

Catalogue of IN-HOUSE COURSES

Volume Six, Spring 2018



“Your Strategic Partner
in People Development
& Talent Management”

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21st Century Sun Tzu Leadership Workshop

MEDIUM : English / Cantonese / Putonghua

Duration: 1 Day

With changing technology and an ever-widening gap between different generations of the workforce, it can be challenging to adopt a way to lead in the 21st Century. Yet successful organizations are those that can engage the entire workforce and attain synergy. This workshop examines how leaders can tap into some timeless wisdom to help them lead and meet the challenges in today's business environment.

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

What participants will learn

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

- Appreciate why Sun Tzu's timeless wisdom can help us meet workplace challenges of the 21st Century
- Apply Sun Tzu's principles in leading an organization
- Apply Sun Tzu's principles in leading a team
- Apply Sun Tzu's principles in leading the younger generations of workforce

Methodology

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

Audience

Managers and executives

Course Outline

1. Challenges in the 21st century and some timeless wisdom

- Human capital challenges in the 21st century
- Truths and myths of the younger generations of workforce
- Sun Tzu and why his teaching is still relevant in modern time
- Sun Tzu's leadership framework for the 21st century

2. Leading an organization

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

3. Leading the team

- Qualities of an effective leader
- Developing trust and relationship
- Doing the right things in the face of obstacles
- Managing emotions
- Creating a spirit of community
- *Case examples*

4. Leading the Younger Generations

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

Leading A High Performance Team

MEDIUM : English / Cantonese / Putonghua

Duration: 1 Day

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

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

Audience Team leaders, managers and project managers

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

What participants will learn

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

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

Course Outline

1. Understanding team work

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

2. Towards a high performance team

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

3. Transformational leadership

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

4. Leading your team in problem solving

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

Survival Skills for Managers and Supervisors

MEDIUM : English / Cantonese / Putonghua

Duration: 2 Days

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

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

Objectives

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

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

Course Outline

1. Roles and expectations

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

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

2. Managing self

A major problem for managers and supervisors is in prioritizing tasks. This module is a *simulation exercise and a discussion* from which participants will learn how to:

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

3. Delegation

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

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

4. Giving and receiving feedbacks

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

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

Methodology

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

Benefits

1. To the organization:

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

2. To the individuals:

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

5. Communication and reporting

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

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

6. Decision making

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

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

7. Complaint handling

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

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

8. Managing conflict

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

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

Five (5) Practices of an Influential Leader

MEDIUM : English / Cantonese / Putonghua

Duration: 1 Day

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

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

What participants will learn

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

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

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

Audience Managers and executives



Course Outline

1. Understanding Leadership

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

2. Model the Way

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

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

3. Inspire a shared vision

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

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

4. Challenge the process

Leaders by definition are front-runners instead of contenders.

Through a *simulated exercise and discussions*, participants will learn the concepts and skills in:

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

5. Enable others to act

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

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

6. Encourage the heart

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

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

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

Coaching and Motivating Your Work Team

MEDIUM : English / Cantonese / Putonghua

Duration: 1 Day

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

The Key to Engaging Your Workforce

MEDIUM : Cantonese / Putonghua

Duration: 1 Day

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

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

After attending this program, participants will be able to :

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

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

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

Course Outline

1. What is Motivation and Staff Engagement

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

2. Supervision and Engagement

- The Carrot, the Whip, and the Plant

3. Motivation Factors

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

4. Goal Setting

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

5. The Role of Values

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

6. Creating a Motivational and Engaging Climate

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

7. Situational Analysis and Designing Motivating Jobs

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

8. Motivational Checklist

- You get what you reward and celebrate successes

Professional Telephone Skills Workshop

MEDIUM : English / Cantonese / Putonghua

Duration: 1 Day

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

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

- Get a message across with clarity and tact
- Enhance working relationship through effective communication techniques
- Handle calls with confidence, enthusiasm and friendliness
- Project a professional image through choice of words and tone control

Benefits to the organization:

- Better public image
- Greater customer satisfaction

Benefits to the individuals:

- Reduced stress
- Improved professionalism

Training Activities

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

Course Outline

1. Introduction

Through a *demonstration and discussion*, participants will learn:

- Use of the telephone in modern day business environment
- Significance of the first few minutes in communication
- Attitude and mindset of the communicator
- *Self assessment*

2. Communication Skills

Communication is more than telling the other party a message. Through a *game*, participants will learn the various aspects involved in communication, which will lead to a *discussion and practices* on:

- Active listening
- Finding out what the other party wants
- Getting your point across
- Managing your tone
- Handling callers with strong accents

3. Receiving a Call

Participants will watch a *video clipping* here, then *discuss and practise* work-related examples on:

- What to say after picking up the telephone
- Handling inquiries
- Questioning techniques
- What to do when the line is not clear
- Taking a message for others
- Transferring a call

4. Outbound Calls

Participants will watch *another video clipping* here, then *discuss and practise* work-related examples on:

- What to say after the line is connected
- Presenting your message with clarity
- Leaving a message

5. Handling Calls Under Stress

Most people nowadays are working under intense pressure. Through *discussions and role plays*, participants will learn:

- Techniques to control your emotions
- How to remain assertive without being offensive

Adapting to Change

MEDIUM : English / Cantonese / Putonghua Duration: 1 Day

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

Objectives

After attending the workshop, participants will be :

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

Target Participants

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

Methodology

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

Course Outline

1. The Changing Paradigm in organisational leadership

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

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

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

3. Manage Change Cycle

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

4. Techniques to cope with changes in the work environment

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

5. Sustaining a change culture

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

Influencing and Negotiating for Win-win

MEDIUM : English / Cantonese / Putonghua

Duration: 1 Day

Companies often need to negotiate in order to get the best terms when they purchase materials or sell products. People at work also need to negotiate with one another over shared resources, departmental interests, or ways to do things. **The purpose of this course is to provide the knowledge, skills and techniques to influence and negotiate with others in work situations.**

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

What participants will learn

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

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

Course Outline

Understanding influencing and negotiation

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

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

- The nature and basis of influence and negotiation
- Common pitfalls and mistakes
- Why good negotiation is a type of problem solving
- Developing a win-win mentality

The session will end with an *assessment* of the negotiation styles participants typically use.

Preparing yourself

Many negotiations ended with sub-optimal solutions because of the lack of preparation. This module focuses on what and how to prepare for a negotiation session.

Through a *case study*, participants will learn:

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

Psychology of Influence

Be able to influence the negotiation counterpart is an important skill for any negotiator.

This module focuses on the psychology behind influence and how to apply it in negotiations. Through *case studies and discussions*, participants will learn:

- How to enhance one's ability to influence
- The need for "why"
- Speed of trust
- Principle of reciprocity
- Perception of fairness
- Using good news and bad news

Interacting: Collaborative problem solving

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

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

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

Effective Meeting Skills

MEDIUM : English / Cantonese / Putonghua

Duration: 1 Day

Meetings come in for a lot of criticism in organizations. There are too many of them. They are very expensive in salary and traveling costs. They often focus on trivialities and missed the real issues. They are rated as the number one time-waster by most employees. At the same time, most businesses cannot do without meetings. After all, meetings give us a chance to share experience, exchange viewpoints, sharpen ideas, enhance team work, and facilitate alignments. What organization needs is a way to manage meetings effectively to ensure the best use of everyone's time.

Who Should Attend

Anyone involve in organizing, facilitating, and participating in meetings

Objectives

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

- Identify common pitfalls in running meetings
- Organize a meeting effectively
- Participate in a meeting productively
- Lead a meeting
- Deal with challenging situations

Methodology

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

Course Outline

1. Conducting a meeting (role-play)

Representative participants will *role play* a simulated meeting based on given topics. The rest of the participants will assess the elements of effectiveness and ineffectiveness of the simulation.

2. The mechanics of effective meetings

Participants will discuss various pitfalls identified from the earlier simulation, and the reasons behind those pitfalls. From there they will acquire a *checklist* and watch a *video* on what need to be done to organize and run a meeting effectively. Five (5) areas of concern will be emphasized:

- What one should ask and do before a meeting?
- What are the tools and roles to manage an effective meeting?
- How to manage time during a meeting?
- How to manage communication flow in a meeting?
- How to ensure commitment delivery?

