When the winds of change blow, some people build walls and others build windmills.

Introduction 2

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*All information in this directory is current and correct at the point of printing.

For the latest updates, please visit our website at www.sim.edu.sg/pd or call +65 6246 6746 or email exec@sim.edu.sg
The Singapore Institute of Management (SIM Group) is the leading provider of higher education and professional training in Singapore, reputed for its dedication to lifelong learning and high standards and quality. Founded in 1964 under the initiation of Economic Development Board to support Singapore’s economic development, we are today a diverse and vibrant organisation with a wide range of programmes and services.

We are also a membership-based organisation with more than 40,000 individual and corporate members. Our extensive range of membership programmes, activities and resources provide an important nexus for students and members to network and learn.

The SIM Group offers its core services through three educational brands:

SIM University (UniSIM) is the only university in Singapore dedicated to working adults, allowing them to pursue lifelong learning and higher education while balancing career, family and social responsibilities. It adopts a flexible and practice-focused learning approach and offers more than 50 academic programmes in various disciplines. It has an enrolment of more than 12,000 students.

Eligible Singaporeans and Permanent Residents taking SIM University’s undergraduate programmes enjoy a government subsidy of up to 55% of tuition fees. The SIM University Education Fund has been a Singapore ‘Institution of a Public Character’ (IPC) since September 2005.
SIM Global Education (SIM GE)
Students can choose from a wide range of high-quality overseas degree programmes made available through SIM’s partnership with established international universities and institutions from the United Kingdom, United States, Australia and Switzerland. Most of the students are full-time students, but SIM Global Education also offers part-time programmes that cater to working adults. Offering over 50 academic programmes, its enrolment stands at 21,500, with about 2,500 foreign students.

SIM Professional Development (SIM PD)
About 11,300 professionals benefit annually from the vast selection of short executive training programmes offered by SIM Professional Development. Its customised in-company training programmes help companies optimise effectiveness in various fields of management and human resource development. Read more about us on the following pages.
SIM Professional Development (SIM PD) has played a leading role in providing learning and development (L&D) solutions to professionals and corporations in Singapore and the Asia-Pacific region. Our L&D services help companies build on their human capabilities to face current and future business challenges. Our dedication to providing quality programmes and professional services has won recognition from HR practitioners. We have been accorded these awards for the fourth year running that further attests to our reputation as a preferred partner and provider of L&D solutions.

Being a pioneer in bringing to you a wide range of public run programmes since our establishment 48 years ago, we continue to bring you updated and relevant programmes to address your organisation’s L&D needs focusing on your business challenges ahead.

Our comprehensive range of executive programmes in areas such as communication, customer relationship, leadership, personal effectiveness and strategy has provided the pathway for thousands of working professionals to hone their knowledge and skills in their respective fields.

Signature Programme
In collaboration with professors from renowned overseas universities and institutes, we offer top-rate management programmes, such as The Job of the Chief Executive (JOCE). This flagship programme is
now into its 32nd run and has been attended by more than 1,250 C-Suite executives from 40 countries around the world. This five-day programme facilitates the sharing of best practices and helps chief executives and senior management look at the challenges of their role in today's highly competitive and globalised world.

**Forums**

Being in the forefront of management thought leadership, we have brought many distinguished speakers to Singapore through our annual hallmark event, the SIM Annual Management Lecture (AML) since 1982. SIM AML is an excellent platform that gives executives from all levels and across industries the opportunity to hear and learn from world renowned speakers and global thinkers, who address pertinent and relevant issues that have significant impact on the practice of professional development.

**In-house Programmes**

As a strategic L&D partner, our dedicated team and extensive network of partner trainers will work with your organisation to align your human capital capabilities to meet your business learning needs. We achieve this by analysing your unique needs and requirements and developing customised L&D solutions that produce sustainable competitive advantage and bottom-line results. SIM PD has what it takes to be your preferred L&D partner! Make the most of our expertise and experience, and help propel your organisation to its next level of success.

**Learn & Save**

There are funding schemes available to your organisations for selected categories of programmes. These programmes focus on competencies building that enhance your employees' job role.

**Engagement & Networking Opportunities**

To complement SIM PD's extensive suite of executive programmes, various engagement platforms are designed to provide opportunities for networking and sharing of knowledge and insights. These include CEO Conversations and Give-To-Receive platforms for senior human resource professionals and C-Suites.

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**Contact Us**

**Conferences & Executive Programmes**
Tel: +65 6246 6746
Email: exec@sim.edu.sg

**Customised Learning & Development Solutions**
Tel: +65 6248 9409
Email: ict@sim.edu.sg
With the rapid winds of global change, managers today can either put up barriers or embrace new opportunities. As expectations evolve in 21st century, leaders and managers must empower themselves with the right competencies that transform challenges into fortune. Just as the windmill harnesses the power of natural forces by going full circle, progressing through our competency framework prepares you for exceptional transitions. So no matter which way the wind blows, you are always prepared and poised for success.

**SIM Professional Development** introduces the **SIM PD Competency Framework** that sets out to define competencies which describe the behaviours, knowledge, skills, and attitudes that translates into excellent leaders and managers within a culture of lifelong learning.

The framework focuses on 4 key competency domains: **Personal Mastery**, **People Management**, **Business Alignment** and **Organisational Alignment** and are mapped to the **6 management levels and tracks** that allow for the planning and review of career paths and opportunities of employees within the organisation.

This contributes to the overall building of human capability in the 4 key domains and ultimately realising an individual's career journey.
MANAGEMENT LEVELS AND TRACKS

1 Administrative & Support
   Junior Level
   Aspiring Managers
   Holding a Manager's position for 0-3 years

2 Supervisor, Executive & Emerging Managers
   Holding a Manager's position for 3-7 years

3 New Managers
   Senior Managers & Directors
   Responsible for creating organisational culture to build organisational capability

4 Managers

5 Senior Managers & Directors

6 C-Suite

SIM PD COMPETENCY FRAMEWORK

1 Administrative & Support

2 Supervisor, Executive & Emerging Managers

3 New Managers

4 Managers

5 Senior Managers & Directors

6 C-Suite

ORGANISATIONAL ALIGNMENT

BUSINESS ALIGNMENT

PEOPLE MANAGEMENT

PERSONAL MASTERY
Corporate Membership

With access to an abundance of tool, resources and opportunities, we put you in the know with the latest management trends and business practices. Our learning community of more than 40,000 corporate and individual members forms a huge network with potential contacts for collaboration and sharing of knowledge.

As an SIM Corporate Member, we are committed to take care of your L&D needs by providing L&D returns, resources and priority services.

Our Value Proposition

L&D Returns
Preferential rates and savings on executive programmes, conferences, forums and events.

L&D Resources
Access to SIM Management libraries for a comprehensive collection of books, journals and other resources.

Priority Services
A dedicated Account Manager to assist you with your L&D needs. Be the first to know about SIM’s surveys & findings, events and more!

Contact Us

Corporate Membership
Tel: +65 6248 9409
Email: cm@sim.edu.sg
**Individual Membership**

SIM Individual Membership is open to all working professionals and you will enjoy special privileges, access to resources and tap into 12 special interest groups and more!

- **Learning**
  - Special rates for SIM Membership talks and workshops on career and personal development
  - Special rates for SIM executive training programmes
  - Access to SIM Management Libraries for a comprehensive collection of books, journals, databases and e-resources (Library loan policies and conditions apply)
  - Access to SIM Members’ Hub, an online resource portal exclusively for members
  - A multitude of rewarding benefits with NTUC Membership, courtesy of SIM (for Ordinary Members only)
  - Complimentary access to the NTU Alumni Clubhouse @ One-North, Buona Vista (for Ordinary Members only) and more ...

- **Networking**

- **Privileges**

**SIM Interest Groups**

Our 12 Interest Groups offer members the network that works! Connect with fellow professionals and like-minded people from specialised fields.

- Business Management Group (BMG) (Mandarin)
- China Interest Group (CIG)
- Human Resource Interest Group (HURIG)
- Information Technology Group (ITG)
- Innovation and Quality Management Group (IQMG)
- Marketing Executives Group (MEG)
- Organisation Development Group (ODG)
- SIM I & II Toastmasters Club (TMI & TMII)
- SIM Mandarin Toastmasters Club (MTM) (Mandarin)
- Strategic Management Group (SMG)
- The Entrepreneurs Group (TEG)

For more information on SIM Membership privileges, visit [www.sim.edu.sg/ms](http://www.sim.edu.sg/ms)

**Contact Us**

**Individual Membership**

Tel: +65 6248 9489

Email: membership@sim.edu.sg
Personal Mastery refers to one’s self-development that requires self-evaluation and self-discovery working towards a self-developmental plan that encompasses the management of one’s career journey.

PROGRAMME CATEGORIES
- Communication - General
- Communication - Spoken
- Communication - Written
- Creativity & Innovation
- Personal Effectiveness & Productivity
Break Through Your Communication Barriers!

Many excellent workshops provide effective strategies and practical tools to increase your effectiveness but when put into practice, you will still get the same results as before.

What gets in the way? It may be a behaviour, a habit, a belief or one of many other possibilities and in many cases, you do not know what is the cause. Therefore, any tool you learn cannot be effective until you understand and change the limiting factor.

Benefits to You
- Increase your confidence as you work on identifying exactly what inhibits you
- Explore the benefits you gain from achieving this outcome, learn ways to notice
- When it happens, practise new ways to achieve your desired outcome and develop
- Long-term action plan to consolidate your new approach

Programme Outline
- Common breakdowns in communication
- Understanding the breakdowns
- Review and analyse
- Long-term impact of unresolved issues
- Action steps to resolve issues
- Review and analyse
- Fine-tune the new approaches
- Create an ongoing action plan to consolidate the new approaches

Effective Negotiations:
Negotiating from a Practical Perspective to Achieve a Winning Outcome

Whether we are dealing with internal or external stakeholders, suppliers or friends and family, unconsciously we negotiate almost daily. The positive result of that negotiation conversation is dependent on our perception of negotiation and our approach to obtain our goal.

Benefits to You
- Realise your own personal negotiation style approach
- Understand the impact of personality and communication style
- Prepare for negotiation towards a open yet collaborative atmosphere
- Identify the different approaches of persuasion (Cialdini's Influence principles)
- Mastering the techniques to design a negotiation dialogue
- Articulate common ground between two parties
- Conclude better agreements through a principled-approach

Programme Outline
- Personality profiling to understand your personality
- Negotiation profiling to understand your style
- Anticipating mixed signals when negotiating with different personalities
- Understanding non-verbal cues
- Reframing to the context and relationship status
- Value of principled-based versus position-based approach
- Reviewing the Harvard negotiation model
- Reasons for failed negotiations
- Turning a deadlock into a dialogue
- Understanding the fundamentals of WAP, ZoPA and GaCV
- Concessions creation and management
- Common tactics and countermeasures
Communicate and Be Heard

Go back to basics. Examine the fundamentals of communication with Attitude Express®, a unique tool to help you gain important insights into how others relate to you and vice versa. Identify the most effective strategies to increase the positive outcome from your communication in this practical and enjoyable interactive journey.

Benefits to You
- Discover what works and what doesn’t in terms of your communication as well as measure results, all done in a relaxed experimental manner
- Put into practice what you learn and measure your improvement

Programme Outline
- The fundamentals of communication, questioning underlying assumptions
- Your perceptions of communication
- Round one of Attitude Express®
- Analysis of the same results
- Evaluation of your communication – individually and as a group
- Identifying ways to improve communication
- Why we communicate the way we do?
- How we listen and the impact it has on our communication and its outcomes
- Round two of Attitude Express®
- Analysis of results and continuation of the process of self-evaluation
- Identifying ways to improve communication and putting the new learning into practice
- Rounds three and four of Attitude Express® – including analysis and trial of new strategies, and comparing previous results

May 5 & 6 | Oct 13 & 14
2 days

$749.00 (SIM Members)
$866.70 (Non-members)
(inclusive of 7% CST)

+65 6248 9414
exec@sim.edu.sg

Programme Leader
Lance Beste

Who must attend?
Level 2 (Supervisors, Executives & Emerging Managers)
Level 3 (New Managers)
Level 4 (Managers)
Professionals who can communicate assertively are valued in today’s learning organisation. Without such skills, your relevance may be questioned, your potential overlooked and worst of all, to have your dream promotion passing you by.

An effective professional senses what to say and how to say it from a position of internal “strength”, and hence is “listened to” by others. Such skills are the hallmark of master communicators, who confidently and competently get results through their professional and personal interactions.

Research shows that such masters get amazing results because they hold specific powerful attitudes and adopt an outcome orientation to all their interactions. They can give and receive feedback well and importantly know how to say a positive no when needed. Their strategies include emotional resilience and the ability to build bridges with others.

This skill-building programme provide you with a way to systematically build your ability to master assertive communication.

