

Managing People for Win-Win Results 雙贏思維的管理策略

MEDIUM : English / Cantonese COURSE CODE : MPWWR

The programme aims to equip managers with knowledge and skills to become highly competent at leading and influencing others to achieve results.

After attending this seminar participants will be able to achieve the following objectives:

- Implement best-in class practices for leadership and communication
- Harmonize and apply tools and practices to optimize productivity
- Develop a learning attitude for self and others

Our process of facilitation to transfer learning entails:

- Communicating the concept and best practices
- An activity to practise the concept, build skills and change behaviour
- Debriefing of the learning

Methodology

We use whole brain learning concepts and a multi sensory facilitation style to stimulate thinking and to build skills and knowledge in the participants. The methodologies include:

- *Role-plays*
- *Action-learning activities*
- *Discussions, brainstorming, sharing of experiences*
- Checklists
- Reflection and notes to the learning journal
- Detailed course notes and reference materials

Course Outline

DAY 1

1. Opening Activity

The participants are divided into teams. Each team will have a manager and team members. Each manager is given a *brief* which they need to communicate to the team and together they achieve the objectives. At the end of the activity there is a *debrief* by the observer, the facilitator and each team member. The learning objectives of the activity include:

- Communicating, motivating and engaging a team around a project
- The team dynamics and communication style amongst team members
- Performing under pressure as the situation changes
- Evaluating the success based on the expected objectives
- *Debrief and discussion*

2. The manager's role

- The Company's philosophy and corporate objectives
- Attitude and behaviours to support corporate objectives
- Required skills to be a successful manager

3. Understand Your Behavioral Style

- Understanding the styles
- Identifying personality types through behavioural observations
- Communicate with other styles

4. Leading, influencing and Communicating with other Styles

- Brainstorm communication preferences of other behaviour styles
- How are communication styles impacted under pressure
- Identify ways to adapt communication style to influence others in normal communication situations and under pressure
- *Practise* strategies for effective communication, general and specific

5. Developing Rapport

Through *customized case study / role-play* participants will discover how to develop rapport with others by creating an impact with both verbal and non-verbal communication:

- Trigger points of communication
- Introduction of the 3 V's in communication
- Strategies for effective communication
- *Role-play review*
- *Debrief* – Reflection and notes to the learning journal

DAY 2

1. Communicating with Others

- Critical links
- Information exchange patterns
- Filters of perception

2. Why aren't they Creative

- A discussion around one's attitude, feelings, beliefs, values and thinking
- Building confidence in self and others
- Empowerment vs. Abdication
- Use the behaviour styles to understand who needs variety to be creative
- An introduction to the 3 V's of Communication – verbal, visual, vocal

3. Why aren't they Listening

- Apply framing techniques to focus and position
- Clarity in communication – practice clarity, brevity, impact
- Asking vs. telling – questioning techniques to open up the other person
- Application of the 3 V's – verbal, visual and vocal techniques appropriately – for example to be encouraging and assertive rather than aggressive
- Opinions vs. fact based speaking

4. Why aren't they Talking

- Making the other person feel safe
- When is it okay to speak, observe, ask and practice in silence
- Elements and practise of active listening
- Pacing and Leading
- Matching
- Self-improvement areas

5. Feedback Practice

- *Role-play* based on customized scenarios
- Set the benchmark

6. Feedback Techniques

- AID model
- Basic do's and don'ts of feedback
- Observation of verbal and non-verbal signals
- Introduction to the coaching principles of asking vs. telling
- Pacing, leading and framing
- Gaining agreement and commitment