3. Participating in meetings

Many meetings turn into a total waste of time because participants go on a tangent, argue with each other over the most trivial matter, or become uncooperative. This section prepares a participant with the necessary skills and knowledge to take part in a meeting productively. Through a *discussion and role plays*, participants will get answers to these questions:

- What you should do before going into a meeting?
- When should you speak and when you should listen?
- How to say what you need to say in the shortest possible time?
- How to speak convincingly without being manipulative?
- What should you do when you are interrupted?
- What you should do when others disagree with what you say?

4. Leading a meeting

Having an effective leader makes a world of difference in managing an effective meeting. This section focuses on the skills required of a leader in facilitating a meeting effectively. Using a *simulated exercise, discussion and demonstration*, participants will learn the following:

- The role of a leader in meetings
- How to prepare for a meeting?
- How to open up a meeting?
- How to keep the discussion on track?
- How to ensure contribution from relevant participants?
- How to capture ideas?
- When to encourage discussion and when to consolidate ideas?
- What to do when something important but irrelevant comes up?
- How to facilitate consensus?
- How to assign tasks?

5. Dealing with challenging situations

This section discusses how to manage four (4) common challenging situations in meetings:

- Managing overly enthusiastic speakers
- Dealing with strong personalities
- Reaching an impasse
- Managing conflicts

6. Meeting role-play

Riding on what they have learnt during the day, participants will do another *simulated role play*. This will be followed by a *discussion* highlighting their successes to reinforce the learning points, and gaps that still need to be filled with more practices.



7 Thinking Tools for generating Extraordinary Ideas

MEDIUM : English / Cantonese / Putonghua

Duration: 1 Day

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

Analytical Thinking and Problem Solving

MEDIUM : English / Cantonese / Putonghua

Duration: 1 Day

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

Persuasive Proposal and Report Writing

MEDIUM : English / Cantonese / Putonghua

Duration: 1 Day

Raise readability and persuasion through a sharp focus to get attention and buy-in

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

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

Methodology

A. Pre-Workshop Phase

Each participant will submit a writing sample to the trainer before the workshop. The trainer will offer coaching remarks on the samples.

B. Workshop Activities

Lecture, Exercises, Case studies, One-on-one Coaching

Course Outline

1. Going the Extra Mile

The trainer will give an overview on:

- The objective of adding value to writing
- The review of the current writing standards
- The takeaways in the workshop

2. Be Reader-Focused

The participants will *review case studies* to realise ways to grab the reader's attention with the WI-FM (What's In It For Me) principle:

- Get to the point by addressing the reader's needs
- Learn creative methods to hook reader's attention
- Apply the learning in proposal and report writing

3. Practise the Three P Writing Steps

The participants will be aware of how to stay reader-focused with:

- Planning the key message
- Processing the well-selected content
- Polishing content selection and language style

4. Mind Map Relevant Content

The participants will learn mind mapping to be systematic in:

- Getting started on the framework
- Selecting relevant content
- Grouping related content

5. Create a Coherent Flow with a Template

The participants will follow a recommended template to categorise three (3) classes of information:

- Must know
- Important to know
- Nice to know

6. Sharpen the Executive Summaries

The participants will do *case studies and exercises to practise*:

- Executive summaries
- Internal summaries

People Interaction in Project Management

MEDIUM : English / Cantonese / Putonghua

Duration: 1 Day

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

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

Who Should Attend

Project managers and project coordinators

Course Outline

1. Understanding Projects and People Interaction

- Every project is unique
- Project Life Cycle
- Project environment
- Role of Project Manager
- Interacting with different stakeholders
- Why projects fail?