**Benefits to You**

- Use PATH to communicate assertively
- Clarify purpose as an assertive practice
- Adopt 8 attitudes for flexible responses
- Know techniques for giving feedback, managing criticism and delivering a powerful positive ‘no’
- Use voice for assertiveness + credibility
- Be noticed professionally in new useful ways

**Programme Outline**

- Overview
  - Benefits of assertiveness in your life!
  - Principles – The communication model
- Purpose
  - Clarify purpose in interactions, as a habit
  - Experience assertive best practice, now
- Attitudes
  - Key attitudes for interacting assertively
- Heart Skills
  - 3 perspectives for flexibility + wisdom
  - Tap through fears into emotional freedom
- Techniques
  - Clean Qs for bridging + influencing
  - 3 strategies for delivering tough messages
- Practical Rehearsal
  - Role play PATH skills in relevant situations

**Programme Leader**

Dr Anne Munro-Kua / Jacqueline Ann Surin

**Who must attend?**

Level 2 (Supervisors, Executives & Emerging Managers)
Level 3 (New Managers)
Level 4 (Managers)

**Mar 18 & 19 | Jun 10 & 11
Sep 9 & 10**

2 days

$963.00 (SIM Members)
$1,123.50 (Non-members) (inclusive of 7% GST)

**+65 6248 9414
evac@sim.edu.sg**

**Programme outline**

- Overview
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  - Principles – The communication model
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  - Clarify purpose in interactions, as a habit
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  - 3 strategies for delivering tough messages
- Practical Rehearsal
  - Role play PATH skills in relevant situations
Globalization, labour mobility and free trade areas have increased the importance of effective cross-cultural skills. If your job is to manage a workforce overseas or your job entails travelling to distant lands, you'll benefit by the increased cultural competence that you'll obtain by attending this comprehensive two-day seminar.

**Benefits to You**
- Understand how cultures differ when faced with a dilemma
- Comprehend the cultural concepts
- Culture shock and how to deal with it
- Skilled for multicultural managers: individual and team task
- Be equipped with cross-cultural techniques
- Better managing a cross-cultural team

**Programme Outline**
- What is culture and cultural iceberg?
- Forces that shape culture and the 10 variables of culture
- Variation within a culture
- Global cultural awareness scale
- Key concepts in culture
- High and low context cultures
- The significance of time, uncertainty and power distance and religion
- Culture shock and dealing with it effectively: Causes, Reactions, Stages
- The expatriate experience and communities
- Cross-cultural business issues
- Cultural assumptions about management
- Techniques for improving intercultural skills
- Negotiating globally
- Global strategy and culture
- Speaking English to non-native speakers
- Body language in different cultures
- The impact of cultural diversity in teams
- Conditions for effective teams
- Avoiding groupthink in multicultural teams

**Programme Leader**
Paul Loftus

**Who must attend?**
Level 3 (New Managers)  
Level 4 (Managers)
**Better Spoken English**

As the dominant language of businesses worldwide, spoken English is an integral part of our work lives. Without a good grasp of diction and enunciation, you run the risk of burying your message under potentially embarrassing trips of the tongue during presentations, negotiations, and discussions.

**Benefits to You**
- Enunciate spoken words confidently and clearly when communicating
- Correct pronunciation, clear speech and a good speaking voice are factors which contribute to employees’ positive corporate image and positive self-esteem

**Programme Outline**
- Speaking standard English (BBC or RP model vs American model) using an English pronunciation dictionary
- How to always say it right, read it right and pronounce it right during presentations and speeches
- Avoiding everyday speech problems in pronunciation: phonics and phonetics
- How to use a dictionary to pronounce English words correctly
- Standard speech sounds and voice production and causes of indistinct speech
- British / BBC and American standard pronunciation (using International Phonetic Alphabet) and transcriptions
- The 24 consonant sounds of standard spoken English and phonetic alphabet
- The 20 vowel sounds of standard spoken English and phonetic alphabet
- How speech organs work in spoken English and speech/vocal exercises
- Practical reading/speaking exercises and transcriptions for clear speech and voice improvement
- Achieving confidence, fluency and greater intelligibility when speaking one-to-one or making presentation to groups
- Practical exercises and coaching given to improve diction, articulation and phonemic transcriptions

**Communication - Spoken**

**Advanced Negotiations:**
Deploying Proven Strategies in Mastering the Negotiation Dialogue for Successful Outcomes

- **Mar 17 & 18 | Aug 25 & 26**
- 2 days
- **$1,091.40 (SIM Members)**
- **$1,284.00 (Non-members)**
- **(inclusive of 7% GST)**
- **+65 6248 9499**
- **exec@sim.edu.sg**

**Programme Leader**
Tan Teck Huat

**Who must attend?**
- Level 1 (Admin & Support)
- Level 2 (Supervisors, Executives & Emerging Managers)
- Level 3 (New Managers)

Learn the tips to overcome common tactics with street smart countermeasures and prepare the process of negotiation strategically so that the atmosphere stays neutral and amicable. Identify how concessions when administered well can move any deadlock forward. While tricks and tactics are commonly used by parties, the ultimate intent to achieve a resolution that is principled and mutually acceptable to both sides.

**Benefits to You**
- Understand the key factors in the preparation dialogue of the negotiation goal
- Identify the critical phases of the negotiation journey before bargaining
- Address challenging and unreasonable demands
- Learn the art of probing to generate dialogue
- Anticipate possible outcomes and responding appropriately
- Handle unexpected conflict during a dialogue

**Programme Outline**
- Review of the Harvard 7 Element model
- Introduction of the LOUDEST® negotiation engagement model
- Phase 1: Presenting the offer
- Phase 2: Creating the dialogue
- Phase 3: Exploring the options
- Phase 4: Making the exchange
- Phase 5: Settling and tie up

**Communication - Spoken**

**Who must attend?**
- Level 4 (Managers)
- Level 5 (Senior Managers & Directors)

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**Programme Leader**
Regina Chua

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- Level 4 (Managers)
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**Programme Leader**
Regina Chua

**Who must attend?**
- Level 4 (Managers)
- Level 5 (Senior Managers & Directors)
How to Speak with Greater Confidence, Purpose and Impact

Learn practical techniques to structure, prepare and phrase your text, use your voice correctly, and identify common speech faults (pronunciation) to enhance your presentation skills and speak with greater confidence.

Benefits to You
- How to deliver more powerful presentations and speeches
- How to prepare presentations that will convince, motivate and win hearts and minds
- The tactics, taboos and techniques!

Programme Outline
- Planning, preparing and writing your text for impactful presentations/speeches
- How to manage stage fright positively and confidently every time
- How to write it right, say it right, and sound right
- Vocal expression for outstanding presentations
- Voice production and clear speech
- Developing correct ways of using the voice for impact
- Problems in pronunciation of standard English
- Individual speech and voice analysis
- Knowing the 44 phonetic symbols and speech sounds for correct pronunciation
- Voice problems and vocal fatigue affecting presentations and spoken communication

Practical Communicative Business English

The best ideas are of no use if they cannot be communicated effectively. That's why good business English is critical at the workplace. But if you're expecting the boring, traditional method of learning grammar, you're in for a surprise.

Benefits to You
- Understand and use basic grammar effectively
- Engaging activities during which you will learn how to communicate and write with good business English
- Understand how personality affects communication style
- Discover the added advantage you can have at your workplace through the way you write, speak and understand people

Programme Outline
- Identifying your own strengths and weaknesses in spoken and written business English
- Understanding the importance of good business English
- A Refresher's Course on Basic English Grammar
- Understanding your and other people's communication styles
- Analysing and correcting errors in spoken and written English through real examples
- Applying good business English in speaking, and writing email with various scenarios
Organisational Storytelling for Success

Jul 3 & 4
2 days
$S$856.00 (SIM Members)
$S$1,027.20 (Non-members)
(inclusive of 7% GST)
+65 6248 9417
exec@sim.edu.sg

Programme Leader
Loke Sai Keng

Who must attend?
Level 2 (Supervisors, Executives & Emerging Managers)
Level 3 (New Managers)
Level 4 (Managers)

What is your experience like trying to persuade and influence people to implement change, adopt a new mindset, buy a product, or simply to see your point of view?

Sharing purposeful and authentic stories is an effective way to connect with people emotionally. Effective stories capture people's imagination and make things real in a way that cold, hard facts cannot.

Organisational Storytelling is an important communication skill that any leader or professional should possess.

Benefits to You
- Understand how stories build credibility and connect emotionally with people
- Be guided step-by-step on how to develop purposeful stories to achieve organisational goals
- Practise storytelling and receive feedback in a safe environment
- Explore a range of applications of storytelling in an organisational setting
- Receive a starter pack of story ideas which you can immediately draw upon to build your own stories

Programme Outline
- The power of storytelling
- Organisational storytelling
- Telling the right story
- Telling the story right
- Story effectiveness
- Applications of organisational storytelling
- The finer and final points

Powerful Presentations

Feb 26 - 28 | Mar 19 - 21
Apr 14 - 16 | May 14 - 16
Jun 18 - 20 | Jul 21 - 23
Aug 20 - 22 | Sep 24 - 26
Oct 27 - 29 | Dec 3-5
3 days
$S$1,391.00 (SIM Members)
$S$1,605.00 (Non-members)
(inclusive of 7% GST)
+65 6248 9417
exec@sim.edu.sg

Programme Leader
Jenny Graham / Rachael Fensom

Who must attend?
Level 2 (Supervisors, Executives & Emerging Managers)
Level 3 (New Managers)
Level 4 (Managers)

Powerful presentations have a purpose, a structure and are delivered with passion, with the aim of inspiring the audience to take action.

Benefits to You
- Learn to develop your messaging strategy
- Clarify your purpose
- Build your presentation structure following a simple model
- Deliver your dynamic and interactive presentations with confidence, passion and impact

Programme Outline
- ©4-Step Process to Powerful Presentations
- Communication and presentation styles
- Audience profiling
- Applied accelerated learning and Neuro Linguistic Programming (NLP)
- Messaging techniques
- ©10-Step Prep Cycle
- Grabbing the audience during the first three minutes
- Using visual aids and props for impact
- Vocal projection and breathing techniques
- Relaxation and concentration techniques
- Facilitation techniques
- The skill of storytelling
- Modelling
- Answering questions and turning difficult situations around
Presentation Essentials

Mar 6 & 7 | May 29 & 30
Jul 10 & 11 | Oct 9 & 10
2 days

$990.50 (SIM Members)
$1,048.60 (Non-members)
(inclusive of 7% GST)

+65 6248 9417
eexec@sim.edu.sg

Programme Leader
David Artlett

Who must attend?
Level 2 (Supervisors, Executives & Emerging Managers)
Level 3 (New Managers)
Level 4 (Managers)

In today's highly competitive and fast paced business environment, it is essential to communicate effectively. This programme is highly interactive and learner-centric, encompassing training, discussion and practice. The aim is to aid participants in developing and perfecting their skills, enabling them to communicate their ideas in a clear, concise, confident and professional manner. It will also equip them with the tools to approach this important aspect of their work more confidently.

Benefits to You
- Be a more confident presenter
- Have a clearer message through focused preparation
- Be objective-based, not subjective-based
- Communicate better
- Be a presenter, not a speaker
- Talk to your audience and draw them in
- Understand the key components of effective presentations and incorporate them in your own
- Know that you are focused, prepared and ready to present

Programme Outline
- Pre-preparation
- Preparation
- The audience
- Non-verbal communication
- Delivery
- The visual component
- Preparing to speak
- Techniques

Presentation Strategies for Leaders and Managers

Mar 26 - 28 | Apr 28 - 30
Jun 4 - 6 | Jul 30 - Aug 1
Oct 1 - 3 | Nov 10 - 12
3 days

$1,391.00 (SIM Members)
$1,605.00 (Non-members)
(inclusive of 7% GST)

+65 6248 9417
eexec@sim.edu.sg

Programme Leader
David Artlett

Who must attend?
Level 3 (New Managers)
Level 4 (Managers)

It is important that today's leaders, managers and executives project confidence, clarity and authenticity, are able to capture and retain attention and build confidence and motivate.

Be it speaking up or down the corporate ladder or to clients, partners or prospects, communicating and speaking effectively is now an Essential not just an asset.

Make a difference. Have an impact. Be heard and listened to. Present confidently and move others to action.

Benefits to You
- Understand and use the tools of effective communication
- Use strategies that motivate and influence
- Develop a positive delivery style
- Harness your potential, increase your confidence and take control

Programme Outline
- Understand the communication process
- Develop and organise presentation content
- Be an objective based presenter
- Balance the verbal and non-verbal message
- The 2 step preparation process
- Understand the impact of culture on presentation effectiveness
- Non-verbal communication, kinesics and paralinguistics
- Audience awareness – tailoring your presentation to your target audience
- Persuade, convince and motivate
- Manipulation, use and design of the visual component
- Develop your own professional style and work to your strengths
- Deliver with confidence and clarity
**Powerful Business Writing for Executives**

You spend hours writing a business proposal, but it only takes a minute to decide its success or failure.

Because a busy businessman can only spare a minute to scan through your proposal. How do you capture his attention in just one minute and furthermore, how do you make your proposal stand out from all the others that he has read?

**Benefits to You**
- Apply essential principles of effective business writing
- Generate ideas with creative tools and techniques
- Identify and stress your company’s key factors in your writing
- Write e-mails and use buffers for bad-news letters
- Learn and apply the stages of report or proposal writing
- Use powerful phrases for your paragraphs
- Measure the clarity/fogginess of your writing
- Edit your own and your subordinates’ writing

**Programme Outline**
- Principles of effective writing
- Creative tools for thinking and writing
- Writing bad-news letters/e-mails
- Process of proposal/report writing
- Editing

**Who must attend?**
Level 2 (Supervisors, Executives & Emerging Managers)
Level 3 (New Managers)

**Programme Leader**
Mary Soon

**Programme Dates & Rates**
- May 29 & 30
  - 2 days
  - S$642.00 (SIM Members)
  - S$738.30 (Non-members)
  - (inclusive of 7% GST)
- Jun 8 & 9
  - 2 days
  - S$642.00 (SIM Members)
  - S$738.30 (Non-members)
  - (inclusive of 7% GST)
- +65 6248 9417
- exec@sim.edu.sg

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**Effective Report Writing**

Even as the world hurtles forward with technological advancements beyond our imagination, some things seem unlikely to change, like the need for report writing.

