  - How to write interview questions based on Criteria DVD clip – understanding criteria
  - Exercise (group work)
  - How many questions do you need?
- **Step 2 – Work needed to write the job advert**
  - Group work – write an advert to attract “winners not losers”
- **Step 3 – How to write your interview questions – group practice**

#### 2. Testing, Personality profiling and references

- **Step 4** - Shortlisting – a new approach to save time
- **Step 5** - The history of testing
  - Occupational ability testing – what’s new – examples
  - Ability testing – the DIY approach with practical examples
  - Semi medical tests – e.g. Colour blindness – practical demonstration
  - The growth of mental illness and the impact on recruitment – the latest figures
  - How Assessment centres work and their increasing use today
- **Step 6** - Personality profiling - why we use it and what profilers are the best
  - Example for you to analyse – group practice
  - The importance of references – case study
  - Review and discussion

#### 3. Finalising Pre written questions, room set up and arrangements and understanding the vital role of body language.

- Procedure for starting every interview
- **Step 7** Finalising your Interview questions – writing scene setters – practice
  - Refining knowledge based questions – group practice
  - How to use probing questions – practice
  - How to score and who does the scoring – practice
- **Step 8** –Pre interview administration including making all the arrangements such as room set up to understanding body language and correctly decoding it
- **DVD Clip** (silent signals – first impressions) and individual practice

#### 4. Practice and Practice.

- Recap of the steps so far
- DVD Putting the interview process into action
- Timetable of the interviewing for the day
- **Step 9** – The interview
  - Role allocations for interview 1 (each delegate will have the opportunity to do an interview)
  - Review of interview and individual feedback

Hiring the right people is critical to the success of any organization today. At the same time, hiring decisions are often made based on the performance of a candidate at an interview. It is therefore crucial for managers to be equipped with the proper techniques and skills to conduct interviews effectively.

**The purpose of this program is to provide participants interviewing skills in order to enable them select the right people for their organizations.**

**Audience** Managers, human resources personnel.

### Methodology

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

### What participants will learn

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

- Describe the advantages of conducting a structured and behavioural descriptive interview
- Prepare behavioural descriptive questions for a structured interview
- Conduct an interview

### Course Outline

#### 1. Understanding job interviews

Using *discussions and case studies*, participants will learn about:

- The purpose of interviews
- Common problems associated with interviews
- Using past behaviours to predict future performance
- Success stories

#### 2. Preparing a structured interview

Using *discussions, examples and practices*, participants will learn how to prepare for a structured interview. At end of this section, participants will have prepared a number of behavioural descriptive questions for a specific job they have in mind. Included in this section are the following concepts and events:

- Key steps
- Translating a job description into skills requirements
- The STAR model
- Preparing behavioural descriptive questions

#### 3. Conducting the interview

In this section, participants will see a *demonstration* and participate in a *role play with feedback* on how to conduct a job interview.

Concepts and events included are:

- Key events during the interview
- Starting an interview
- Asking questions that extract information
- Asking behavioural descriptive questions
- Questions you should not be asking
- Ending an interview
- Demonstration
- Role play with feedback
- Do's and don'ts during interview

#### 4. Selecting the candidates

In this section, participants will learn how to use a *rating tool* to help them make an objective selection.

- Benefits for using a scoring sheet
- Rating performance based on evidence
- Comparing ratings from different interviewers

#### 5. Simulation practice

Putting everything together, participants will be involved in a *simulation exercise* and practice the skills and techniques learnt. In the *exercise*, participants will *simulate* interviewing a job candidate by asking some structured questions, while listening to and observing the candidate's responses. The *practice will be videoed* for additional analysis and feedback.

