

# Catalogue of IN-HOUSE COURSES

Volume Five, Spring 2017

“Your  
Strategic Training  
Partner in  
People  
Development



## LEADERSHIP DEVELOPMENT SERIES MASTERCLASSES

*new*

The Leadership Development Program – Master Classes are derived largely from consulting works done in Asia Pacific. All of the topics come with case studies, practical consulting implementation experience and are delivered in an engaging and interactive style.

- 1. Going for Excellence:**  
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- 2. Upscaling the HR Function:**  
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## MANAGERIAL SKILLS & LEADERSHIP

- Leadership in a Multicultural Environment *new* p.5
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- Disruption Scenarios for Leaders *new* p.11

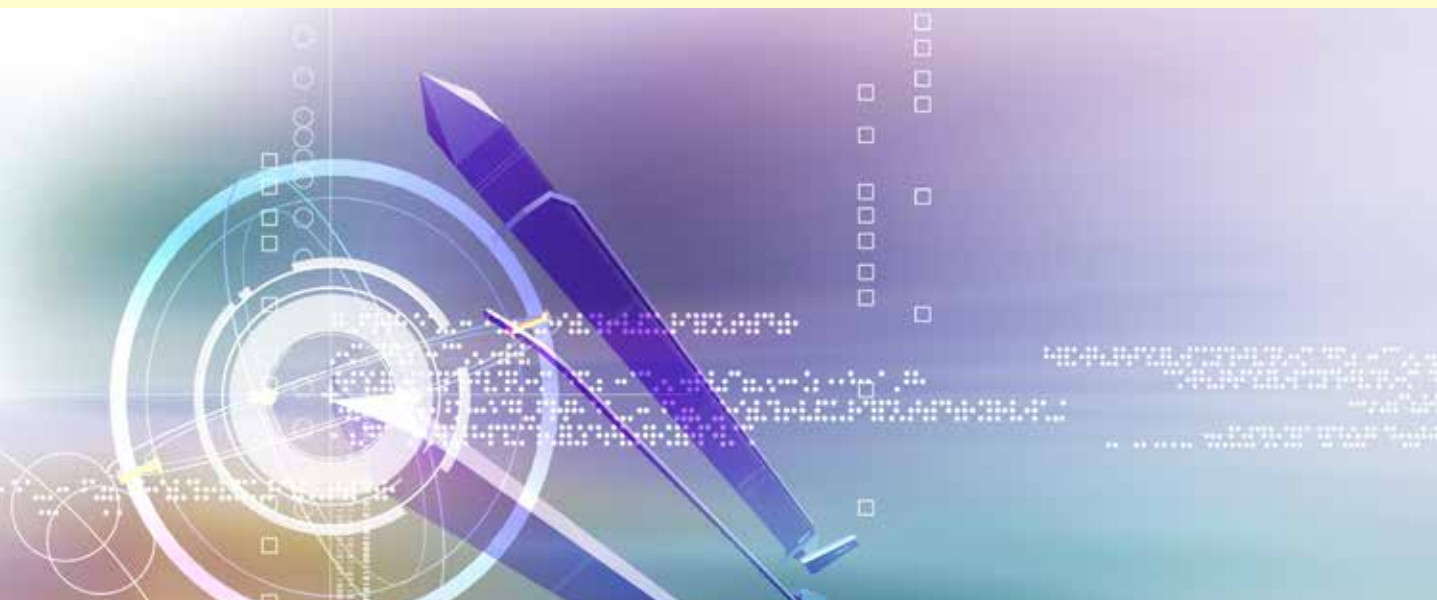
## PERSONAL EFFECTIVENESS

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## SPECIALTY COURSES

*new*

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## Going for Excellence: Practical Insights in Leveraging Human Capital

MEDIUM : English

Duration: 1 Day

This program focuses on core topics of motivation and engagement of both management and employees in organisations with practical insights shared on client engagement experiences.

The Master Class is for active practitioners of HR or senior management who have oversight on Human Capital / Organisational Development / Learning & Development.

Reading Materials will be distributed for the Master Class. Reading of these materials is mandatory. The program is designed around sub-topics that cover essential ingredients and best practices.