2. Clarifying requirements

- Project brief
- Key questions every project manager must ask
- Clarifying requirements and scope
- Managing expectations

3. Planning and allocating tasks

- Simple but effective planning tools
- Involving relevant people in the planning
- Getting input and buy-in from team members

4. Monitor and Control

- What and how to monitor
- When things don't work according to plan
- Managing unplanned changes
- Negotiating revised due date
- Asking for additional resources

5. Learning from a project

- Conducting a project post-mortem
- Celebrating success

Project Management Workshop

MEDIUM : English / Cantonese / Putonghua

Duration: 2 Days

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

Customer Service and Complaint Handling

MEDIUM : English / Cantonese / Putonghua

Duration: 1 Day

Complain are the best gifts customers can give to an organization. While complaints are rarely pleasant, they often carry a positive intention. Unfortunately, many organizations and customer service personnel have adopted a negative attitude towards complaints, which in turn lead to unnecessary conflicts, angers and even sabotage. To be able to handle complaints professionally and tactfully not only helps to resolve the issue at hand, but also raises the public image of the organisation.

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

Training Activities

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

What participants will learn

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

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

Benefits

To the organization:

- Better public image
- Improved morale
- Happier workforce

To the individuals:

- Reduced stress
- Improved professionalism



Course Outline

1. The benefits of great customer service

Through a *debate exercise and group discussion*, the participants will recognize the benefits of complaints to a public organization. Topics covered in this section include:

- The benefits of great customer service
- You and your organization
- Moment of Truth
- The value of complaints to a public organization
- The benefits of dealing with complain effectively with tact

2. The fundamentals of great customer service

Through a *self-evaluation questionnaire and discussions*, the participants will learn how to turn a problem into an opportunity:

- Do's and don'ts in customer service
- Developing a positive attitude
- Developing rapport
- Active listening
- Identifying positive intentions behind a complaint
- Demonstrating empathy

3. Telephone manner

Through an *audio sound track, demonstration and role-play*, the participants will acquire the skills to provide good telephone services, including:

- Receiving inbound calls
- Handling inquires
- Making outbound calls

4. Template for Effective Complaint Handling

Through an *exercise and role-play*, the participants will learn:

- A 7-step process to handle a complaint
- Acknowledging the complaint and its positive intention
- Seeking a mutually agreeable ground
- Exploring options for win-win solutions
- Seeking agreement
- Formulating action plan
- Expressing appreciation and support

5. Managing Difficult Customers

Through a *mini-lecture and discussions*, participants will learn about the mindset of a difficult customer/people and how to deal with one. Included in the discussions are:

- What is a difficult customer?
- Why will people become difficult?
- Understanding threatened intents and their resulting behaviours
- Dealing with difficult customers

6. Learning from a Complaint

Through *discussions*, participants will discuss:

- What can a complaint teach us?
- How to collaborate with other departments to address a complaint to prevent future occurrence

6-Star Service Excellence

MEDIUM : English / Cantonese / Putonghua

Duration: 1 Day

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

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

Methodology

Lecture, Role-plays, Discussion, Video

Course Outline

1. The Service Process

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

2. Building Rapport

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

3. Listening to Identify Needs

The participants will view a video and followed with a discussion to:

- Define active listening behaviours
- Learn questioning techniques to probe information

4. Presenting with Confidence

The participants will practise through exercises and role-plays:

- A customer-oriented language
- Empathetic vocal elements
- Enthusiastic body language

5. Negotiating for Win-Win Solutions

The participants will role play situations requiring them to overcome objections by:

- Staying focused
- Choosing negotiation methods

6. Service Recovery

The participants will learn how to resell service in the following situations:

- Handling complaints
- Dealing with difficult customers

7. Networking with Customers

The participants will discuss ways to maintain their rapport with others by networking with:

- Internal customers to pool resources
- External customers to expand business

Etiquette Training for Technical Professionals

MEDIUM : Cantonese / Putonghua

Duration: 1 Day

Technical people receive technical training, but, often, what they need most is people skills. Good business etiquette is a valuable skillset that will make one stand out from others in the technical profession and thus help enhance one's chances of success.

During this down-to-earth program, participants will learn the secrets of people communication. This program can help participants act professionally and exercise proper manners in the workplace in relations to professionalism and business etiquette.