## 7 Thinking Tools for generating Extraordinary Ideas 7種思維工具助你想出獨到點子

MEDIUM : English / Cantonese COURSE CODE : 7TT

Organizations and individuals are finding the traditional ways of thinking increasingly inadequate to address many of the issues they are facing today. Creativity, innovation, and the ability to implement new ideas has become a survival skill in this era of information and change. Yet unlike traditional thinking, where one can follow a structured process to reach a solution, innovative thinking by definition is often unstructured and is therefore difficult to model. Nevertheless, the fundamental principles of creativity have been well researched, and a number of useful tools and techniques conducive to innovative thinking have also been developed.

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

### Audience

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

### Methodology

*Discussions, demonstrations, mini-lectures, exercises*

### What participants will learn

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

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

### Course Outline

#### 1. Introduction

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

#### 2. Capturing thoughts and ideas

- **Tool 1:** Idea Mapping: rules and techniques

#### 3. Brainstorming and more about brainstorming

- Rules and techniques for Brainstorming: It's more than you think
- **Tool 2:** Reverse Brainstorming
- **Tool 3:** Starbursting

#### 4. Restructuring and new links

- **Tool 4:** Attribute listing
- **Tool 5:** Simple Random Word

#### 5. Work by being outrageous

- **Tool 6:** Provocative Operation (PO)

#### 6. Facilitating a group to think creatively

- **Tool 7:** Six Dimensional Thinking

## Creative Problem Solving 創意解難技巧訓練

MEDIUM : English / Cantonese COURSE CODE : CPS

The world is changing fast and organizations are constantly driven to develop by forces such as globalization, Internet, better technology as well as tougher competition. Working with our left-brain alone is no longer sufficient and new creative and innovative techniques have been developed to help us in problem solving and work implementation. Having creativity in workplace enables organizations to survive in keeping up with the pace of change and cope with the increasing demand from the public.

**This workshop aims at providing concepts and skills to facilitate the process of innovation so that the members of the organization can handle change more effectively and creatively.**

### Objectives

After attending the workshop, participants will:

- Be able to use both their left and right brain to bring creativity in the workplace
- Discover how an organization can be prepared to innovate
- Learn how to apply 4Ps to look into problems
- Understand how innovative ideas can be implemented
- Be able to evaluate and improve upon work processes

### Course Outline

#### 1. Principles of creativity in workplace

- The challenges of working creatively in workplace
- Nature of creativity
- Whole brain thinking vs. left brain thinking

#### 2. The ProAct Model in problem solving and decision making

- ProAct Model of problem solving and decision making
- What is a problem
- Seeing things from different angles

#### 3. Use of 4Ps model to expand insight

- The 4Ps model of looking at problems creatively
- The role of strategic questioning
- Explore problems at work

#### 4. Applying creative tools to generate options

- Use of Scenario Planning
- Apply four world analysis to create possible solutions
- Using Attribute Slicing to create new solutions

#### 5. Innovating for better product and service

- What is Blue Ocean Strategy
- Using Blue Ocean strategy to create alternatives
- Force-Field Analysis

## Creative Thinking and Innovation

### 啟發創意思維與創新

MEDIUM : English / Cantonese COURSE CODE : CTI

Creative thinking and innovation are vital components in our professional working lives. However, many people regard as though they 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 COURSE CODE : PSDM

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

## Creative Problem Solving and Decision Making

### 運用創造力解決問題和制定決策

MEDIUM : English / Cantonese COURSE CODE : CPSDM

We are continuously confronted with problems that require us to make appropriate decisions. Why is it that some people find it easy to solve tough problems with simple solutions while others find this feat nearly impossible? Some problems are more complex, like deciding how to prioritize our work, or understanding why a process failed and deciding what to do about it; these require a rational and creative approach to problem solving.

The power to find these creative solutions lies in our ability to search for and find facts that relate to the situation, and put them together in ways that work. **In this workshop, we will cover the important thinking approaches. After understanding the thinking mechanisms, we will provide you with methods and tools that you will practise during the sessions that can help you at work or in life.**

After attending this program, participants will be able to :

1. Increase awareness of problem solving steps and problem solving tools.
2. Distinguish root causes from symptoms to identify the right solution for the right problem.
3. Apply logical and creative approaches to solving problems and making decisions
4. Improve problem solving and decision making skills by identifying individual problem solving styles.
5. Think creatively and work towards creative solutions.
6. Recognize the top ten rules of good decision-making.