Selling your ideas in writing is as relevant today as it was decades ago, and today's dynamic business environment with its numerous demands on our time requires a report that truly captures a reader's attention.

**Benefits to You**
- Write reports that create impact and inspire your readers to take action effectively
- Generate ideas with creative tools and techniques
- Identify and stress your company’s key factors in your writing
- Write e-mails and use buffers for bad-news letters
- Learn and apply the stages of report or proposal writing
- Use powerful phrases for your paragraphs
- Measure the clarity/fogginess of your writing
- Edit your own and your subordinates’ writing

**Programme Outline**
- Principles of effective report writing
- Different types of reports and their essential components
- The Four-Step Model to Powerful Reports™
- Minding your language – readability
- Effective sentence structuring and paragraphing
- Minding your language – correctness
- Creating visually compelling reports and using visual aids
- Research options and evaluating your data
- Application sessions

**Who must attend?**
Level 2 (Supervisors, Executives & Emerging Managers)
Level 3 (New Managers)
Level 4 (Managers)

**Programme Leader**
Jenny Graham / Rachael Fensom

**Programme Dates & Rates**
- Apr 3 & 4 | Jul 7 & 8
  - 2 days
  - S$549.00 (SIM Members)
  - S$656.70 (Non-members)
  - (inclusive of 7% GST)
- Jul 29 & 30
  - 2 days
  - S$642.00 (SIM Members)
  - S$738.30 (Non-members)
  - (inclusive of 7% GST)
- +65 6248 9417
- exec@sim.edu.sg
Managers need to master the art of business writing to communicate and influence effectively. In today’s complex and global business environment, the majority of important work communications take place over email, reports and even SMS. Managers who are not able to write clearly and effectively will therefore find themselves unable to influence positively, achieve productively, and build strong professional networks.

This programme is customised for managers to gain essential and practical skills in high-impact business writing. Participants will master the ability to customise their writing style and approach to address different types of readers, organise their thoughts in a coherent flow, and communicate concisely and clearly to achieve their business purpose and impact.

**Benefits to You**
- Become skilful in the art of business writing
- Know what words to use, and when to use them, when you write
- Communicate clearly, concisely, and persuasively
- Increase your managerial effectiveness and impact in the organization when communicating through email across functional and global boundaries
- Build positive impressions and relationships through your business communications
- Become more productive as you adopt efficient and effective writing practices and habits

**Programme Outline**
- Incorporate reader analysis when crafting a business document or correspondence
- Apply strategies to organise contents in a coherent and logical fashion
- Adopt techniques to improve the conciseness and clarity of your writing
- Demonstrate how to organise and write reports/email messages for organisational impact
- Craft email messages that are reader-centric and which achieve the purpose of the correspondence
- Develop competency to optimise the presentation and layout of business documents and correspondence
- Apply business writing skills to common workplace scenarios and situations
- Participants are to bring along 2 samples of their writing to the class so that they can apply what they have learned to their business documents.
Edward de Bono’s Power of Perception™

In today’s fast-paced world, action is mistaken for decisiveness and taking time to make a decision is interpreted as hesitation. This often leads to rash choices and wasted effort. This programme aims to help you overcome stereotyping by teaching you how to make quicker decisions that are also effective and innovative.

Benefits to You
- Improves thinking dramatically by as much as 300%
- Provides you with a powerful framework for defining a situation, making a decision and taking action
- Helps you avoid impulsive behaviour and judgments
- Helps you improved your decision-making and idea-generating skills
- Increases your ability to consider consequences before taking action
- Helps you avoid bad decisions

Programme Outline
- Consequences and sequels
- Plus, minus, interesting
- Recognise, analyse, divide
- Consider all factors
- Aims, goals, objectives
- Alternatives, possibilities, choices
- Other people’s views
- Key values
- First priorities
- Design/decision, outcome, channels, action

Tony Buzan : Mind Maps - An Introduction

Credit crunch, financial downturn, falling sales, rising prices, budget cuts – are you concerned about how these will hit your bottom line? If only you could magically improve your own brainpower and that of your managers and employees to seek better solutions. Professor Tony Buzan will show you how with MIND MAPS.

Benefits to You
- Help boost creativity, assimilate and present large volumes of information quickly, improve thought, organisation and planning, enhance strategic thinking and grow talent
- Practical solution to deal with the torrent of data that arrives daily by email and post

Programme Outline
- Benchmarking: Memory; Creativity; learning
- Update on Left/Right Brain
- MIND MAP applications:
  - Creativity and Brainstorming
  - Memory
  - Problem Solving
  - Note-taking during meetings
  - Project Management
  - Planning
  - Thought Control
- Latest brain research applied to MIND MAPPING
- MIND MAP practice
- Planning for the Future
- Developing your own Brain Operations Manual
Applied Creativity and Innovation

Designed for a broad range of personnel, such as managers, team leaders and specialists, this programme explores how Deliberate Creativity Thinking™ is applied to promote innovation.

Benefits to You
- Creatively deal with complex situations and make better and faster decisions
- Have shorter and more productive meetings in an effective team environment
- Plan, manage and implement solutions thoroughly and effectively
- Generate innovative ideas to effectively manage costs and grow the ‘top-line’ of the business
- Prevent potential problems from developing and promote innovative ideas that support business goals

Programme Outline
- Rational problem solving
- Applied Creativity and Innovation process
- Creativity on demand
- Tools for Deliberate Creative Thinking
- Application and action
- Where to go from here?

Who must attend?
Level 2 (Supervisors, Executives & Emerging Managers)
Level 3 (New Managers)
Level 4 (Managers)

Bra indancing®

The crucial variable that transforms knowledge into value is creativity: your strategic business weapon. In these volatile, gyrating times, learn how to convert ideas to cash!

Benefits to You
- Significantly enhance your Creative Brain Capital for exponential returns on ideas
- Boost individual and group creativity for continual streams of success
- Establish creative commando units in your organisation

Programme Outline
- It is not the number of people in your organisation that matters; it is the number of ideas that are being executed. Learn how to generate ideas through a range of brilliantly simple but formidably proven tools and techniques.
- Learn how to spotlight and prioritise in creative decision-making operations.
- Creativity is proportional to disorder, Re-order, new order. Learn how to dismantle mindsets and attain fluency, flexibility, and fluidity in confronting competitive creativity within a chaotic marketspace.
- We require technological agility to survive and thrive in these perilous, gyrating times. Learn how ideas emerged to create the advances we take for granted today.
- Don’t play within the boundaries, play with the boundaries. Learn how to break out into areas of relevance and significance.
- Work on the system, not in the system.
Dr Edward de Bonos Six Thinking Hats® Method is a powerful tool for achieving quality thinking, decision-making and problem-solving.

Benefits to You
- An effective information-getting technique (White Hat)
- The proper place of emotion, intuition and hunches in decision-making (Red Hat)
- To use logical positive exploration in assessment (Yellow Hat)
- To use and limits of cautious logical negative exploration in assessment (Black Hat)
- What creativity means and the basic tools to think up creative solutions (Green Hat)
- Metacognition - the indispensable skill to effectively manage meetings (Blue Hat)

Programme Outline
- Escape from time-consuming adversarial thinking habits
- Apply the Six Thinking Hats to explore any subject, problem or opportunity
- Use the Six Hats to break down thinking into manageable steps and avoid the confusion of trying to think about everything at once
- Use each hat in unison with partners and in groups to generate the sharp focus and synergy of parallel thinking
- Achieve a wide range of powerful results by varying the sequence in which the Six Hats is applied
- Introduce the Six Hats Method® to your organisation

Who must attend?
Level 2 (Supervisors, Executives & Emerging Managers)
Level 3 (New Managers)
Level 4 (Managers)
Tony Buzan: Good Thinking and Mental Toughness

In the current global capital crisis, stocks and shares capital is plummeting. Currency capital is declining, housing and property capital has plunged, mineral capital is diminishing. The only capital that has continuously risen in value throughout this and all previous recessions and depressions is Intellectual Capital and it is currency: Intelligence. Good Thinking is the best way to invest in your and your company’s Intellectual Capital and future security.

Benefits to You
- Understand and manage your learning and thinking processes for greater results
- Experience clearer thinking and increased concentration
- Achieve higher levels of creativity by identifying and tapping unrealised potential in you and others in your organisation
- Develop action plans for implementing new learning in and taking control of your professional and personal life

Programme Outline
- The Brain and its Capabilities
- Multiplying Organisational Brainpower
- Lessons from the Great Geniuses
- Mind Mapping®: The Ultimate Organisational Thinking Tool
- Improving Memory
- Developing New Thinking Habits
- Mental Literacy as a Source of Competitive Advantage
- The Brain as a Superlearning Mechanism

The Back of the Napkin: Solving Problems with Pictures

Visual thinking is using our innate ability to see – both with our eyes and our mind’s “eye” – to discover previously invisible ideas, develop those ideas in a rapid and intuitive way, and then share those ideas with other people in a way they simply “get”.

Any problem can be made clearer with a picture, and any picture can be created using a set of tools and the rules for its use. The core of this programme is learning to use the Visual Problem-solving Toolkit – a powerful new way of looking at problems and their solutions.

Benefits to You
- Learn a whole new way of looking at business problems more quickly, understanding them more intuitively, addressing them more confidently, and conveying results to others more rapidly.
- Learn to solve problems with pictures.
- Learn how to think visually, how to look better, how to see sharper, how to imagine further, and how to show newly discovered ideas.

Programme Outline
- What is visual thinking?
- Why visual thinking?
- The visual thinking toolkit
- Using the built-in tools
- The visual thinking problem-solving process
Driving a Culture and Practice of Innovation

Most organisations realize they must innovate! The challenge is that most companies focus on cost cutting or process innovation and do not know how to drive value-creating innovation. A comprehensive guide to the cultural as well as practical aspects of driving innovation within the organisation.

This interactive workshop provides a structured Innovation Framework from which to evaluate your organisation's innovation progress on Strategy, Culture, Process and Ideas and to develop an Innovation Action Plan to overcome innovation stumbling blocks.

Learn from leaders in innovation in the consumer durables and healthcare business and experience the innovation ideation process for yourself.

Benefits to You
- Identify and how innovation can drive growth within your organisation.
- Gain a real world appreciation for the cultural challenges of driving innovation in organisations from two leaders in the field of Innovation Management: Mayo Clinic and Whirlpool.
- Understand your organisation's Innovation Management weakness by using our proprietary Innovation Audit tool and develop an Innovation Action Plan using the Innovation Framework.
- Be empowered with Innovation processes and tools so as to put innovation into practice in your organisation.
- Receive an Innovation Questions & Provocations set of cards free.

Programme Outline
- Innovation as a driver of change and progress
- Types of innovation
- Barriers to innovation - Evaluating your innovation efforts - An Innovation Audit
- The Innovation Framework: Strategy, Process, Culture, Ideas
- A clear innovation strategy - Mayo Clinic case
- Building a Culture of Innovation - Whirlpool Case Study
- Innovation process - Discovery and framing innovation challenges
- Innovation process - Idea Generation
- Hands-on ideation experience
- Innovation action plan

Feb 24 & 25 | Sep 8 & 9
2 days
S$963.00 (SIM Members)
S$1,123.50 (Non-members)
(inclusive of 7% GST)

+65 6248 9418
exec@sim.edu.sg

Programme Leader
Angela Koch

Who must attend?
Level 3 (New Managers)
Level 4 (Managers)
驻足思考®

课程讲授如何在呈现思想的过程中做到清晰、简炼、有力。这就是人们将其看作知识工作者的核心资质之一。

课程大纲:
- 掌握迅速思考、逻辑表达的有效影响方法
- 掌握专业表达结构，并运用六种“基本逻辑计划”进行重点展现，三种“二级计划”进行生动表达
- 掌握“搭桥”技术澄清问题并转化对自己不利的提问
- 学会切中要点、突出主题、让人牢记的表达技巧

Who must attend?
Level 2 (Supervisors, Executives & Emerging Managers)
Level 3 (New Managers)

Mastering Personal Effectiveness and Emotional Competence

What makes a person effective? Personal Effectiveness is having both the aptitude and attitude to reach one’s full potential and maximising it to achieve personal and organisational goals. Participants will learn how to make the most of their personal resources - their personal talents, energy and time – to be the best of who they can be.

Programme Outline
- Evaluate personal goals and align them to your organisational goals
- Complete a personal SWOT analysis and how it can be used to contribute towards organisational success
- Work effectively with others in a business context to achieve organisational goals. Build bonds and create a happy, productive work environment
- Manage your time and resources effectively to achieve goals
- Identify suitable work-life balance strategies and programmes to achieve personal as well as organisational goals
- Optimise productivity while maintaining a work-life balance
- Learn to assess emotional intelligence of self and others, and identify ways to increase its level
- Apply emotional intelligence to guide thinking and actions and to influence and persuade others to achieve a win-win outcome

Who must attend?
Level 2 (Supervisors, Executives & Emerging Managers)
Level 3 (New Managers)
Thinking about all the problems we face today, have they become so complex that we are unable to find optimal solutions to resolve them? Many problems in our organisations come about as a result of less than stellar decisions made in the past. Why is it that we were not able to solve them and they keep coming back? Are we only solving the symptoms and not the root cause? Are we using the same tried before strategies to solve these problems? Do we need new ideas and ways of resolving them?

Quoting Albert Einstein who said “We cannot solve our problems with the same thinking we used when we created them”, it is now time for us to change our thinking patterns and look at new and innovative ways to resolve problems and make decisions for greater effectiveness.