### Course Outline

#### 1. Introduction and Expectation Management

#### 2. Generative Conversations

- Universal Fears & Desires
- Five (5) Types of Conversations
- Getting Un-stuck in Conversations
- Generative Conversations – Purpose, Principles, Guidelines
- *Role Plays* in Generative Conversations

#### 3. Performance & Development

- Four (4) Concentric Circles on P&D
- *Case Studies* on Talents Engagement
- *Participants Review & Case Presentation*

#### 4. Motivation & Unleashing Potential

- Two (2) Fundamental Theories of Motivating Employees
- Going the Deep End: Creating Purpose, Passion & Motivation
- How Management Can De-motivate
- Three (3) Goals of Employees at Work
- *Participants' Perspectives* of Realities-on-Ground

#### 5. Talent Management

- Talent Management Maturity Model
- Key Principles in Talent Development
- Best Practices in Talent Development
- *Participants' Perspectives* on Talent Management Experiences

#### 6. Closing Comments – Global Human Capital Trends

## Upscaling the HR Function: The Strategy & Impact of HR Capability

MEDIUM : English

Duration: 1 Day

This program highlights cutting edge thinking and practices that level up HR (Human Resource) to play an effective and impactful Business Partner in Organisations. It will also showcase HR restructuring work done with clients.

The Master Class is for active practitioners of human resource who have attained broad HR exposure.

Reading Materials will be distributed for the Master Class. Reading of these materials is mandatory. The program is designed around sub-topics that cover essential ingredients and best practices.

### Course Outline

#### 1. Introduction and Expectation Management

#### 2. Setting the Stage: From Tactical to Strategic HR

- Global Human Capital Trends
- Seven (7) Deadly Sins of Global HR
- Eight (8) Key HR Challenges
- Towards a new HR Philosophy
- *Participants Sharing* of HR Journey

#### 3. Strategic HR

- Essentials Elements of Strategic HR
- Strategic HR Roles
- Strategic HR Competencies
- Driving Excellence in HR
- *Participants Expertise Sharing*

#### 4. Adoption of HR BSC

- HR BSC (Balance Scorecard) Framework
- HR BSC Value & Benefits
- HR Strategy & Value Map
- HR Strategic Measures
- *Participants Expertise Sharing: Value Creation*

#### 5. Organising for the Future: Think Platform, not Structure

#### 6. Creating Organisational Agility

#### 7. Closing Comments – Creating a HR centric management team

# Driving Change in Organisations

MEDIUM : English

Duration: 1 Day

This program offers practical insights when driving any form of change in an organisation covering structure, process, people and culture management.

The Master Class is for active practitioners of change management or senior management who have oversight on transformation.

Reading Materials will be distributed for the Master Class. Reading of these materials is mandatory. The program is designed around sub-topics that cover essential ingredients and best practices.

## Course Outline

### 1. Introduction and Expectation Management

#### 2. Change Insights

- Scoping Change Management
- Key Realities in Change Management
- *Participants sharing* on their collective experiences

#### 3. Change Case Study (Norwegian Shipping Company)

- *Participants Review & Case Presentation*

#### 4. Change Best Practices

- Psychology of Change Management
- Seven (7) Global Best Practices
- *Participants Expertise Sharing*

#### 5. Building Blocks of Change

- Showcasing Four (4) Foundational Blocks
- *Participants' Perspectives* of Realities-on-Ground

#### 6. Transformation Management

- Positioning Chief Transformation Officer (CTO) / Transformation Office (TO)
- Sustaining Momentum of Transformation
- *Participants' Perspectives* on Transformation Experiences

#### 7. Closing Comments – Change Leader, Change Thyself

# Institutionalising Excellence in Organisations: A Process Approach

MEDIUM : English

Duration: 1 Day

This program showcases the need for management systems and organisation-wide processes to capture and embed excellence in organisations. It will showcase a landmark client engagement work that brings out excellence in people.

The Master Class is for active practitioners of operations or senior management who have oversight on process excellence.

Reading Materials will be distributed for the Master Class. Reading of these materials is mandatory. The program is designed around sub-topics that cover essential ingredients and best practices.

## Course Outline

### 1. Introduction and Expectation Management

#### 2. Process & System Introductions

- What is a Process?
- What is a System?
- Core Elements of Process Mapping Techniques

#### 3. Case Study 1: Management System Development

- An Introduction to Management System
- Development of a Management System – American Global MNC
- *Class Exercise* – MS Development Practice

#### 4. Case Study 2: Strategy Management Process Development

- Development of a Management System – American Global MNC
- *Class Exercise* – MS Development Practice

#### 5. Case Study 3: Development of Critical Processes

- Development of a Management System – American Global MNC
- *Class Exercise* – Critical Process Development Practice

#### 6. Implementation of Process Design

- Wave 1 and Wave 2 Processes
- Prioritisation, Accountabilities, Timelines
- Management Manual & General Procedures (GP)
- Management Reviews

#### 7. Closing Comments – Adopting a Program Management Approach to Process Excellence

# Making Leadership Impactful

MEDIUM : English

Duration: 1 Day

This program draws out leadership experiences and methodologies that showcases impactful leadership. It will incorporate a couple of leadership assessment and leadership sharing opportunities for participants.