**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 administrators who will benefit from better problem solving and decision making skills, and business professionals who want to take their critical thinking to the next level by using both their experience and intuition to make the right moves and decisions.

### Course Outline

#### 1. What is Problem Solving?

- What problem solving and decision making means
- Different types of decisions, the difference between facts and information and common decision making traps.

#### 2. Problem Solving Styles

- Four (4) types of problem solvers with identification of their strengths and weaknesses, and how to use that knowledge to become better problem solvers.

#### 3. Six (6) steps in Problem Solving Cycle

- Six (6) steps that can apply to most problems with application to the business situations.

#### 4. The Problem Solving Toolkit

- Problem solving tools with a *case study* in a *large group discussion*.

#### 5. Thinking Outside the Box

- *Discuss* ways to encourage creative thinking, including brainstorming and the random word method.

#### 6. Decision Making Case Study

- *Work* on problems in *small groups* to solve the real business cases

## Analytical Thinking and Problem Solving

### 分析思維法與解難技巧

MEDIUM : English / Cantonese COURSE CODE : ATPS

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:

1. Explain a 4-step problem solving process
2. Appraise a situation
3. Analyse the causes of and implications to a problem
4. Generate options to resolve a problem
5. Make decisions

### Methodology

*Discussions, games, demonstrations, simulated exercises, mini-lectures, case studies*

### Course Outline

#### 1. Situation Analysis

The program will start with a *game* in which participants will need to put on their thinking caps to analyse an interesting problem. The game will serve as an introduction, icebreaker, and an overview to the program.

- General approach to problem solving
- Importance of analytical thinking in solving problems
- Components of a problem statement
- *Case study*

#### 2. Analysing causes

Through a *case simulation and discussions*, participants will learn:

- Differentiating symptoms from causes
- Asking key questions
- Represent information using a Fishbone Diagram
- Identify patterns and contrasts
- *Case study*

#### 3. Exploring and evaluating options

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

- Some techniques in generating ideas
- *Case study*

#### 4. Reaching a decision

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

- Defining goal
- Analysing factors
- Assessing options
- Making team decisions

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. Innovation is considered, mistakenly, by some as an innate skill possessed by select, and gifted group of individuals. The actual fact is that the fundamental principles of creativity and innovation have been well researched, and the processes as well as tools conducive to innovative thinking are also 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

**The purpose of this workshop is to provide participants with the principles, processes and techniques in innovative thinking adopting a 'Design Thinking' approach. Equipped with these techniques, participants will be able to identify opportunities to innovate, generate ideas, and turn these ideas into implementable actions.**

## Course Outline

### 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

### 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

## Innovative Thinking and Problem Solving 創新思維法與解難技巧

MEDIUM : English / Cantonese COURSE CODE : ITPS

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.

### Objectives

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

1. Adopt a fundamental 4-step process to solving problems
2. Identify barriers to innovation
3. Generate creative ideas
4. Turn ideas into actions
5. Screen and sell screened ideas to management

It is expected that, by applying the tools and techniques in the program, participants can adopt a strategic yet innovative approach to problem solving, thereby improving their overall productivity in the workplace.