Benefits to You

- Equip participants with strategies on how to create an environment which fosters a new and innovative approach to problem solving and decision making.
- Be exposed to processes, tools and key takeaways to be more effective
- Clear and practical steps and actions presented
- Strong overall positive impact

Programme Outline

- Create and nurture an innovative organisational environment to produce novel ideas and solutions
- Instil a culture of innovation and continuous improvement among people
- Identify principles of creativity and imagination to increase productivity and innovation
- Use problem solving techniques to address issues as a team or group
- Identify areas of deficiency and analyse the root cause(s) for them
- Work together to generate creative solutions to resolve the root cause
- Use good decision making processes to get the best out of your decisions
- Make optimal decisions using information and criteria that take into account the feasibility and impact of the solutions
- Implement solutions and analyse their effectiveness making corrective actions as required
- Ensure that the solution is used and implemented effectively as part of the organization’s process and polices
- Understand the implications of risk and develop an effective risk management program to develop strategies against its impact
Brain@Work

The brain is the control centre of all functional possibilities. When you actively maximise the potential of your brain, you generate a highly productive professional focus for a clear advantage in managing problems, making decisions and moving solutions for today’s challenging and dynamic business environment.

This programme highlights and heightens our brain functions for long-term, even lifelong work excellence.

**Benefits to You**
- Extend current skills and capabilities
- Add value to roles and responsibilities
- Build quality human capital
- Develop creativity and innovation
- Maximise your brain functions
- Create ideas for organisational dynamism and growth synergy
- Enable higher personal productivity
- Increase responsiveness to challenges and changes
- Inculcate intuition and initiative

**Programme Outline**
- The fundamentals of brain capabilities for productivity
- The art and science of productivity
- Thinking synergy for productivity
- Brain bank and brain boosters
- Multiple intelligences for high productivity
- Creativity and innovation for action advantage

**Who must attend?**
Level 1 (Admin & Support)
Level 2 (Supervisors, Executives & Emerging Managers)
Level 3 (New Managers)

**Programme Leader**
Annie Lim

**Programme Dates**
Mar 3 & 4 | Jun 9 & 10
Sep 15 & 16 | Nov 17 & 18

**Programme Fee**
S$749.00 (SIM Members)
S$866.70 (Non-members)
(inclusive of 7% GST)

**Programme Details**
2 days
+65 6248 9418
exec@sim.edu.sg

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Essential Business Etiquette

Enhance your professional image by equipping yourself with important business etiquette skills to better your relationships with customers and business associates.

**Programme Outline**
- Making introductions in both business and social situations
- Rules to observe in business conversations and discussions
- Office etiquette
- Business telephone etiquette
- Handphone etiquette
- Email etiquette
- Business meetings
- Teleconferencing etiquette
- Video conferencing etiquette
- Guidelines for entertaining customers
- Formal seating arrangements
- Business lunch
- Buffets, cocktail receptions and formal dinners
- Dining etiquette
- Some tips when entertaining in Southeast Asia
- Posture and confidence
- Dressing appropriately for the office
- Tips on networking professionally
- Rules for giving and receiving feedback
- Cultural sensitivities when dealing with business associates

**Who must attend?**
Level 1 (Admin & Support)
Level 2 (Supervisors, Executives & Emerging Managers)
Level 3 (New Managers)

**Programme Leader**
Gaik Lim

**Programme Dates**
Mar 27 & 28 | Jul 21 & 22
Nov 6 & 7

**Programme Fee**
S$588.50 (SIM Members)
S$695.50 (Non-members)
(inclusive of 7% GST)

**Programme Details**
2 days
+65 6248 9418
exec@sim.edu.sg
Fish! Experience: Bringing Passion to Work and Life

- Feb 19 | May 23
- Aug 6 | Dec 3
- 1 day
- S$642.00 (SIM Members)
- S$738.30 (Non-members)
- (inclusive of 7% GST)
- +65 6248 9418
- exec@sim.edu.sg

Programme Leader
Jimmy Tan

Who must attend?
Level 1 (Admin & Support)
Level 2 (Supervisors, Executives & Emerging Managers)
Level 3 (New Managers)

Benefits to You
- Take personal responsibility for helping your organisation reach its goals and live its vision by bringing wholeheartedness to work each day
- Create a high energy, positive environment
- Inspire others by turning routine encounters into memorable events
- Harness the power of attitude to unleash your potential
- Get things done in an atmosphere that fosters joy, productivity and integrity
- Create a culture of innovation that encourages fun and stimulates creativity
- Re-ignite your passion in work and life

Programme Outline
- Sunrise reflections
- At the waterfront
- FISH!™ blockbuster movie
- FISH!™ craft
- FISH!™ tales
- FISH!™ sticks
- FISH!™ for life
- Heading back to shore: Making a commitment

Organising Yourself for Maximum Effectiveness

- Apr 8 & 9 | Jul 1 & 2
- Dec 2 & 3
- 2 days
- S$749.00 (SIM Members)
- S$866.70 (Non-members)
- (inclusive of 7% GST)
- +65 6248 9418
- exec@sim.edu.sg

Programme Leader
Lynn Hayden

Who must attend?
Level 1 (Admin & Support)
Level 2 (Supervisors, Executives & Emerging Managers)
Level 3 (New Managers)

The feeling of being overwhelmed by work is more often caused by a disorganised approach than the amount or difficulty of the task on hand. By having critical information readily available when you need it, you can better manage your time, people and projects. This can be done more effectively if you match your organising tools with your work style and needs. Improve your organising skills by integrating what you have to do, what you want to do, and how you function as a person into an efficient and highly flexible control centre.

Benefits to You
- Gain insight into yourself and your work style
- Develop a personalised organising system
- Formulate your work strategy

Programme Outline
- Managing yourself
- Organising your tools and techniques
- Planning your work strategy
- Time - One of your critical resources
Power Personality

Personality is an integral part of you. It can energise your capabilities for life and work, or it can also prevent your vital development in powering yourself. Learn with open-mindedness about who you are and how you can evolve your personality to enjoy work and life.

You will explore and mould your personality to manage crises. You will learn the dynamics of understanding, undergoing and winning the challenges of changes. You will determine to light up your connections for practical competencies.

You can grow your magnificence here.

Benefits to You

• Know yourself for potential progression to the “X” factor
• Grow extraordinary values to make a difference
• Maximise positive character dimensions for contentment
• Regulate social competencies for personality success
• Manage personality expectations for impact and influence
• Find happiness and hope in personality agility

Programme Outline

• The quality of personality
• Magnifying “Q” for “X”
• Power + Person = M
• Personality dimensions and directions
• The functional personality
• Adversity and its advantages
• Transforming adversity to advancement
• React or respond to crises
• Use change for value opportunity
• Your vital lifework for success
• I am magnificent
Presenting Yourself for Maximum Attention!

Have you ever thought about what you look like, sound like and are like to others daily?

This program enables you to reflect on and make real; the skills that can be used to persuade those around you day-to-day. Whether you are speaking to one person, a small group of people or a large audience, you can learn to minimise the fears and barriers that prevent you from expressing your best self.

You will find stronger confidence in the many important practices that we will have with the interesting variety of skills that build passion. You can hold the attention of your listeners and audience with sincerity and savvy. There are multi-dimensional values in persuasive presentations and you will enjoy them.

This is an exciting and experiential time of evolving your skills in holding attention and respect in day-to-day work and life.

Benefits to You
- Manage attention with confidence to effectively relate in a variety of situations with different people
- Build connections for long-term persuasion through an extensive business network
- Enjoy the dynamics of getting attention to overcome fears and barriers in presenting yourself
- Express an assured image for impact to be remembered for significance
- Energise the precise skills of holding attention to develop dimensions of meaning
- Inculcate good habits in projecting who you are and getting agreement

Programme Outline
- Breaking barriers to presenting with confidence
- Building certainty with self-awareness
- Deciding on a positive image to counter negative unconscious expressions
- Speaking with beneficial and credible content
- Understand how passion persuades the human mind and heart
- Use definitive body language for positive intent
- Perform with key delivery skills to make a difference
- Explore presenting with situation-awareness
- Increase vitality in your visual connections
- Study the advantage dynamics of getting attention
- Hold any listener with a winning line

Programme Leader
Annie Lim

Who must attend?
Level 1 (Admin & Support)
Level 2 (Supervisors, Executives & Emerging Managers)
Level 3 (New Managers)

Apr 21 & 22
2 days

$909.50 (SIM Members)
$1,048.60 (Non-members)
(inclusive of 7% GST)

+65 6248 9418
eexec@sim.edu.sg
### Productive Time and Stress Management

**Programme Leader**
Michael Podolinsky

**Who must attend?**
Level 1 (Admin & Support)
Level 2 (Supervisors, Executives & Emerging Managers)
Level 3 (New Managers)

This programme aims to change your old habits and help you become TWICE as productive immediately. TRIPLE your effectiveness by first setting life-changing goals in line with your beliefs and then using the secrets and tools shared to follow up on those goals with specific actions steps. Skyrocket your career success by taking hold of the ONE aspect of your life you can control your time!

**Benefits to You**
- Learn to plan your time more effectively and live your life more richly
- Minimise risks and interruptions that affect your productivity and success
- Stay in control of every aspect of your life

**Programme Outline**
- The secret of focus and how to maintain it
- Five essential delegation steps
- How to say ‘NO!’
- 12 critical steps to make meetings productive and get results flowing AFTER the meeting
- How to control or eliminate paperwork
- Coping with multiple bosses and tasks
- The importance of grouping tasks and trips for peak efficiency
- The importance and essentials of risk taking
- 10 ways of dealing with your boss, customers and your organisation to stay in control
- Why you want to be a ‘cat’ and not a ‘dog’
- Five essential elements of goal setting and goal getting
- The five ‘F’s’... and how to balance work, social life and family responsibilities

### Think on Your Feet®

**Programme Leader**
Phil Day / Rebecca Stewart
Jacqueline Throop /

**Who must attend?**
Level 1 (Admin & Support)
Level 2 (Supervisors, Executives & Emerging Managers)
Level 3 (New Managers)
Level 4 (Managers)

You don’t have time to prepare. But your ideas are important. How to be clear, brief and memorable? Think on Your Feet® means less time, more impact. And on the rare occasions you have time, the same techniques slash preparation for the ‘big pitch’.

The secret? The capsules of persuasion concept: Ways to package ideas quickly. Leading organisations in hi-tech, consulting, and government in 30 countries, 9 languages and SIM, where Think on Your Feet® has been a ‘hit’ for more than 20 years.

**Benefits to You**
- Learn how to be: Clear, Brief, Memorable
- When you have: No time, Some time, Plenty of time
- To convey ideas to: Individuals, Small groups, Large audiences

**Programme Outline**
- Getting to the point & being remembered
- Presenting your ideas with speed & clarity
- Using handy fall-back techniques when you’re caught off guard
- Handling questions quickly, clearly and persuasively
- Using ‘visual’ pegs as your structure
- Dividing information into facets, aspects or perspectives
- Bridging from question to answer
- Expanding or focusing your listener’s perspective
- Moving opposing viewpoints to a middle ground
- Illustrating your ideas
- Putting it all together
- Think on Your Feet speed networking
In today’s world characterised by complexity and uncertainty, organisations face a multitude of issues, all of which are complex and inter-connected. The issues are aggravated by a poor appreciation of the whole situation – much like 4 blind men each feeling a part of an elephant. As a result, What is the real problem? becomes a common refrain at senior management. This programme introduces an approach to managing complexity using Systems Thinking. It enables the participants to appreciate the BIG picture and the inter-connections between the subsystems. The participants will gain an insight into separating symptoms from real causes, and find high leverage points to implement effective solutions.

Benefits to You
• Analyse an issue in terms of components and their inter-connections
• Synthesise perspectives from different stakeholders into a coherent picture
• Assess the situation with a systems-level perspective
• Identify the symptoms, root cause and consequences of a complex issue
• Resolve the complex issue by creating or identifying new paradigm, new mindset, new leverage points and/or new action

Programme Outline
• Overview and concept of complexity – the Beer Game
• Concept of Systems Thinking and its application
• What is the real problem? - Separating symptom from root cause
• What is causing the problem? - Appreciating the underlying structures
• Identifying leverage
• Consolidating and application tips
People Management refers to one’s ability to synergize with teams of stakeholders beginning with personal team development, leading to team effectiveness with emphasis on engagement, synergy and retention.

PROGRAMME CATEGORIES
- HR Development
- HR Management
- Team Engagement
Facilitation Skills: How to Conduct Meetings, Trainings and Facilitations by Getting your People to Share their Ideas

Triple the effectiveness of your meetings and training sessions, through true facilitation. Facilitation is the new science of empowering people to participate in groups, guided by your help, not dominated by your lecturers, instructions or only a few people talking.

Benefits to You
- Learn how to ask the RIGHT questions and BETTER questions
- Control dominant participants
- Open up and motivate even the quietest ones to share their ideas
- Get more, new and better ideas from your team
- Gain consensus faster
- Settle disputes quickly
- Learn how to run meetings with bosses, colleagues and direct reports so that ALL benefit
- Discover tips for setting up your meetings and trainings for success right from the start
- How to generate more ideas from your team in less time
- Discover the psychology behind drawing people out to share
- Learn why most managers and workshop leaders fail at facilitating meetings
- Master facilitation tools to guarantee your complete and total success!