The Master Class is for senior management and for managers who have oversights on leadership development.

Reading Materials will be distributed for the Master Class. Reading of these materials is mandatory. The program is designed around sub-topics that cover essential ingredients and best practices.

## Course Outline

### 1. Introduction and Expectation Management

### 2. Reflections on Leadership

- Exemplary Leadership Practices
- Core Leadership Styles
- Reflecting Leadership
- *Participants sharing* on their collective experiences

### 3. Leadership Self Assessment

- Self Assessment Tool 1 – Leadership Practices
- Self Assessment Tool 2 – Leadership Quality
- *Participants Sharing* of Results

### 4. Embracing the 4Es: Leading in a Technology Disrupted World

### 5. Leadership in Practice I: Wang Ruimin, CEO Haier

- Articulating the four foundations of success in Haier

### 6. Leadership in Practice II: How Leaders Kill Meaning at Work

- Four (4) Traps
- Avoiding the Traps

### 7. Leadership in Practice III: "Observe More, React Less"

- An expose on engagement

### 8. Leadership in Practice IV: On-Ground Realities

- *Participants Leadership Journey Sharings*

### 9. Closing Comments – A Selection of impactful Leadership Quotes

# Is Strategy Design & Implementation a Science or Art? It's Both!

MEDIUM : English

Duration: 1 Day

This program introduces the science of strategy development and implementation with practical tools & insights driven from client implementation. It that bridges the science of Strategy with the art of strategy - how engagement and change deliver value.

The Master Class is for active practitioners of strategy or senior management who have oversights on strategy.

Reading Materials will be distributed for the Master Class. Reading of these materials is mandatory. The program is designed around sub-topics that cover essential ingredients and best practices.

## Course Outline

### 1. Introduction and Expectation Management

### 2. Strategy Insights

- Positioning Strategy – Key Thoughts
- *Participants sharing* on their collective experiences

### 3. Strategy Trade-offs

- Scoping Strategy
- Strategic Options
- Strategic Barriers
- Creating a Strategy-focused Organisation
- *Participants Expertise Sharing*

### 4. Hidden Flaws of Strategy – Why Good Executives Choose Bad Strategy

- Exposure on eight (8) Flaws
- *Participants Failure Stories*

### 5. Digitalisation Impact on Strategy

- Overview on Digitalisation
- Hyperscaling
- Digital Transformation
- *Participants Perspectives* on going Digital

### 6. Grow Fast OR Die Slow

- Four (4) Global Mega Trends
- Focusing on Customer Value Creation
- Speed in Strategy
- *Participants Strategy Alignments*

### 7. Closing Comments – Have You Tested Your Strategy?

# Leadership Skills in a Multi-cultural Environment

MEDIUM : English / Cantonese

Duration: 1 Day

In many organizations, frontline workers are often promoted to leadership positions because of experience or performance. While these leaders are technically competent, they often lack the necessary people skills to carry out their responsibilities effectively. Many even have the false belief that they are essentially fault-finders, making themselves and others miserable. The situation can be further complicated if the team members are from different cultural origins. The result is decreased morale and productivity.

**The purpose of this course is to provide leaders and leaders-to-be the necessary skills to carry out their work effectively, especially in a cross-cultural environment.**

## What participants will learn

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

1. Role and responsibilities of a mid-level leader
2. Communicate effectively
3. Delegate confidently
4. Solicit from and provide feedback to a subordinate
5. Coach to develop and motivate a subordinate
6. Lead across a cultural difference

## Methodology

*Discussions, mini-lecture, simulated exercises, case studies, demonstrated role-plays*

## Course Outline

### 1. Multi-roles of a mid-level leaders

Mid-level leaders are often confused at what exactly their roles are in an organization, in that they are neither the ultimate decision-makers nor the ones who ultimately perform a work task. This module intends to clarify their roles in an organization and how they may lead from the middle. Through a *game and discussions*, participants will learn:

- Leading from the middle
- Values and roles of a mid-level leader
- Four (4) key dimensions of leadership
- What do people want from their leaders?