### Methodology

Games, Discussions, interactive mini-lectures, simulation exercises

### Course Outline

#### 1. Recognising and assessing a problem

- identifying a problem
- Assessing the short term and long term implications
- When is a problem worth solving ?
- Overview of a problem solving strategy

#### 2. Innovative approach to problem solving

- Advantage and challenges of innovation
- Roadblocks to innovation
- Three (3) principles to overcome innovative roadblocks

#### 3. Innovative thinking tools and techniques

- Mapping your ideas
- Brainstorming and reverse brainstorming
- SCAMPER
- Simple random word

#### 4. Screening, selling and action-planning

- Not all innovative ideas are practicable and 'sellable'
- Using Quadrant Diagram to screen ideas
- Examining an idea in six (6) different dimensions
- Turning ideas into action plan
- Selling an idea upwards

## Time Management for Work-Life Balance 作好時間管理－實踐工作與生活平衡

MEDIUM : English / Cantonese COURSE CODE : TWLB

### Work faster, do less and get smarter is the key to time and task management for Work Life Balance

### Objectives

The participants will learn how to:

- Master their time investment to get optimum returns
- Set and schedule priorities
- Maintain work life balance
- Design smart task processes

### Methodology

Lecture on *updated models, case studies, game and discussion*

### Course Outline

#### 1. Work Faster, Do Less and Get Smarter

- Realise the value of the 80>20 rule in time investment to optimize results in an activity.

#### 2. Set Priorities

- Reflect on personal habits of time management and engage in an activity on prioritizing.

#### 3. Set Goals by Knowing Importance vs Urgency

- Understand how to drive actions to reach goals using the Importance vs Urgency concept as a compass.
- Relate models to case studies

#### 4. Work Life Balance – the Will and the Actions

- Learn easy-to-use tools to schedule work and fun activities and to act with flexibility to handle adhoc issues.

#### 5. Multi-Tasking – How Does It Work?

- Discover from research findings the effect of multi-tasking.

#### 6. Reduce Time Wasters

Identify smart and time-saving practices on:

- Meetings
- Email
- Interruptions

#### 7. Delegate Productively

- Gain insight on delegation and plan time investment wisely to develop staff.

#### 8. Get Started on Personal Change

- Be aware of own behavioural style and of ways to address some blind spots.

## Time and Task Management

### 時間與日程管理

MEDIUM : English / Cantonese COURSE CODE : TTM

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

## Managing Your Time and Priorities

### 管理和優先化您的時間

MEDIUM : English / Cantonese COURSE CODE : MYTP

We all have 24 hours in a day. The difference between a highly effective and a less effective person often lies in how he or she manages these 24 hours. While we can not create more time, we can certainly create more value from time. **The purpose of this workshop is to help participants identify what matters in their lives, and focus onto doing what matters more effectively.**

### Methodology

Discussions, demonstrations, assessments, exercises, mini-lectures.

### What participants will learn

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

- Increase the amount of productive time in a day
- Focus efforts to do the things that matters in life
- Reduce time wasters
- Make meetings more effective
- Delegate with confidence

### Benefits

#### To the organization:

- More efficient and productive workforce
- Less time wasters

#### To the individuals:

- Create more values that matter
- More time to work
- Positive attitude towards meetings
- Delegate with confidence

### Course Outline

#### 1. Introduction

- The most valuable free resource
- The need to manage time
- Making more productive time and making time more productive

#### 2. Assessing your current pattern

- Assessing your current pattern of time usage
- Identifying gaps and wastes

#### 3. Making more productive time

- You and your biorhythm
- Five (5) ways to increase your productive time

#### 4. Making time more productive

- Clarifying your vision and values
- Differentiating the important from the urgent
- The 3Ps in effective time management
- Planning your day

#### 5. Removing the time wasters

- Identifying time wasters
- Removing time wasters

#### 6. Making the biggest time waster your ally

- The biggest time waster in business
- How to make meetings more effective

#### 7. The ultimate time saver

- The ultimate time saver
- Pitfalls in delegation
- How to delegate without losing sleep

# Managing Conflict and Disagreement 衝突和分歧管理工作坊

MEDIUM : English / Cantonese COURSE CODE : MCD

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
- Positive spirit
- Rapport building skills