Programme Outline
- Ten ways to get people to open up
- Five magical skills to get people to trust you
- Podolinsky’s Eight Power Points of participation
- Ten essential skills which every facilitator must possess
- The Attention, Desire, Action Model of facilitation
- Five “Must Have” stages of development in group dynamics
- Three keys of NLP applied to facilitation
- Ten magical motivators for facilitators
- The difference between facilitation, discussion groups, workshops and seminars
- The sciences of skenetics, skinectics and brainstorming
- Podolinsky’s five power thinking steps
- Coaching, feedback and summarisation skills
- Modus operandi of top facilitators
- Seven key problem solving techniques
- Consensus, alignment and collaboration tools
- 22 difficult people found in your groups and how to capitalise upon their personalities
- Five ways to make sure people leave their groups contented, if not elated

Who must attend?
- Level 1 (Admin & Support)
- Level 2 (Supervisors, Executives & Emerging Managers)
- Level 3 (New Managers)

Programme Leader
Michael Podolinsky

Mar 3 & 4 | May 26 & 27
Aug 25 & 26 | Nov 10 & 11
2 days

$749.00 (SIM Members)
$866.70 (Non-members)
(inclusive of 7% GST)

+65 6248 9411
exec@sim.edu.sg

Programme Leader
Michael Podolinsky

Who must attend?
Level 1 (Admin & Support)
Level 2 (Supervisors, Executives & Emerging Managers)
Level 3 (New Managers)
SIM Competent Trainer Programme (Basic)

An effective trainer, whether as an in-house or external provider, requires a practical skills-set of design and delivery of programmes coupled with an understanding of how people learn. This five-day practical and structured programme provides you with a broad basis from which you can develop your expertise and be an effective trainer.

Benefits to You
- Become an effective training professional
- Develop a structured training programme to share your skills and knowledge
- Deliver a polished training programme with basic training skills and confidence
- Assessment of your competencies on a range of training activities
- Increase your value to your current employer while equipping yourself with highly marketable skills for the future

Programme Outline
- What is training and its links to the business?
- How people learn - Setting key learning objectives
- Choosing and applying different learning methodologies
- Designing training materials
- Delivering practical training sessions
- Assessment of and feedback to trainees
- Evaluating training and learning outcomes

Who must attend?
Level 2 (Supervisors, Executives & Emerging Managers)
Level 3 (New Managers)
Level 4 (Managers)

Training the Trainer
- Creative, Engaging and Productive Training Techniques that WORK!

This comprehensive programme covers what leaders need to run, train, mentor and coach their people to high performance and ongoing success. This programme shares hundreds of skills you can implement immediately to coach and mentor individuals and train whole teams.

Programme Outline
- Getting your people to want to learn
- The 8 different intelligences
- Understanding adult learners and NLP
- Training Moments™
- Questions, not answers
- Training, coaching and mentoring - Differences, effectiveness and uses
- Way to stimulate discussions and thinking
- Magic steps to total group involvement
- How to engage employees one-on-one
- Creative uses of props and visuals
- Presentation to different size group
- Icebreakers
- Ways to reinforce and reward learning
- Training and your staff briefings
- Physical activities critical to education
- 6 ways to open with pizzazz
- 6 dynamic ways to close with punch
- The Training Game™
Identifying Learning and Talent Development Needs

Unless the training needs of your company, departments and employees are accurately identified, analysed and prioritised, the resultant training will be an entirely hit-and-miss affair and the evaluation of it will be impossible. Sharpen your skills at identifying training needs and improve the effectiveness of your training department.

Benefits to You
- Improve your skills at identifying training needs
- Improve the effectiveness of your training

Programme Outline
- Linking training development needs with objectives for the organisation, the department and the individual
- Methods for identifying clerical and operator training needs
- Competencies
- Methods for identifying management training needs
- Methods for identifying organisational training and development needs
- Assigning priorities and influencing other people

Programme Leader
Tim Russell

Who must attend?
Level 3 (New Managers)
Level 4 (Managers)

Leaders as Effective Coaches

Coaching is a key leadership competency that will enhance the development of talent. Coaching is providing developmental guidance and support to the coachee. It takes place on a regular and frequent basis throughout the performance cycle.

Benefits to You
- Develop others in the workplace setting
- Hone collaborative and communication skills
- Get first-hand practice on how to coach staff and colleagues
- Guide staff and colleagues on their career directions
- Develop a better awareness of self and others

Programme Outline
- What motivates your staff?
- Positive experiences
- Coaching fundamentals and core principles
- One-minute coaching
- Giving feedback
- Perceptive listening
- Coaching process
- Practice session 2: AIM
- Effective questioning
- Practice session 3: Change and execute
- Demonstration of the ACE coaching conversation
- Practice session 4: Putting it all together
- How to handle difficult situations
- Special issues – to build a coaching culture
- Developing potential
- Sustaining development

Programme Leader
George Quek

Who must attend?
Level 3 (New Managers)
Level 4 (Managers)
Building A High Performing Culture

The highest performing organisations pay attention to their organisational culture. In fact, they work hard at consciously creating and maintaining their culture, which they use as a competitive advantage to attract, retain and develop the talent needed to achieve aggressive goals and objectives.

Building a values-driven organization is about unleashing the potential within individuals, teams and leadership to create a high performing culture. One that is healthy, engaged and productive. A culture that provides winning conditions for its leaders, employees, customers, and key stakeholders.

More than ever before, individuals are socially conscious and aware of the implications of change on people. This means leaders need to manage change and lead in a way that is values-driven, ethical, caring and empathetic, doing the right thing for people in the right way.

Benefits to You

- You will learn about new concepts, frameworks and tools to lead expert workers successfully
- You will gain rich insights into cutting edge research about knowledge based companies
- You will be more assured in your leadership of independent employees and learn how to intervene in a post-hierarchical way
- You will be able to involve experts more effectively in decision-making processes and utilize them effectively for achieving goals in your area of responsibility

Programme Outline

- Individual Values Assessment to be analysed and applied in the workshop
- Map and measure culture to support collective action for transformation
- Impact of core business challenges on employee engagement, retention, creativity, innovation and customer satisfaction
- Drive new levels of thinking and consciousness to solve current businesses’ challenges
- Evolution of the current business paradigm of the 21st century, cultural capital
- Influence of values and behaviours on high performance, engagement and retention
- Case study on creating cultural capital and high performing Leadership Teams
- Cultural transformation tools and the link between performance and culture
- The cost of cultural entropy and limiting values on lost productivity and opportunity
- Leadership development and personal alignment to ‘walk the talk’ and motivate continuous learning to develop a culture of participation
- How to prepare for integrated transformation and whole system change to develop implementation actions plans to fill the gaps and build a high performing, values-driven culture

Who must attend?
Level 3 (New Managers)
Level 4 (Managers)
Level 5 (Senior Managers & Directors)

Programme Leader
Joanna Barclay
**HR Best Practices and Policies**

With the increased pace of change and restructuring, robust and pragmatic HR policies need to be in place to ensure flexibility and responsiveness. Globalisation and technology are also changing the HR landscape, and it is vital that managers create effective HR policies that address these new challenges while remaining geared towards handling people management issues, achieving exceptional performance standards and delivering business results.

**Benefits to You**
- Consider a framework of HR best practices in talent management in the employment, development, reward and retention of staff
- Develop a range of HR-related policies and procedures which will fit within the culture of your organisation
- Align your policies and procedures with relevant employment legislation

**Programme Outline**
- Understand the impact of the New economy on HR practices
- Determine challenges and relevant policy changes and understanding expectations of employees
- Create a mindset that individuals are partners and players and deliver business value
- Benchmark competitive practices
- Organise and work with a policy project team
- Policy content and development
- Understand the success criteria of effective HR policies and practices

**May 5 & 6 | Oct 13 & 14**
2 days
$749.00 (SIM Members)
$866.70 (Non-members) (inclusive of 7% GST)

**Programme Leader**
Robin Robbins

**Who must attend?**
Level 2 (Supervisors, Executives & Emerging Managers)
Level 3 (New Managers)

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**Interviewing Skills**

Selection is the process of choosing the right talent - individuals with the right skills, competencies, attitude and qualifications. It is true that the amount of time, effort and energy that you put into the hiring process may make management of your new employees much less difficult because many problems will be eliminated up front during the selection process. We need to remember that selection decisions are an important part of successful talent management.

**Benefits to You**
- Hire the right talents and know their roles and responsibilities
- Be familiar with the use of the Interview Assessment Forms
- Select the right talent
- Learn key interviewing skills, techniques and approaches
- Understand key aspects of a job description

**Programme Outline**
- What to do before the interview
  - Be clear what kind of people the organisation is looking for
  - Be aware what candidates look for in their jobs
  - Setting up and preparing for the interviews
- What to do during the interview
  - Beginning the interviews
  - Extracting valuable information
  - Structuring the interview
  - Conducting the interview
  - Managing the candidates' interest
  - Ending the interviews properly
- What to do after the interviews
  - Action planning and Q & A
  - Pitfalls and what to watch out for

**Apr 7 & 8 | Nov 5 & 6**
2 days
$749.00 (SIM Members)
$866.70 (Non-members) (inclusive of 7% GST)

**Programme Leader**
Robin Robbins

**Who must attend?**
Level 2 (Supervisors, Executives & Emerging Managers)
Level 3 (New Managers)
Level 4 (Managers)
Managing Compensation

In a competitive environment, an organisation doesn’t just need to attract talent. Equally important is the need to motivate and retain talent. Hence managing performance through effective compensation practices is key to an organisation’s success. Managing compensation ensures that rewards and recognition systems, policies and practices are in place to manage talent effectively.

Benefits to You
- Understand the dynamics of managing compensation
- Consider a framework of reward management
- Decide which type of reward system fits your organisation
- Review your current approach and measure its effectiveness

Programme Outline
- Aligning compensation policies to business strategy and culture
- Creating a performance management system and developing appropriate reward policies
- Creating effective compensation packages
- Employee involvement in managing the pay process
- Using alternative pay strategies
- The use of compensation surveys
- Skills for personnel creating effective compensation packages

May 7 & 8 | Oct 20 & 21
2 days
$749.00 (SIM Members)
$866.70 (Non-members) (inclusive of 7% GST)
+65 6248 9414
exec@sim.edu.sg

Programme Leader
Robin Robbins

Who must attend?
Level 2 (Supervisors, Executives & Emerging Managers)
Level 3 (New Managers)
Level 4 (Managers)

Managing Employee Performance

This programme enables you to understand the drivers of employee productivity, how to improve it, core leadership techniques and how to implement them. You will also learn how to improve and build your reputation as leaders.

Also learn to addresses goal setting, coaching, feedback, delegation, motivation, appraisal and development. Each of these important topics is explored through a range of engaging learning approaches, and it enables you to walk away with improved leadership ability and people management.

Benefits to You
- Develop the skills and confidence to manage the performance of your team members
- Be introduced to the best practices and receive feedback on practical techniques, enabling you to get things done by harnessing the potential of your people

Programme Outline
- Objectives
- Performance Coaching
- Delegation: What, when and how
- Motivation: Theory and application, including Gen X & Y and cultural considerations
- Reviewing performance: Informal and formal appraisal discussion
- Identifying and addressing development needs

May 22 & 23 | Nov 13 & 14
2 days
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Programme Leader
Paul Loxton

Who must attend?
Level 2 (Supervisors, Executives & Emerging Managers)
Level 3 (New Managers)
Level 4 (Managers)
Performance Appraisal - Engaging and Harnessing the Best from Your Staff

Most companies recognise that their greatest asset and competitive advantage is with their human resources. Ironically, little time and attention are given to provide the appropriate feedback, guidance and development to maximise this most important resource of the company.

Benefits to You
- Plan, manage, develop and evaluate performance effectively
- Engage and harness the best results from your employees
- Foster communication through effective feedback, coaching and recognition
- Counsel less-than-satisfactory performers and manage difficult employees
- Benchmark evaluation and reward scheme

Programme Outline
- The purpose and benefits of performance appraisal
- The performance management process
- Planning performance
- Managing performance
- Developing competency
- Evaluating and rewarding performance
- Roles and responsibilities of supervisors and staff
- The performance review and appraisal

Programme Leader
Goh Wee Lee

Who must attend?
Level 2 (Supervisors, Executives & Emerging Managers)
Level 3 (New Managers)
Level 4 (Managers)

Recruiters’ Training and Talent Acquisition

The corporate world is facing a talent crunch. Candidate sourcing has become a top priority for global firms. The challenges facing corporate recruiters and headhunters are increasing at a rapid pace. This programme will help you meet these new challenges by providing the tools, techniques and strategies to source and hire top people.

Benefits to You
- Source and increase your talent pool
- Learn ways to assess and hire candidates in the tight job market
- Apply these tools immediately on your next head-count assignment

Programme Outline
- Candidate sourcing and recruiting
- Strengthen your candidate assessment and closing
- The business side of recruiting
- Market your recruitment services

Programme Leader
Steven Yeong

Who must attend?
Level 2 (Supervisors, Executives & Emerging Managers)
Level 3 (New Managers)
Level 4 (Managers)
Workplace Big Five Profile™ Certification Program

Developed in the U.S.A. by the Center for Applied Cognitive Studies (CentACS) since 1993, the WorkPlace Big Five Profile 4.0™ (WorkPlace) is the leading personality assessment based on The Big Five or Five Factor Model of Personality which has become the standard for psychologists.

This is a certification programme approved and recognised by the CentACS. Attaining the certification allows you to purchase, administer and apply the Workplace instrument within your own organisation or with your clients.

