

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