### 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

## Managing Conflicts in the Workplace

### 如何解決職場衝突

MEDIUM : English / Cantonese COURSE CODE : MCW

Conflicts can often expose hidden flaws in an organization. As such, when managed well, conflicts can be turned into rewarding learning opportunities for everyone concerned. If not managed well, conflicts can lead to a great deal of damages, resulting in loss of morale and productivity. **The purpose of this workshop is to provide an overview of a conflict management process that can be applied to most organizations today. Through mini-lectures, discussions, simulated exercises and demonstrated role plays, participants will learn of the key steps to prevent, detect, resolve, and learn from conflicts. Adoption of this system will not only help managers deal with conflicts at hand, but turn conflicts into learning opportunities.**

#### Benefits to the organization:

- Greater harmony in the workplace
- Increased productivity

#### Benefits to the individuals:

- Better equipped to manage conflicts in the workplace
- Better ability to work together with others

### Course Outline

The focus of the day will be on understanding the causes behind some common conflicts, detection of conflicts, and how to resolve conflicts between two parties.

#### 1. Introduction

The workshop will start with a *demonstrated role play* reflecting a typical conflict situation at work. This will be followed by a *brief discussion* on:

- Types and needs of internal customers
- The nature of conflict
- Why conflicts are necessary evils in the workplace
- Common conflicts

#### 2. Detecting conflicts

Early detection of conflicts makes them a lot easier to manage. This session comprises *discussions* on:

- Symptoms of conflict
- When a conflict gets out of control
- Advantages of early detection
- What to look for in the workplace

#### 3. Case studies

Participants will *share in groups a positive experience* when they have successfully resolved a conflict. Two to three individuals will be asked to *present their cases* to the audience. Their cases will be analyzed to identify the common factors involved in successful conflict resolution, including:

- Rapport and trust
- Communication techniques
- Conflict management strategies

#### 4. Resolving a conflict between two parties

Riding on the information from above, and using *demonstrated roleplays, mini-lecture, simulated exercises*, participants will learn how to resolve a conflict between two parties at work. Included in this discussion are:

- Mediation strategies
- When should you call a joint meeting between the conflicting parties?
- Setting objectives and ground rules
- Do's and don'ts in a joint meeting
- *Simulated exercise*

## Handling Difficult People

### 處理刁難客戶的技巧

MEDIUM : English / Cantonese COURSE CODE : HDP

Who are some difficult people to work with? They may be your customers who have unrealistic expectations of you. They may be your co-workers who have a different work style or different interests. To uphold productivity and integrity, you need to take up the challenge to manage these people. You may need to tap your interpersonal skills while you problem-solve as you tackle technical problems.

The programme aims to build the participants' confidence in handling difficult people. They will be equipped with the techniques to practise professionalism in the following scenarios:

- Staying calm under pressure
- Communicating assertively
- Analysing problematic situations
- Applying relevant methods to resolve conflict

### Who Should Attend

Those who need to maintain interpersonal relationships at work

### Course Outline

#### 1. Characteristics of Difficult People

Through *brainstorming*, the participants will categorise difficult people into a few types: **Unreasonable, Defensive, Insecure, Arrogant.**

#### 2. PEACE Process in Bridging Differences

The participants will learn the process to bridge the differences with people: **Prepare, Empathise, Adapt, Compromise, Enable.**

#### 3. Prepare with Calm Emotion

The participants will realize how to focus emotional energy to resolve differences through a *self-evaluation questionnaire*.

#### 4. Empathise to Leave the Door Open

The participants will learn the GROW model to enable listening in self and others: **Goal, Reality, Options, Wrap-up.**

#### 5. Adapt to Behavioural Styles

Through *self-evaluation, discussion and role-play*, the participants will:

- Realise their own conflict behaviours
- Identify the conflict behaviours of others
- Influence others by adapting the suitable communication behaviours

#### 6. Adapt with Communication Strategies

The participants will *practise in an exercise* the communication styles that build trust with people:

- Verbal - a motivating language
- Vocal - a sincere tone
- Visual - an open posture

#### 7. Compromise through a Win-Win Attitude

The participants will learn how to gain attention from others by relating to their logical and emotional readiness:

- Understand Transactional Analysis
- Apply the concept in *an exercise*

#### 8. Compromise in Conflict Management

The participants will review six (6) methods to build their flexibility in managing conflict considering such factors as: Information, Time, Authority.