Benefits to You
- Reduce attrition with proper selection and succession planning
- Increase productivity
- Improve communication
- Increase sales
- Increase associate satisfaction by moving them into the right role

Programme Outline
- Your personal Big Five assessment results
- Introduction to the Howard’s Human Resource Optimizer (HRO) Model
- Practice using and relating the Big Five to leadership development, team effectiveness, career planning, coaching individuals, job selection, 360° performance assessment, and selling and influencing
- Small group, full group, and individual work analysing practical case studies and performance applications of the model
- A comprehensive explanation of the Five factor Model of Personality
- Administration of the WorkPlace Big Five Profile
- The CentACS code of ethics and how to apply it

Who must attend?
Level 2 (Supervisors, Executives & Emerging Managers)
Level 3 (New Managers)
Level 4 (Managers)

Aligning HR with Business Strategy

This programme describes the role of HR in business strategy. It reviews six key global workforce trends that will shape the future, describes their impact on corporate strategy and HR strategy. It also offers an opportunity for you to get hands-on experience in discussing business strategy, HR strategy and aligning HR strategy to business strategy.

Benefits to You
- Align HR strategy with corporate business strategy
- Contribute to your business strategy
- Implement appropriate motivation and reward systems and strategies
- Evaluate the performance of your team and individual members
- Plan training and development programmes

Programme Outline
- The strategic importance of HRM within the organisation
- How HRM contributes to business strategy
- How to implement appropriate motivation and reward systems and strategies
- How to evaluate the performance of the team and individuals
- How to plan training and development programmes
- Evaluating your competence

Who must attend?
Level 3 (New Managers)
Level 4 (Managers)
Applying Competency-Based Human Resource Management

This programme will help you build competence in competency-based human resource management (CBHRM).

Benefits to You
- Define key terms such as competency, competency identification, competency model, competency modelling, competency assessment, 360-degree assessment, multi-rater, full-circle assessment, and Individual Development Planning
- Understand the difference between competency-based HR management and work or job-description-based HR management
- Describe key approaches and methodologies to conduct competency identification
- Define and practice behavioural events interviewing (BEI) and analyse BEI results
- Use the results of competency identification to draft a competency model for a targeted job category, department, or occupation
- Use the results of competency identification to assess competence
- Use competency modelling to guide performance management
- Use competency modelling to guide training and development
- Applications of competency modelling to career pathing, pay, and other HR systems

Programme Outline
- Identifying competencies
- Competency-based recruitment and selection
- Competency-based training and development
- Competency-based performance management

Structural Behavioural Interviewing

Research has shown that behavioural interviewing is five times more effective in selecting the right person for your company than traditional interviewing. This programme transforms your selection and promotion process into one of the most important business decisions you make.

It is designed to help you find, secure, hire, retain and build the ‘right’ talent pool. Hiring the right person for the right role at the right time will significantly increase your chances of higher retention and long-term employee engagement. It will also teach you how to identify characteristics that differentiate outstanding performers in a given job, and build those competencies into your hiring and selection process. Learn how to select the best candidate for all types of job positions.

Benefits to You
- Improve employee retention and engagement
- Improve your chances of hiring right the first time by five times over traditional interviewing techniques
- Leverage best practices for selection
- Link business needs with people selection

Programme Outline
- Differentiate between traditional and behavioural questions
- Link the behavioural competencies and culture to the selection process
- Write and use effective and properly worded behavioural questions
- Structure effective selection and promotion process
- Sell the candidate using a ‘realistic job preview’
- Make a fair and objective hiring decision that goes beyond a gut feel
- Use an anchored scoring process
- Make the right hiring decision
- Practice structured behavioural interviewing
Leadership identification is one of the key issues facing leaders around the globe. Ensuring the sustainability of the company is essential. Having the right leadership in place will make that happen.

Yet most leaders have not thought through the succession planning process beyond their immediate short-term replacement needs of today. Success for firms in the next decade will likely be determined by how well they manage to balance the economic realities with the need to invest in their current human capital. Traditional replacement tactics will not suffice in the struggle ahead. Human capital is an asset that continues to be the pillar of continuity and long-term success for companies.

Success of a company is measured not by the success of the founder but the legacy they leave for the following generations of employees. Getting the succession right is the key issue of organisations both new and established.

Benefits to You

- Identify priority issues, problems, and/or opportunities and the level to which succession planning is required for specific roles within your organisation
- Understand the parameters of a well-designed succession planning program
- Use proven success principles to custom-tailor your programs
- Leverage best practices for selection
- Identify high potential employees
- Differentiate between high potential and promotable
- Conduct a meaningful talent review meeting
- Differentiate a leader of your firm from other employees
- Develop a six-step process to ensure successful development and execution of a succession plan specific to your organisation’s needs
- Know the choices you have to make to redefine or begin your succession planning journey
- Know the mechanics of the succession places that works for your organisation

Programme Outline

- Succession planning as a business tool
- Making sense of succession planning
- Building a working framework
- Constructing a framework for developing high-potential identification and development strategies and programs
- The difference between competent and capable
- The importance of behaviours that define values and the competencies that determine success
- A well defined and structured talent management process
- The importance of workforce planning as a foundation for succession planning
- Road map for effective execution of succession planning
- The differences and effectiveness of different individual assessment approaches
Managing Relations @ Work for Administrative Professionals

Acquire skills to boost your personal and work productivity. Understand and become more aware of your personality type and how it influences your work style. Increase your effectiveness in working with your boss and colleagues.

Benefits to You
- Learn more about your personality and how you behave in different situations
- Become a better and more effective communicator
- Discover how you can turn your weaknesses into strengths
- Know how to be a better team player
- Acquire the skills you need to achieve excellence at work

Programme Outline
- Identify and analyse your personality type and behavioural style
- Harness the power of psychological types and behavioural styles to speed-read and speed-reach people
- Turn personality conflicts into opportunities
- Apply a holistic behavioural model in understanding and predicting workplace behaviour
- Apply the basics of human psychology at your workplace
- Learn to make the greatest positive impact to your team
- Discover how to be a super team player
- Sharpen your interpersonal and communication skills
- Learn the latest proven techniques such as Neuro Linguistic Programming (NLP) to build instant rapport with your colleagues, bosses, and internal customers
- Master the art of skillful questioning and listening
- Leverage work stress to improve productivity

Programme Leader
Wayne Kwan

Who must attend?
Level 1 (Admin & Support)
Level 2 (Supervisors, Executives & Emerging Managers)

Developing & Engaging Teamwork for Workplace Success

Effective workplace communication is essential for business success today. It is an art that every manager must learn in order to lead and blend in a team, and help the company grow to new heights.

Benefits to You
- Encourage teamwork and foster commitment and sense of belong among team members
- Assess barriers to group interaction and communication, establish infrastructure to facilitate knowledge management and work team coaching
- Lead workplace communication by evaluating and identifying gaps and barriers arising from organisation culture and diversity
- Apply and develop negotiation strategies for effective communicative skills and achieving win-win outcomes
- Implement consistent and effective communication strategies and mechanisms within the organisation

Programme Outline
- Lead Workplace Communication and Engagement
- Develop a Work Team

Programme Leader
Edwin Sim / Sanjay Mehta

Who must attend?
Level 2 (Supervisors, Executives & Emerging Managers)
Level 3 (New Managers)
Human Relations Skills and EQ Techniques

Feb 20 & 21  | Apr 10 & 11  
Jun 17 & 18  | Aug 14 & 15  
Oct 14 & 15  | Dec 4 & 5  

2 days  
$S$535.00 (SIM Members)  
$S$642.00 (Non-members)  
(inclusive of 7% GST)  

+65 6248 9407  
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Programme Leader  
Tan Teck Huat  

Who must attend?  
Level 1 (Admin & Support)  
Level 2 (Supervisors, Executives & Emerging Managers)  
Level 3 (New Managers)  

Want to connect more with your coworkers and achieve more at work? Appreciate the importance of workplace harmony and learn how to develop effective human relations, influence people and sharpen your EQ skills in this programme.

Benefits to You  
- Understand why good human relations, people influencing and EQ skills are important for effective teamwork, personal growth and career advancement  
- Acquire a better understanding of causes of conflict and conflict management strategies  
- Gain insights into who you are and what you can do to enhance your EQ and human relations skills  
- Develop skills in getting results through HR / EQ skills and creating positive working relationships with your subordinates, colleagues and bosses

Programme Outline  
- Human relations  
- Coaching, influencing and enhancing positive working relationships  
- Human relations and handling criticisms  
- Human relations through motivating others for ‘better results’  
- Managing team conflicts  
- Your human relations approach - Practical EQ tools for impact

Making Conflict Work™

Jul 10 & 11  
2 days  
$S$1,016.50 (SIM Members)  
$S$1,177.00 (Non-members)  
(inclusive of 7% GST)  

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exec@sim.edu.sg  

Programme Leader  
Oon Tik Lee / V. Ravindran  

Who must attend?  
Level 1 (Admin & Support)  
Level 2 (Supervisors, Executives & Emerging Managers)  
Level 3 (New Managers)  

This programme helps you view conflict as an opportunity instead of an obstacle, so you can create a conflict-positive business environment. It helps you diagnose various levels of conflict and provides a unique process for addressing different conflicts, and effective resolution tactics for solving them.

Benefits to You  
- View conflict as an opportunity rather than an obstacle  
- Use conflict to achieve positive business results  
- Identify and diagnose the levels of conflict, and approach each level accordingly  
- Apply appropriate conflict resolution tactics to create a ‘conflict positive’ environment

Programme Outline  
- Conflict styles  
- Your conflict profile  
- Three levels of conflict  
- Using the ARIA process: Four steps to manage and resolve conflicts  
- Interpersonal ARIA mastery  
- Facilitated ARIA mastery  
- Conflict and the leadership framework: Creating a conflict positive environment  
- Action planning
Managing the Multi Generational & Culturally Diverse Workforce

Mar 13 & 14 | Aug 18 & 19
2 days
$599.20 (SIM Members)
$727.60 (Non-members)
(inclusive of 7% GST)
+65 6248 9407
exec@sim.edu.sg

Programme Leader
Goh Wee Lee

Who must attend?
Level 1 (Admin & Support)
Level 2 (Supervisors, Executives & Emerging Managers)
Level 3 (New Managers)

Benefits to You
- Appreciate the demographics, aspirations, values and perceptions of the multi-generational and multi-cultural work force
- Understand the link between employee engagement and productivity
- Communicate more effectively with different individuals across generations and cultures
- Re-examine the role and responsibilities of the supervisor
- Develop the skills and practices needed to build a cohesive work team

Programme Outline
- Employee engagement and productivity
- Working with diversity
- The multi-generational work force
- Principles of leading people and building trust
- Communicating more effectively
- Role and responsibilities of the supervisor
- Building a cohesive and high performance team

Understanding and Working Effectively with All Personality Types

Apr 10 & 11 | Jul 3 & 4
Dec 4 & 5
2 days
$749.00 (SIM Members)
$866.70 (Non-members)
(inclusive of 7% GST)
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exec@sim.edu.sg

Programme Leader
Lynn Hayden

Who must attend?
Level 1 (Admin & Support)
Level 2 (Supervisors, Executives & Emerging Managers)
Level 3 (New Managers)

Benefits to You
- Become familiar with each temperament type
- Appreciate the distinct value of each temperament type
- Understanding how the differences are essential to team effectiveness

Programme Outline
- Fundamentals of Temperament Review
- Character and Temperament
- Understanding Character and Temperament Types
- Type Development & Team Effectiveness

Today’s work place boasts a multi-generational workforce, ranging from fast learning Gen Y through upwardly mobile Gen X, hardworking Baby Boomers to long-serving Pioneers. Globalisation has also resulted in a more diverse mix of cultures at the work place, with the potential for possible conflicts. A major challenge therefore is, in meeting the diversified needs of different groups and yet harnessing the strength of different employees in building a cohesive and high performing team.

We can make major improvements in communication and working relationships when we know each other’s way of being. To explore personality styles in some depth, we will use Carl Jung’s Theory of Psychological Types – which has been further developed and is popularly known as the Myers-Briggs Type Indicator (MBTI) – and David Keirsey’s Character and Temperament Types. Understanding the four basic types is an effective way to help us examine ourselves and to make positive changes in the way we interact with the people with whom we live and work.

By knowing the four temperament types and being able to identify the basic characteristics of each, and the particular abilities each possesses, you will begin to understand how to bring to bear the strengths and insights of one team member to offset particular limitations of another team member. Instinctively, and usually below the surface of awareness, we know we have both strengths and weaknesses. This programme brings them to a conscious level where you will have the opportunity to make intelligent assessments and choices about how to work more effectively with others.
Influencing, Persuasion and Personal Empowerment Skills

Many situations arise where you need to influence the behaviour or attitudes of managers, superiors, colleagues, customers, clients, suppliers and subordinates. Often, you either do not have or do not wish to use your power of position. You will then have to rely on your skills of influence, negotiation, assertiveness and empowerment to achieve your objectives.

Benefits to You
• Develop the skills you need to better handle all influence, persuasion and empowering situations

Programme Outline
• Persuasive Influencing
• Influencing styles
• The psychology of influencing
• Influencing 8-point checklist
• Behaviour analysis and influencing style
• What is assertiveness
• How to manage your boss
• The nature of effective Feedback
• Influential Negotiations
• Negotiation styles
• Empowerment

Leadership for the Future: Leading Creative Talents

The most valuable asset of a 21st century institution, whether business or non-business, will be its knowledge workers and their contributions. - Peter Ducker.