### 2. Leadership and Interpersonal communication

Communication is simply the most basic skill a leader should master. Through a *short game, discussions, practices and role plays*, participants will learn:

- The basic principles in interpersonal communication
- Cultural differences in direct versus indirect communication
- The LAPA model of interactive communication
- Listening techniques across cultural differences
- The ABCP principles of communication
- *Role-plays and feedback*

### 3. Delegating with confidence

Through *demonstrated role-plays, mini-lecture, discussions and simulated exercises*, participants will learn:

- Key components in delegation
- Cultural difference in perception of "problematic issues"
- Effective delegation
- Conducting follow-up
- *Role-plays and feedback*

### 4. Providing feedback

Through *demonstrated role-plays, mini-lecture, discussions and simulated exercises*, participants will learn:

- Key components in providing feedback
- The issues of "face" and "superficial humility" in the Asian culture
- How to solicit feedback from subordinates
- How to provide positive feedbacks
- How to receive positive feedbacks

### 5. Providing feedback

- How to provide constructive feedbacks
- How to receive constructive feedbacks
- *Role-plays and feedback*

### 6. Coaching to develop and motivate

Through *demonstrated role-plays, mini-lecture, discussions and simulated exercises*, participants will learn:

- The GROW model in coaching
- Coaching and trust building
- Building trust across cultural differences
- Coaching to develop a subordinate
- Extrinsic versus intrinsic motivators
- Motivating a subordinate through coaching
- How to lead by asking questions
- *Role play and feedback*

### 7. Leading across cultural difference

Through a *case study, demonstrated role-plays, mini-lecture, discussions and simulated exercises*, participants will learn:

- Key differences between European and Asian cultures and how they affect how one leads
- Using your influential power to lead
- Emotional management
- *Case discussions*

### 8. Action planning and wrap up

- Questioning techniques

# Coaching for Excellence Program

MEDIUM : English

Duration: 2 Days

Every significant study of effective managers concludes that those managers, who get the most out of their teams, spend a high proportion of their time and energy coaching others. Effective managerial coaches are able to delegate more, to create a stronger sense of purpose within the team and to motivate the performance of others. They free up time so that they can focus on the most important tasks, instead of fire-fighting or doing jobs that could be done by their direct reports.

Coaching in general offers a process for sharing, analysis, reflection and action that ultimately enables and empowers individuals and / or groups to become more successful which is manifested in better performance results, personal well-being and an increased capacity to handle challenges and change more effectively. Coaching, done with the right intentions and right skill-sets evokes excellence in people and unleashes someone's unique potential.

Good managerial coaches see coaching as an opportunity rather than a remedial intervention while they are working on both levels: addressing what limits their people's effectiveness and how to overcome it as well as what fosters their successes and what should be done more often, or cultivated. To be successful as a coach requires knowledge and understanding of the process as well as the variety of styles, skills and techniques that are appropriate to the context in which the coaching takes place and how it allows for learning and development to occur.

While coaching training for managers can help to raise the sensitivity of the positive impact of coaching and improves managerial skill-sets, a robust coaching climate is often required to achieve better business performance, retention of talents or strategic goals of the organisation. Establishing a climate means making coaching part of the organisational culture which does not happen overnight, but through directed, consistent effort to embed coaching skill-sets throughout the organisation and build a climate of trust, feedback and collective learning.

This 2-day interactive Workshop aims to equip managers with the necessary skill-sets, tools, techniques and background information to become good coaches to their direct reports and peers in their organisation. **It integrates group work, discussions and role plays with content knowledge.**

## Program Objectives

1. Appreciate the context, impact and benefits of coaching as a performance enhancement and learning & development process
2. Understand what it takes to be a Manager & Coach and how to reconcile both identities
3. Explore common organisational, performance & people-related challenges where coaching can be applied
4. Learn & Practice Core Coaching Skills by
  - a. Creating the Context
  - b. Managing the Coaching Process
  - c. Applying selected Coaching tools
  - d. Conducting Coaching Conversations with Impact
5. Recognize potential Coaching Blocks and learn how to coach in difficult situations
6. Create and commit to a program of ongoing practice & self-development

## Program Outcomes

Participants will acquire the following key outcomes:

1. Develop a self-understanding and appreciation of "Who am I as a Manager & Coach"
2. Obtain a set of Coaching Tool Kit
3. Practice effective Coaching Conversations
4. Establish a Personal Action Roadmap: "How to translate the learning into action"

## Course Outline

### 1. Coaching Fundamentals

An Overview of Context and Importance of Coaching

- Workplace changes and its imperatives for managers
- Coaching Definitions
- Scope and Benefits of Coaching
- The coach's job
- Identifying organisational challenges in coaching – *Table Group Discussion*

### 2. Me as a Coach

Creating and manifesting a new identity as a Coach

- Have I coached today? – *A quick self-assessment*
- Discovering my coaching style – *A self-assessment*
- Identifying and overcoming personal shifts to becoming a coach (and stay a manager)
- Eight (8) Critical skill-sets as a Coach
- Cultivating self-knowledge