#### 9. Enable the opportunity to Interact with Positive Energy

The participants will *discuss* how to enable self and others to manage stress and resolve differences with calm energy:

- Ongoing energy building
- Biological switches

# Executive Coaching 企業教練服務

## Sample 1: Leadership Coaching

MEDIUM: English / Cantonese / Putonghua

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

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

### Methodology

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

The programme follows a three-step process :

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

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

### Related experience

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

## Sample 2: Presentation Skills Coaching

MEDIUM: English / Cantonese / Putonghua

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

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

### Methodology

#### A. Pre-Workshop Activities

##### i. Coachee's Input Collection

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

##### ii. Participant's Preparation

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

#### B. Workshop Activities for 3 sessions

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

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

### 提升商業英語溝通技巧

— 清晰、有禮、令人信服的溝通藝術

MEDIUM: English / Cantonese / Putonghua

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

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

#### 1. Speaking

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

#### 2. Writing

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

#### 3. Reading

- Key ideas focus
- Thoughts association
- Content summary

#### 4. Listening

- Attention process
- Questioning techniques
- Response methods

### Target Audience

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

Group training or individual coaching are offered.

### Duration and Methods

Four to eight sessions with the following activities:

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

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

MEDIUM: English / Cantonese / Putonghua

We design, compile or edit corporate communication

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

**Please contact us for a proposal and a quotation.**

Please contact us for a proposal and a quotation

## CATALOGUE 1

### Leadership and Managerial Skills

#### Managerial Skills and Leadership

- Leadership Skills Workshop 領導力訓練工作坊
- Influential Leadership Workshop 成為激勵人心的領導者
- Innovations in Leadership 變革型領導力
- Survival Skills for Managers and Supervisors 管理人員必備的生存技能
- Managing People for Win-Win Results 雙贏思維的管理策略
- 21st Century Sun Tzu Leadership 21世紀的孫子兵法領導策略
- Leading a High Performance Team 領導高績效團隊的法則
- Five (5) Practices of an Influential Leader 五個習慣令你成為成功領導者
- Delegation Skills Workshop 管理者的權責分配技巧

#### Change Management

- Mastering Strategy and Turning Strategy into Results 掌握策略並將策略轉化為成果
- Change Management/Managing Change 管理變革與創新
- Adapting to Change 面對職場上改變的適應力

#### Team Development

- Coaching and Motivating your Work Team 如何訓練及激勵你的團隊
- Developing Team Effectiveness and Collaboration 建立團隊效能與協作能力
- Personality Styles in Team Communication 性格分析：把握團隊溝通技巧
- Personality Styles and Team Work 性格取向與團隊合作
- Building a High Performance Team 如何建立卓越的團隊
- Nurturing your Team 培育你的高效能團隊

#### Coaching and Mentoring Skills

- Coaching and Feedback Skills 管理者必學的指導與反饋技巧
- Key to Engaging Your Workforce 吸引優秀員工的關鍵
- Mentoring Skills 如何成為下屬的導師

#### Team Building

- Sample Team Building Program 團隊建設方案 (示例)

## CATALOGUE 3

### Presentation / Writing / Communication Skills

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

## CATALOGUE 4

### Business Etiquette / Selling / Customer Service Skills

#### Business Etiquette

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

#### Customer Service

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

#### Sales Training

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

#### Negotiation Skills

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

## CATALOGUE 5

### Project Management / Technical / Specialty Skills

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



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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, 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 your are interested in organising any of the topics as in-house on-site or off-site training.

## Versatility + Quality + Bespoke Services

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