As organisations evolve to meet new demands, management must be re-invented and re-defined accordingly. Managers of knowledge based companies need to get work done through engaged, self-managing and project oriented knowledge workers who require more autonomy than other workers; Much of their work is invisible and hard to measure, because it goes on inside their heads or outside the office. Tapping into these expert's unique skills require leaders to adopt new ways of thinking, organising and managing, with different management styles and techniques to perform successfully.

Benefits to You
• Learn about new concepts, frameworks and tools to lead expert workers successfully
• Gain rich insights into cutting edge research about knowledge based companies
• Be more assured in your leadership of independent employees and learn how to intervene in a post-hierarchical way
• Involve experts more effectively in decision-making processes and utilise them effectively for achieving goals in your area of responsibility

Programme Outline
• Leading knowledge workers and expert teams
• Leading in the knowledge based organisation
• Leading yourself in an information-based environment
How to Manage, Motivate and Lead A Winning Team

Benefits to You
- Improve employees’ productivity, get them motivated, accomplish projects easier and on time, reduce your employee costs by lowering your staff turnover and boosting their morale
- Learn key leadership essentials, systems approaches to productivity enhancement, communications skills, motivational psychology, problem solving tactics, effective delegation and a host of other solid people skills are the basis for this highly interactive programme
- Apply cognitive / behavioural approaches to motivating your team, highly effective leadership skills and an effective step-by-step approach for investing time in your people in a productive manner
- Propel the career of anyone willing to adapt, change, grow and renew their enthusiasm for the arts of leadership, motivation and team building

Programme Outline
- Decision making: Learn the secrets for better, faster and more effective decisions
- Learn and apply the definitions of Leader, Leadership, Podolinsky’s proprietary Management definition and his Universal Job Description
- The only 2 things you can control and using them effectively
- An easy reprimand technique with a ‘twist’
- Cultivating and developing your own style of leadership
- The 3 different categories of employees and optimising their performance
- 12 Leadership Secrets to accomplish goals faster and boost profits
- Keys to Employee Retention
- 8-Step cognitive / behavioural approach to motivation
- 8 Low Cost / NO COST Motivators
- Behavioural Styles and using them to build your team effectiveness
- 5 powerful steps to effective delegation
- Succession planning and how to advance your career
- Why Visions and Missions DON’T WORK without a Quest Statement
- 10 Steps to highly effective performance appraisals and reviews
- Getting on PARR™ for long term positive behaviour change
- 4 critical career considerations for managers
- 5 behavioural styles and how they impact our workers
- 9 Communication Secrets
- Michael’s proprietary TEAM concept
- 8 proven methods to deal with difficult people
- Team vs. Traditional approaches
- How to gain employee and team respect and keep it
- 3 essential secrets of NLP (Neural Linguistic Programming) to build your teams
- Specific solutions to your problems with practical ‘how-to’ skills and case examples.

Programme Leader
Michael Podolinsky

Who must attend?
Level 2 (Supervisors, Executives & Emerging Managers)
Level 3 (New Managers)

Feb 27 & 28 | May 22 & 23
Aug 21 & 22 | Nov 6 & 7
2 days

S$749.00 (SIM Members)
S$866.70 (Non-members)
(inclusive of 7% GST)

+65 6248 9407
exec@sim.edu.sg
Supervising Assertively

As a supervisor, you are responsible for the productivity and positive working relationships among your people. This programme will show you how to achieve this and more by becoming a more effective and assertive supervisor.

Benefits to You
• Acquire skills to set work standards
• Handle difficult employees
• Coach and appraise staff performance assertively and confidently

Programme Outline
• What is assertiveness in supervision?
• Functions, Roles and Rights of a supervisor
• Rights of a subordinate
• Becoming an assertive supervisor
• Delegating assertively
• Coaching assertively
• Dealing with various categories of difficult employees
• Handling common problems in an appraisal
• Dealing with under-achievers
• Dealing with discipline problems at work

Mar 21 - 23 | Aug 20 - 22
Oct 15 - 17
3 days

$S802.50 (SIM Members)
S$963.00 (Non-members)
(inclusive of 7% GST)

+65 6248 9407
exec@sim.edu.sg

Programme Leader
Gaik Lim

Who must attend?
Level 2 (Supervisors, Executives & Emerging Managers)
Level 3 (New Managers)

Leading a Complex Workforce

The world of work has never been so complex. Companies have outsourced, off shored, in shored and best sourced. Staff come from different countries, cultures and generations and work fixed hours, flexible hours and contract hours in an office, overseas, from satellites and from home. They have a multitude of needs and aspirations and are motivated through a spectrum of rewards and benefits.

They are employed to develop new procedures but follow rules, be creative but conform, use initiative and empowerment but do what they are told, work as teams but achieve individual performance targets. Leading through such ambiguities is immensely challenging but is the demand on today’s leaders.

Benefits to You
• Learn how to create the most conducive working environment that will inspire the best performance from your people

Programme Outline
• The changing world of work
• The new workforce
• Where, when and how people work
• Ethics and Values
• Visions
• Ambiguities
• Inspiration
• Coaching

Mar 31 & Apr 1 | Nov 3 & 4
2 days

$S749.00 (SIM Members)
S$866.70 (Non-members)
(inclusive of 7% GST)

+65 6248 9407
exec@sim.edu.sg

Programme Leader
Tim Russell

Who must attend?
Level 2 (Supervisors, Executives & Emerging Managers)
Level 3 (New Managers)
Level 4 (Managers)
Motivating, Leadership Styles and Teambuilding Skills

Those who motivate, lead and build results focused teams can achieve solutions to any problem. Such people thrive even in negative environments since they can motivate themselves and others through team oriented leadership.

Benefits to You
• Sharpen and enhance your motivational, leadership and team building skills

Programme Outline
• Motivation
• Analysis and review of motivation forces
• Motivating factors and the role of the manager and supervisor
• How to motivate
• Attitudes and motivation
• What are the attributes of an effective leader?
• Leadership styles and behaviour
• The role of team building in improving individual and organisational performance
• Implementing team building
• Individual and team consensus decision making

Programme Leader
John D Brian

Who must attend?
Level 2 (Supervisors, Executives & Emerging Managers)
Level 3 (New Managers)
Level 4 (Managers)

Managing Effective Relationships

Being technically brilliant is no longer enough in organisations these days. Your success is measured as much by how you handle the people with whom you work and other stakeholders with whom you interact. Often you might not have the hierarchical authority to manage colleagues so you need to have the skills to manage through relationships more than by power. Your work might involve handling people from different generations and backgrounds both at home and overseas. Whilst some of your interactions will be in formal meetings and interviews, most are in informal discussions, face to face, by telephone or through ICT.

Benefits to You
• Identify your strengths and preferred styles in communicating with other people
• Identify the preferred styles of others
• Use appropriate verbal and non-verbal skills to manage relationships
• Assess a situation and decide the best approach to use to handle it
• Apply the learning in a range of informal and formal situations

Programme Outline
• WHY people behave as they do
• HOW to manage relationships
• WHAT to do in different situations
Driving Positive Work Culture through Empowered Coaching

One of the most pivotal elements in driving a positive work culture is team engagement. Amongst the myriad forms of team engagement: Recognizing talents, motivating and developing staffs are often rated the most challenging tasks faced by managers. In the current competitive setting, managers have to lead teams that are made up of highly diversified profiles, diverse cultures, sometimes staffs from remote locations. The term of engagement will take on a completely different level, instead of the conventional tried and tested methods.

The two day programme will take you through one of the most critical capability building development for Managers - Executive Coaching. We will work towards the removal of fear for coaching, wrong execution of coaching and build confidence on coaching to build a more effective and engaged team.

Benefits to You
- Model and tools for staff engagement & development strategies
- 360° perspective to staff development and effective appraising approach
- Coaching for optimal performance in a diversified workforce
- Appreciating the dynamics of various forms of staff development
- Identifying the qualities that drives a positive work culture
- Overcoming fear and reservations towards coaching
- Understanding one’s coaching style
- Building confidence and skill sets in taking on coaching
- Mastering the skills in engaging staffs through coaching
- Overcoming cross cultural difference
- Making a commitment to effective coaching for positive work culture

Programme Outline
- Coaching, training and mentoring: Similarities and differences
- Characteristics of positive work culture
- Benefits of talent development through coaching
- Equation of executive coaching
- Managing cross cultural difference
- Team engagement through coaching and feedback

Aug 26 & 27
2 days
S$963.00 (SIM Members)
S$1,123.50 (Non-members)
(inclusive of 7% GST)
+65 6248 9407
exec@sim.edu.sg

Programme Leader
Geoy May Li

Who must attend?
Level 3 (New Managers)
Level 4 (Managers)
Communities of Practice (CoPs) are self-organising groups of people who share a passion for a subject matter, and who interact regularly to share their experiences. Leading organisations in both private and public sectors have discovered that CoPs are ideal in developing strategic capabilities. When informal communities like CoPs are well-integrated with formal communities, organisations are often able to achieve their strategic objectives.

The purpose of this workshop is to equip participants with advanced concepts and models related to CoPs, design principles and critical success factors to build communities. In addition, participants will be equipped with the skills and tools on how to successfully launch and sustain CoPs.

Workshop encompass the following: Lecture, Discussion, Worksheets, Games, Videos and Role-plays

**Benefits to You**
- Distinguish CoP from other learning structures and explain how it is used in various organisations
- Explain how CoP help to build capabilities in organisations and outline what it takes to cultivate them
- Understand the key elements of a CoP and articulate how learning in communities have improved work performance
- Gain first-hand experience of a few community building techniques
- Review and apply design principles, success factors and lessons learnt to shape own communities

**Programme Outline**
- Different forms of CoPs and their difference to other learning structures
- Key elements of CoPs
- Role of CoPs in promoting excellence in organisations
- CoP framework and life cycle
- Building and cultivating successful CoPs
- Insights and lessons learnt from CoPs
- Community design and evaluation templates
- Activities include
  - Story telling using the language of the CoP model
  - Discussion on challenges related to knowledge sharing with CoPs using a Poker Card game
  - Reflection of one’s own organization on the enablers and challenges for community start up and cultivation

**Programme Leader**
Gopinathan

**Who must attend?**
Level 3 (New Managers)
Level 4 (Managers)

Mar 13 & 14 | Jun 2 & 3
2 days
S$642.00 (SIM Members)
S$770.40 (Non-members)
(inclusive of 7% GST)

+65 6248 9407
exec@sim.edu.sg

Mar 1 3 & 1 4 | Jun 2 & 3
2 days
S$642.00 (SIM Members)
S$770.40 (Non-members)
(inclusive of 7% GST)

+65 6248 9407
exec@sim.edu.sg

Mar 1 3 & 1 4 | Jun 2 & 3
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(inclusive of 7% GST)

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exec@sim.edu.sg

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S$770.40 (Non-members)
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(inclusive of 7% GST)

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exec@sim.edu.sg

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2 days
S$642.00 (SIM Members)
S$770.40 (Non-members)
(inclusive of 7% GST)

+65 6248 9407
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Mar 1 3 & 1 4 | Jun 2 & 3
2 days
S$642.00 (SIM Members)
S$770.40 (Non-members)
(inclusive of 7% GST)

+65 6248 9407
exec@sim.edu.sg
Leaders cannot be readily transferred from culture to culture. As your organisation becomes increasingly international, there are more demands on you. It is not easy to get your message across and convince people with the same background – but the challenge is greater when they have different values and beliefs, organise their world in different ways, and communicate and listen differently.

The Lewis Model of Culture with which cultures are classified into linear-active, multi-active and reactive, offers the most practical framework to understanding cultural differences and is the easiest to apply to your work.

**Benefits to You**
- A thorough understanding of one’s Personal Cultural Profile and its impact on your leadership behaviour
- Enhanced effectiveness in communication, presentation, negotiation, decision-making, managerial effectiveness and team leadership
- Acute awareness of how culture comes into play in various business situations
- More adept at influencing business partners from a different culture
- Be ready for global assignments

**Programme Outline**
- Analyse leadership styles in various cultures
- Discuss strategies for managing international teams, who have different expectations from leaders
- Values and communication
- Human mental programming, cultural horizons and presenting your ideas across cultures – Singapore versus key western and other Asian cultures
- The Lewis Model of Culture - Persuasive communication and active listening across cultures
- The purpose of meetings across cultures
- Variation in negotiation styles between Linear-, Multi- and Reactive cultures
- Some Chinese principles and techniques of negotiation
- The language of management across cultures
- Leadership and decision-making structures across cultures
- Building trust in Linear-, Multi- and Reactive cultures

Aug 19 & 20
2 days
$SS963.00 (SIM Members)
$SS1,123.50 (Non-members)
(inclusive of 7% GST)
+65 6248 9407
exec@sim.edu.sg

Programme Leader
Maria Chow

Who must attend?
Level 3 (New Managers)
Level 4 (Managers)
The Art of Managing People (Version 2014)

This programme provides managers with practical strategies, guidelines and techniques to better manage their staff. Develop effective people management skills to get ahead in your career.

Benefits to You
- The right attitude and approach to managing people
- To assess your own and others’ behavioural style
- To develop skills to manage people, taking into consideration their behavioural styles, strengths and weaknesses
- Effective communication and negotiation skills
- The most relevant concepts, responsibilities and tasks in people management

Complimentary
- 20-page personalised behavioural style analysis
- Communication skills test
- Comprehensive workbook
- Self-study material on Office Politics and Stress@Work

Programme Outline
- Attitude first
- Goal-setting
- Behavioural style
- Communication
- Negotiation
- Managing conflict
- Motivation
- Delegation
- Coaching
- Boss relationship
- Interviewing skills

Programme Leader
Günther Witt

Who must attend?
Level 3 (New Managers)
Level 4 (Managers)

+65 6248 9407
exec@sim.edu.sg

Apr 9 - 11 | Jun 18 - 20
Sep 17 - 19 | Nov 26 - 28
3 days

$S1,284.00 (SIM Members)
$S1,476.60 (Non-members)
(inclusive of 7% GST)

85 6248 9407
exec@sim.edu.sg

Programme Leader
Günther Witt

Who must attend?
Level 3 (New Managers)
Level 4 (Managers)
We live in an increasingly isolated world where we are more connected but feel more isolated, communicate with more people but dialogue less, face more conflict but are told to avoid it, feel emotions but try to rationalise them away. We can't manage others until we can manage ourselves and even if we are OK the people around us seem to be dealing with their emotions badly.