### 3. Coaching Situations and Challenges

*Discusses the role and impact of coaching in the context of a variety of organisational and managerial challenges to be addressed at the workplace*

- Understanding Engagement: The Arc of Engagement and how people think, feel and act
- Understanding Performance Issues
- Motivating Employees for Success
- Recognizing and taking advantage of "coachable moments"
- Managing Judgments – *Case Study*

### 4. Effective Coaching Conversations (with role play)

*An overview of selected coaching models and processes applied in coaching conversations*

- The Five (5) - step Coaching Process
- Types of Coaching Conversations and how to get prepared
- Discovery Questioning
- Coaching Models
- GROW Model
- A Performance Framework

### 5. The Coaching Tool Kit (with role play)

*A set of useful tools and techniques applied during coaching conversations to foster insights generation, learning and development*

- The IDEAL Model
- The EIAG Model of Questioning
- The APET Model
- The WDEP Process
- The A-F Model – Working with limiting beliefs
- *Self-Assessment as a Coach*

### 6. Coaching in difficult situations (with role play)

- Potential blocks to coaching
- Overcoming resistance, reluctance and non-commitment
- Coaching is NOT Therapy - when to call for outside support and explore other opportunities

### 7. Contributing to a coaching climate

- Peer Coaching – can we support each other?
- Coaching Circles – can we learn from each other?
- Continuous Self-coaching

### 8. Personal Action Roadmap

- Key Learning Summary
- My Coaching principles and commitments
- Goal-setting and action planning

## 7 Thinking Tools for Generating Extraordinary Ideas

MEDIUM : English / Cantonese

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.

### Objectives

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

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

**Methodology** Discussions, demonstrations, mini-lectures, exercises

### 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 Thinking Hats

## Effective Presentation Skills Workshop

MEDIUM : Cantonese

Duration: 1 Day

Being well presented in the workplace – in a presentation, in a meeting, during a discussion with colleague or client is essential. Presentation and public speaking skills are “learned” skills – by working on these skills, the quiet and shy person can learn to present with confidence and eventually “find their voice”. Success rides on the presentation outshining the competition.

This one day presentation workshop will address the factors that affect how confidently the presenter delivering any presentation. It offers simple, easy to practise tools to help participant cope with nerves, get one's message across memorably for the best impact and present to audiences of varied sizes.

After attending this program, participants will be able to :

- Learn the three key stages required for a professional presentation
- Create a clear presentation objectives and content structure that capture audiences' interest
- Prepare the presentation, including visual aids, physical environment and rehearsal, for effective delivery
- Acquire necessary knowledge and skills to deliver a professional presentation
- Develop and deliver effective postures, gestures and facial expressions in presentations
- Learn the techniques to overcome stage nervousness
- Handle questions and answers in a confident and professional manner
- Apply the tools and techniques covered via individual and peer skill practices

**Methodology** Lecture, demonstration, discussion ad reflection, exercises, checklists and practices by video taping

**Target Audience** Frontline staff and executives who need to speak in front of groups, sales people and clients.

### Course Outline

#### 1. Three(3) stages in a presentation

- Planning
- Preparation
- Delivery

#### 2. Define the objectives

- Clear and specific objective setting
- Action verbs, key points and desirable outcomes

#### 3. Analyze the audience

- Research on the audiences' background
- 5W1H

#### 4. Organize the contents

- Opening
- Body
- Closing

#### 5. Visual aids

- Powerpoint slides
- Chart and pictures

#### 6. Physical environment

- Lighting and audio visual effects
- Room set up

#### 7. Rehearsal

- The importance of rehearsal
- Tips for physically and mentally rehearsal

#### 8. Delivery

- Wining tips for grooming
- Facial expression
- Body gestures

#### 9. Overcome stage nervousness

- Techniques to overcome stage nervousness

#### 10. How to handle question and answer session

- Question and answer handling techniques

## Business Etiquette Workshop

MEDIUM : Cantonese

Duration: 1 Day

In the business world, people with good etiquette are rewarded for professional and polite skills. Good business etiquette is the recipe for advancing one's career. Etiquette is a set of unwritten rules that apply to social situations, professional workplaces and relationships.

Master good business etiquette is a valuable skill-set that will make one stand out from others, enhance chances of success and smoothen customer relationship to boost business bottom-line. This program can help participant act professionally and exercise proper manners to create a memorable impression for business success.