After attending this program, participants will be able to :

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

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

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

Course Outline

1. Identify etiquette errors versus what should be done ("format hard disk")

- Basic appropriate business behavior
- The elements of personal branding

2. Choose the right clothes ("package the program")

- Business formal
- Business casual
- Smart casual
- Dos' and Don'ts

3. Develop a professional image and build a network ("use cookies and establish favorites")

- Handshakes
- Networking with internal and external clients and colleagues
- Business cards

4. Telephone etiquette ("avoid crossed wires")

- Telephone manners
- Nitty-gritty rules for using smartphones

5. Essentials of email etiquette ("manage mail")

- When to use email
- Proper email etiquette

6. Plan the messages ("upgrade the system")

- Know your audience
- Craft the message
- Choose the words
- Apply appropriate tone
- Manage non-verbal signals

Business Networking Skills

MEDIUM : English / Cantonese / Putonghua

Duration: 1 Day

A saying in the public relations industry goes, 'It matters more with how many people know you than with how many people you know.'

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

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

Target Audience

This course is open to all.

Methodology

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

Course Outline

1. Decode the Power of Networking

The participants will *build* the focus of their learning:

- Engage in a group activity
- Relate to the networking process
- View networking as a service extension to create promoters of their business

2. Make the 'What Can I Do for You?' Attitude Work

The participants will *review* how to follow the number one principle in networking about giving:

- Analyse their responses in the pre-course networking and influence profile
- Build confidence in taking initiatives to offer their ideas/skill/help
- Express values associated with their or company input
- Understand the attributes of a successful networker

3. Take Four (4) Essential Networking Steps

Through *exercises and role-play* on company-related scenarios, the participants will practise:

- Prepare conversation topics to get involved
- Approach someone to break the ice
- Deepen the relationship on commonality
- Follow up to maintain and grow the relationship

4. Engage Others with Credibility and Interest

The participants will *practise* the art of a good conversationalist:

- Enrich information with the magic word 'because'
- Connect with someone with active listening by catching the key words of interest
- Ask open-ended questions
- Speak in a sincere and tactful tone
- Develop peripheral vision
- Exude energy in body language
- Pace, calibrate and match to create rapport with different personalities

5. Role Play on Customised Networking Scenarios

The participants will *role play* scenarios based on company-related activities to practise the networking steps and engagement techniques. Some scenarios may include:

- Informal ad-hoc conversations
- Meetings
- Events

6. Explore Channels to Build Social Intelligence

The participants will *define* the techniques to suit the channels to build their social intelligence:

- Associations
- Business friends
- Personal friends
- Internal company circle
- Social media

7. Integration - Personal Networking Plan

The participants will *integrate* the programme learning and to plan their continued effort to maximize networking.

Account Development Strategies

MEDIUM : Cantonese / Putonghua

Duration: 2 Days

Objectives

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

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

Audience

Every sales related staff

Course Outline

1. Review of core skills learned

- Opening skills
- [CASH] probing skills
- F.A.B.
- Gaining Commitment

2. How customer go to decision making

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

3. Expert Sales Strategy

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



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

Sales Coaching Workshop

MEDIUM : Cantonese / Putonghua

Duration: 1 Day

Objectives

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

- overcome coaching fears and create receptivity to coaching
- building team support for coaching and skill improvement
- provide feedback in way that motivates and leads to a positive change
- help salespeople plan their objectives before a call
- observe salespeople and collect relevant information during the call
- use data after a call to determine what coaching is needed
- enhance the ability of sellers to better understand their customers

Methodology

All training modules have variations of the following:

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

Target Audience

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

Course Outline

1. Why Coach?

- Reinforcing skills
- Building a common language
- Demonstrating management commitment

2. What is Coaching?

- Skills Coaching
- Strategy Coaching
- Modeling
- Training

3. Barriers to Coaching

- Competing pressure
- Lack of reinforcement
- Inadequate models
- Fear of coaching

4. How to Coach?

- The Plan-Do-Review Coaching Cycle
- Know what to look for
- Observe the sales performance accurately
- Help make change happen
- The Call Plan Model

5. When to Coach?

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

6. Who to Coach?

- Four (4) types of salespeople
- Where to spend leadership time

7. Role-playing to Practise the Skills



Room 903, Connaught Commercial Building,
 185 Wan Chai Road, Wan Chai, Hong Kong
 Tel: (852) 2838 1182 (General Line) Fax: (852) 2838 7122
 Website: www.celhk.com Email: cel@celhk.com

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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.

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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

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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.

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