After attending this program, participants will be able to :

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

### Methodology

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

### Target Audience

Frontline staff and client facing executives who need to meet with external parties, including customers and business partners

### Course Outline

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

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

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

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

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

- Networking events
- Business meetings
- Business meal meals

#### 4. Dining etiquette

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

#### 5. Conflict resolution

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

## Etiquette Training for Technical Professionals

MEDIUM : Cantonese

Duration: 1 Day

Technical people expect technical training, but often what they need most is people skills. Master good business etiquette is a valuable skill-set that will make one stand out from others on top of their technical profession to enhance chances of success.

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

After attending this program, participants will be able to :

- Explain what office etiquette is why it is important
- Dress appropriately to project a positive professional image
- Develop and maintain business relationship and demonstrate proper use of business cards and handshakes
- Soften blunt communication
- Apply the appropriate tone, words and body language in communication
- 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
- Business cards
- Networking with internal and external clients and colleagues

#### 4. Telephone etiquette (avoid crossed wires)

- Telephone manners
- Nitty-gritty rules for using smartphones

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

- When to use email
- Proper email etiquette

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

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



## Professional Image and Presence Workshop

MEDIUM : Cantonese

Duration: 1 Day

We all agree that the first impression is everything when starting a great conversation in business, but how can you gain trust from customer or interviewers within minutes of first interaction? Is it important for your frontline staff to project the brand identity of your company?

Master the art of professional business image and personal branding can adapt dynamically to meet the needs in different situations, allowing oneself to dress and groom the unique best, confident and professional. This program can help participant recognize image details that distinguish oneself from the competition.

After attending this program, participants will be able to :

- Understand the importance of visual image
- Be aware of the benefits of creating one's professional image for career and the company
- Be able to build a positive first impression through both inner and outer elements
- Be able to dress and groom well for different business situations
- Make an impactful first impression in business interaction
- Manage body language and vocal expression to create positive impression
- Apply personal image power-up advice to enhance personal professional image

**Methodology** Lecture, demonstration, discussion and reflection, role plays, checklists and questionnaires

**Target Audience** Anyone who needs to meet with external parties, including customers and business partners or job seekers who need to attend job interviews

### Course Outline

#### 1. The important of visual image

- What is professional image
- Align personal image and corporate image
- Cases sharing

#### 2. Dressing right, dressing smart in every business occasion

- Introduction of dressing code for different business occasion
  - Business formal      - Smart casual
  - Business casual

#### 3. Business grooming standards

- Grooming tips from head to toe
- Personal hygiene and use of fragrance

#### 4. Contemporary business dressing guides

- Dress details of formal suits, business casual and smart casual
  - Color                      - Fabrics
  - Styles                      - Correct fit
- Mix and match guidelines
- Accessories for different occasions

#### 5. Use of body language and voice during business interaction and win trust from others

- Master five(5) tips to empower non-verbal communication
  - Posture & gesture      - Eye contact
  - Energy level            - Nod
  - Smile

#### 6. Personal image power-up advice

- Facilitator will give constructive feedback to participant on professional business image which include color analysis, hair style and dressing style

#### 7. Shopping Tips

- Purchase the appropriate clothing based on different styles, with price range recommendation

## Key Account Management

MEDIUM : English / Cantonese

Duration: 2 Days

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

### Objectives

Upon completion of this workshop, participants are able to:

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

### Course Outline

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

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

#### 2. The Account Planning Process

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

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

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

#### 4. Expanding Business

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

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

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

#### 6. Implementation of the key account plan

- Identification of the key stakeholders
- Key Issues Analysis
- Presenting the key points to customer

#### 7. Fundamentals of Selling

- Concept of Consultative Selling
- Matching the customer's buying process with the selling process
- Understanding the communication process

#### 8. Keys skills in Selling in key account

- The art of listening
- Questioning/ Probing Strategies to get more future development information
- Handling objections

# Interview Skills for Outplacement

MEDIUM : English / Cantonese

Duration: 1 Day

The Workshop on Interview Skills, intended for participants who are taking business interviews, aims to help staff improving the successful rate of interviews by building the right attitude and self confidence, together with well preparations including effective presentation skills, question handling techniques, appearance, etc.

## Methodology

Mini-lecture, discussions, exercise, role-play

## Objectives

Upon completion of the workshop, participants would be able to:

- Learn about how one should prepare oneself for job interviews psychologically with the right attitude and appearance
- Appreciate the importance of behaving with self-confidence during the interview
- Learn about the skills in presentation during interviews and be able to handle difficult questions
- Be able to apply those skills during real interviews

## Course Outline

Outline	Learning Focus	Mode
<b>1. Welcome and Introduction</b> <ul style="list-style-type: none"> <li>• Briefing, set ground rules and expectations on the workshop</li> <li>• Ice-breaking</li> </ul>	<ul style="list-style-type: none"> <li>• Set context of the workshop</li> <li>• Understand participants' expectation towards the workshop and set learning goals</li> </ul>	<i>Game, Discussion, Briefing</i>
<b>2. Fundamentals of Interview Skills</b> <ul style="list-style-type: none"> <li>• Function of an interview</li> <li>• Trends of the job market</li> <li>• What kind of talent are corporation looking for?</li> </ul>	<ul style="list-style-type: none"> <li>• Know what corporation wants</li> <li>• Learn about trends of the job market</li> </ul>	<i>Lecture, Case Studies, Group Discussion</i>
<b>3. Preparation for Interviews</b> <ul style="list-style-type: none"> <li>• Criteria of talent selection</li> <li>• Preparing for your CV</li> <li>• Preparation matrix before interviews</li> </ul>	<ul style="list-style-type: none"> <li>• Understand the criteria of talent selection</li> <li>• Learn about the preparation matrix before interview</li> </ul>	<i>Lecture, Activity, Exercise</i>
<b>4. Building First Impression with Impact</b> <ul style="list-style-type: none"> <li>• What usually impress interviewers</li> <li>• Dos and Don't in attending interviews</li> <li>• Proper dressing code</li> <li>• Formal business and social etiquette to impress the interviewer</li> <li>• Things to do and avoid during interviews</li> </ul>	<ul style="list-style-type: none"> <li>• Know what impresses the interviewer</li> <li>• Learn about things to do and avoid during interviews</li> </ul>	<i>Lecture, Case Studies, Exercise, Group Discussion</i>
<b>5. Presenting Yourself Effectively</b> <ul style="list-style-type: none"> <li>• Structure your presentation</li> <li>• Express your ideas in a logical manner</li> <li>• Presenting yourself with appropriate non-verbal languages</li> </ul>	<ul style="list-style-type: none"> <li>• Know how to structure your presentation</li> <li>• Learn about the way to use your non-verbal languages</li> </ul>	<i>Lecture, Exercise, Video Clippings, Role-Play</i>
<b>6. Handling Interviewers' Questions</b> <ul style="list-style-type: none"> <li>• Challenges in handling questions from interviewer</li> <li>• Structure listening skills</li> <li>• Respond to interviewer in the appropriate manner</li> </ul>	<ul style="list-style-type: none"> <li>• Know the kind of questions interviewer often ask</li> <li>• Learn how to respond accordingly</li> </ul>	<i>Lecture, Case Studies, Role-Play</i>
<b>7. Final Wrap-up: Putting Things Together</b> <ul style="list-style-type: none"> <li>• Conclusion and Ending Remarks</li> <li>• Workshop Evaluation</li> </ul>	<ul style="list-style-type: none"> <li>• Consolidate the skills and techniques learned</li> <li>• Effectively transfer learning to business applications</li> </ul>	<i>Talk, Exercise</i>

## Disruptive Scenarios for Leaders

MEDIUM : English DURATION: 1 Day

According to research the one thing that keeps leaders awake at night is the threat of being disrupted. Leaders can wait around for it to happen. Or they can proactively do something about it. But to learn more about disruption you must do this in a disruptive way. But this requires a leap of imagination to create a range of disruptive scenarios. These types of scenarios are interactive, highly stimulating and challenging for leaders. This type of learning creates a safe place for leaders to play around with new ideas and test themselves. The practical outcome of **Disruptive Scenarios** are the development of a range of real threats and growth opportunities that can be developed for each participant.

### A snapshot

- To engage leaders in disruption you have to give them a range of believable, non-linear scenarios (these have to disrupt the status-quo).
- Leaders have to experience the real threat of disruption and the potential opportunities to change & grow.
- These scenarios need to be customized for each organization (generic threats will not generate sufficient urgency).
- The Disruptive Scenarios approach can be designed according to budget, timing, number of leaders and key priorities.

- This approach combines theory, real world examples and full-on interactive, experiential learning.
- We co-create and facilitate these Disruptive Scenarios (sometimes you just need external, out-of-the-box facilitators).

### The key benefits

- Raise leaders awareness and understanding of disruption in a non-linear way
- Anticipate and better prepare for future disruptive threats
- Generate and prioritise a range of potential new disruptive growth opportunities
- Provide leaders with a new mindset, set of tools and collaborative experiences
- Provides a way to harness the strengths of younger and older leaders

### Agenda

1. A new way to think about Disruption
2. Why Leaders need to experience disruption before it happens
3. The problem we are addressing
4. A Snapshot of The Disruptive Scenarios Approach
5. Key Benefits
6. Next Steps

## Course Fee Schedule (by Month)

for March to June 2017

Week	Course Date	Course Code	Course Title	Medium of Instruction	Duration (Days)	Fees (HK\$)	Enroll before these dates to Enjoy our Early Bird Rates	
<b>March 2017</b>								
1	Mar-02	CM	Crisis Management	[C/E]	1	HK\$3,480	HK\$3,180	Fri, Feb 3
	Mar-03	CSSW	Consultative Selling Skills Workshop	[C/E]	1	HK\$3,480	HK\$3,180	Fri, Feb 3
2	Mar 06-07	PMW	Project Management Workshop	[C/E]	2	HK\$6,480	HK\$5,980	Fri, Feb 10
	Mar-08	NYT	Nurturing Your Team	NEW [C/E]	1	HK\$3,480	HK\$3,180	Fri, Feb 10
3	Mar-15	HDP	Handling Difficult People	UPDATED [C/E]	1	HK\$3,480	HK\$3,180	Fri, Feb 17
	Mar-16	ISW	Interviewing Skills to Recruit the Right Candidate	[C/E]	1	HK\$3,480	HK\$3,180	Fri, Feb 17
	Mar-17	EBW	Effective Business Writing	[C/E]	1	HK\$3,480	HK\$3,180	Fri, Feb 17
4	Mar-23	ATPS	Analytical Thinking and Problem Solving	NEW [C/E]	1	HK\$3,480	HK\$3,180	Fri, Feb 24
5	Mar-29	AL	Enhancing Engagement with Appreciative Leadership in Gen-Z Paradigm	NEW [C/E]	1	HK\$3,480	HK\$3,180	Fri, Mar 3
<b>April 2017</b>								
4	Apr-25	PCS	Presentation and Communication Skills	[C/E]	1	HK\$3,480	HK\$3,180	Fri, Mar 31
	Apr-25	BEW	Business Etiquette Workshop	NEW [C]	1	HK\$3,480	HK\$3,180	Fri, Mar 31
	Apr-26	PIPW	Professional Image and Presence Workshop	NEW [C]	1	HK\$3,480	HK\$3,180	Fri, Mar 31
	Apr-28	SDI	Strategy Design and Implementation	NEW [E]	1	HK\$3,480	HK\$3,180	Fri, Mar 31
<b>May 2017</b>								
2	May-08	A-CHM	Adapting to Change	NEW [C]	1	HK\$3,480	HK\$3,180	Thu, Apr 13
	May 09-10	SSMS	Survival Skills for Managers and Supervisors	[C]	2	HK\$6,480	HK\$5,980	Thu, Apr 13
3	May-15	MCD	Managing Conflict and Disagreement	[C/E]	1	HK\$3,480	HK\$3,180	Fri, Apr 21
	May-16	ECIS	Effective Communication and Interpersonal Skills	[C/E]	1	HK\$6,480	HK\$5,980	Fri, Apr 21
	May-17	LSW	Leadership Skills Workshop	[C/E]	1	HK\$3,480	HK\$3,180	Fri, Apr 21
4	May-23	KAM	Key Account Management	NEW [C/E]	1	HK\$3,480	HK\$3,180	Fri, Apr 28
	May-25	MSHCC	Mediation Skills to Handle Conflicts and Complaints	[C/E]	1	HK\$3,480	HK\$3,180	Fri, Apr 28
<b>June 2017</b>								
2	Jun-06	B-PSDM	Blue Ocean Problem Solving and Decision Making	[C/E]	1	HK\$3,480	HK\$3,180	Fri, May 12
	Jun-07	CHM	Change Management Workshop	NEW [C/E]	1	HK\$3,480	HK\$3,180	Fri, May 12
3	Jun-14	NSW-M	Negotiation Skills Workshop for Merchandisers	NEW [C/E]	1	HK\$3,480	HK\$3,180	Fri, May 19
	Jun-15	EBEW	Effective Business and Email Writing	[C/E]	1	HK\$3,480	HK\$3,180	Fri, May 19
4	Jun-20	ETTP	Etiquette Training for Technical Professionals	NEW [C]	1	HK\$3,480	HK\$3,180	Fri, May 26
	Jun-21	EPSW	Effective Presentation Skills Workshop	NEW [C]	1	HK\$3,480	HK\$3,180	Fri, May 26
5	Jun-28	ITPS	Innovative Thinking and Problem Solving	NEW [C/E]	1	HK\$3,480	HK\$3,180	Fri, Jun 2



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

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

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