Benefits to You
- Learn to identify emotions arising in situations at work, at home and in society
- Learn to read emotions appearing on people's faces before they express or hide how they really feel
- Learn how they and others react when things go wrong and what the implications of these pre-programmed reactions have on achieving success
- Learn different levels of stress management and practice attaining a higher level
- Learn to identify and deal with the most common sources of conflict including fears, afflictive emotions and overdone strengths
- Learn to de-escalate tense situations and restore dialogue to optimise decision making in tough situations
- Share and explore personal situations to seek solutions from programme leader and fellow participants
- Return to work more uplifted and more confident to face the tough situations
- Share inspirational quotes and video clips with fellow participants
- Get the feel of group coaching

Programme Outline
- Workshop and participant introductions – what tough situations do you face?
- Listing and prioritisation of conflicts faced by participants
- Afflictive emotions & antidotes
- Coaching each other to understand source of conflict
- Motivation, behaviour and the concept of overdone strengths
- Personal Portrait of Overdone Strengths & debriefing
- Conflict sequence – Stage 1-2-3, key questions as conflict rises?
- Group Coaching – 3rd person questions
- Conflict de-escalation – tactics review & practice in triads
- Samsara and conflict reaction options
- Conflict & culture
- Using Dialogue to resolve conflict – the dialogue puzzle
- Using Negotiating to resolve conflict – deadlock breaking tactics
- Using Mediation to resolve conflict
- Reading facial expressions, know it before they say it or lie
- Outstanding issues – big problems facing the world
- Dialogue Clusters – supporting each other going forward
In this programme, leaders, managers and key personnel of major organisations develop a number of styles and techniques, giving them the skill, confidence and flexibility to influence effectively across a wide range of situations. They learn how to diagnose situations to determine which style would be most appropriate and how to use it to achieve their objectives while building positive working relationships – to have a greater impact and control over situations and events.

**Benefits to You**
- Adapt their style of influence to respond to challenging business situations
- Manage stakeholders more effectively
- Manage and motivate “difficult” or under-performing employees
- Influence others without pressuring, pulling rank or resorting to aggressive behaviour
- Influence others regardless of their positions in the hierarchy
- Resolve conflict and generate commitment to team decisions
- Get buy-in to complete tasks and projects without delays
- Present their views in a persuasive way with enthusiasm, vision and logic
- Mobilise resources and support from others to get things done
- Create positive impact, gaining respect and credibility
- Grow and develop leadership skills

**Programme Outline**
- Influence self-assessment
- The Situational Influence Model™
- Skill development practice using cases and exercises
- Application planning

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**Mar 24 & 25 | Jul 7 & 8
Nov 6 & 7**

**2 days**

**$S$2,086.50 (SIM Members)
SS2,461.00 (Non-members)
inclusive of 7% GST**

**Programme Leader**
Eric Ng

**Who must attend?**
Level 3 (New Managers)
Level 4 (Managers)

**Contact**
+65 6248 9407
exec@sim.edu.sg
BUSINESS ALIGNMENT

Business Alignment refers to establishing operational excellence in organisations by ensuring that resource optimisation is addressed for business sustenance purposes.

PROGRAMME CATEGORIES
- Customer Service
- Finance & Legal
- Marketing
- Management Function
- Project Management
- Sales
Assertiveness Skills for Front-line Staff

Dealing with criticisms and objections from customers and colleagues require specific communication skills. This programme enables you to acquire these skills to assert yourself confidently at work.

Benefits to You
- Disagree with others without getting aggressive
- Deal with criticisms
- Manage objections
- Handle upset customers
- Diffuse anger
- Apologise appropriately
- Say ‘no’ without offending others
- Listen actively

Programme Outline
- What is Assertiveness?
- Patterns in Behaviour
- Active Listening Skills
- Managing Conflict
- Learning to be Assertive
- Skills in being Assertive

Programme Leader
Gaik Lim

Who must attend?
Level 1 (Admin & Support)
Level 2 (Supervisors, Executives & Emerging Managers)

Mar 20 & 21 | May 20 & 21
Aug 4 & 5 | Oct 28 & 29

2 days

S$642.00 (SIM Members)
S$770.40 (Non-members)
(inclusive of 7% GST)

+65 6248 9414
exec@sim.edu.sg

Managing Upset Customers Constructively and Learning from Service Breakdowns

Service breakdowns will always occur, no matter how well you do your job. Good news is, service breakdowns are a fantastic opportunity to build customer loyalty and propel the company forward! This is true as long as you know how to manage upset customers and how to get first-hand customer information to improve your products and services.

This programme enables you to better manage and deal with upset customers. You will learn how to take control of the situation by being assertive as opposed to being passive or aggressive, and learn from mistakes and breakdowns.

Benefits to You
- Manage customers’ expectations on the perceived level of service
- Reap the benefits of providing superior service
- Manage upset customers constructively and turn disagreements and challenges to your advantage
- Avoid recurrence of service breakdowns and enhance job enjoyment
- Learn and apply customer-focused language
- Take control and shift your emotional states
- Avoid aggressiveness while being assertive

Programme Outline
- Managing Upset Customers Constructively
- Learning from Service Breakdowns

Programme Leader
Jenny Graham / Rachael Fensom

Who must attend?
Level 1 (Admin & Support)
Level 2 (Supervisors, Executives & Emerging Managers)

Apr 7 & 8 | Jul 1 & 2
Oct 2 & 3

2 days

S$802.50 (SIM Members)
S$963.00 (Non-members)
(inclusive of 7% GST)

+65 6248 9414
exec@sim.edu.sg
Telephone Etiquette Mastery

This programme equips your customer contact professionals with the tools they need to make every caller interaction with your organisation a positive experience. The end result will be greater professionalism in the way calls are managed and higher profits for your organisation.

**Benefits to You**
- Greater confidence in handling customer requests effectively over the phone and/or face-to-face by applying appropriate styles to match different personalities
- A clearer understanding of the telephone techniques to possess, thus better able to manage callers with poise and professionalism
- Achieve higher efficiency and ultimately help you to do your job more effectively

**Programme Outline**
- Experiential learning activity
- Professor Albert Mehrabian’s Communication Model: 3Vs
- Reflecting on the current challenges faced in current telephone call situations
- “SMILE” Systematic Approach to improve the standard of handling phone calls
  - Smile
  - Manage
  - Influence
  - Listen
  - Engage
- SMART Planning

**Who must attend?**
- Level 1 (Admin & Support)
- Level 2 (Supervisors, Executives & Emerging Managers)

**Programme Leader**
Maxine Teo

**Programme Details**
- Mar 10 & 11 | Jun 19 & 20
- Oct 2 & 3
- 2 days
- S$481.50 (SIM Members)
- S$556.40 (Non-members)
- (inclusive of 7% GST)
- +65 6248 9414
- exec@sim.edu.sg

The EQ Way to Customer Service

This programme provides the relevant content, practical tools, and skills to enhance your EQ competencies. It combines both theory and practice for professional and personal development. You will experience an EQ learning environment to use a range of effective EQ tools that can be applied to a variety of real-life service situations. By being more emotionally intelligent, smarter with feelings, you will more accurately recognise emotions in yourself and others. This data will help you make effective choices and craft effective solutions to the “service puzzles” you face.

**Benefits to You**
- Be aware of your emotions and the needs of your clients
- Know and manage your own self and your clients
- Create optimal relationships with your clients
- Increase your empathy
- Exceed your clients’ expectations

**Programme Outline**
- Reasons for EQ @ Service
- Knowing yourself gives you the “what”
- Choosing yourself provides the “how”
- Giving yourself delivers the “why”

**Who must attend?**
- Level 1 (Admin & Support)
- Level 2 (Supervisors, Executives & Emerging Managers)

**Programme Details**
- Feb 20 & 21 | Oct 16 & 17
- 2 days
- S$684.80 (SIM Members)
- S$802.50 (Non-members)
- (inclusive of 7% GST)
- +65 6248 9414
- exec@sim.edu.sg
非金融专才的财务课程

May 29 & 30 | Nov 27 & 28
2 days

SS749.00 (SIM Members)
SS877.40 (Non-members)
(inclusive of 7% GST)

Programme Leader
Koh Siew Min

Who must attend?
Level 2 (Supervisors, Executives & Emerging Managers)
Level 3 (New Managers)
Level 4 (Managers)

Activity-based Cost Management

Apr 10 & 11 | Sep 22 & 23
2 days

SS856.00 (SIM Members)
SS1,016.50 (Non-members)
(inclusive of 7% GST)

Programme Leader
Grace Chow

Who must attend?
Level 2 (Supervisors, Executives & Emerging Managers)
Level 3 (New Managers)
Level 4 (Managers)

Cost management is about allocating resources to activities which create value. Effective cost management requires tracing the reasons why certain activities are necessary (or redundant) in delivering a product or service and analysing the costs involved, including hidden costs. This requires close collaboration between accounting personnel and those from the various operating units in an organisation.

Benefits to You
- Understand the usefulness of activity-based costing over other costing methods
- Know how to go about identifying cost drivers
- Use effective cost management tools

Programme Outline
- Objectives of Activity-based Cost Management (ABCM)
- Overview of ABCM
- ABCM in action – Part I – From resources to activities
- ABCM in action – Part II – From activities to products and customers
- Cost management tools
- Implementation
Business Contract Law for Non-legal Professionals

This subject is of the greatest practical importance to any commercial enterprise. Contract law deals with all aspects of agreement from the initial offer to the final agreement, the construction of terms, interpretation of exclusion clauses and matters as diverse as the effect of misrepresentation, duress, illegality and mistake on the validity of the agreement as well as how to quantify damages for breach of agreement. It is only with a good level of understanding that potential pitfalls can be considered and addressed and in advance and good risk management systems put in place.

Benefits to You
- Identify and address any risk issues in advance, thereby limiting losses to your enterprise

Programme Outline
- Pre-contractual matters and the elements of a contract
- Offer and acceptance
- Consideration, contracts under deed and intention to create legal relations
- Contents of the contract
- Excluding and limiting clauses
- Unenforceable contracts and situations where contracts can be avoided
- The effect of unconscionability, illegality and public policy on a contract
- Capacity to contract and privity of contract
- Situations leading to the discharge of a contract
- The effect of supervening events, force majeure and frustration on a contract
- Remedies
- Dispute resolution

Who must attend?
Level 2 (Supervisors, Executives & Emerging Managers)
Level 3 (New Managers)
Level 4 (Managers)

Programme Leader
Khaleel Namazie

Color Accounting™

A revolutionary breakthrough in accounting literacy which uses Color Accounting™, a US patented methodology, to show how accounting works visually. It removes the fear associated with the understanding and interpretation of balance sheets, income statements and accounting jargon.

An understanding of accounting is vital to the success of your business. It is essential to be able to ask the right financial questions, understand the answers and make the right decisions.

Benefits to You
- See business differently with insight and understanding from both company and client’s perspective
- Enable you to speak the language of the clients
- Think more critically about financial issues
- Make more informed decisions using financial information
- Converse more comfortably with clients and colleagues about financial matters

Programme Outline
- Understanding the accounting concepts
- Understand business concepts
- Telling the story of a business from its numbers
  - Assets, liabilities and equity
  - The value cycle of a business
- The story in action
  - Structure: a framework for telling a financial story
  - Language: demystifying the jargon
  - Movement: numbers in action
- Application of learning
  - Interpreting financial statements
  - Understanding key financial ratios
  - Judging a company’s performance

Who must attend?
Level 2 (Supervisors, Executives & Emerging Managers)
Level 3 (New Managers)
Level 4 (Managers)

Programme Leader
James Leong
Financial Management for Non-finance Managers

Learn financial management techniques to enhance your business analytical, risk management and decision making skills.

Benefits to You
This programme helps you to:
- Link your decision making and the impact on the company’s profitability
- Use financial management tools to diagnose the financial health of businesses
- Use financial management tools to evaluate projects’ financial viability and enhance shareholders’ wealth
- Become a more effective business manager

Programme Outline
- Understand basic financial statements and terminology
- Learn to play a business simulation game called "Insight"
- Understand how financial management supports effective business strategy
- Using financial ratios to evaluate the financial health of a business
- Sources of business funding – Equity and debt capital
- Capital/Project investment evaluation techniques

Who must attend?
Level 2 (Supervisors, Executives & Emerging Managers)
Level 3 (New Managers)
Level 4 (Managers)

Financial Modelling

Charting your business growth strategically

The bottom line is what really counts in business. Know how well your business is doing and plan your growth strategically with effective financial models.

Benefits to You
You will learn how to conceptualise and build effective financial models such as profit and loss forecast, cash flow projection, investment decisions and sensitivity (what-if) analyses.

Programme Outline
- History of Financial Modelling
- What is Modelling?
- Principles of Good Spreadsheet Design
- Approach to Development of Financial Models
- Housekeeping
- Types of Financial Models
- Macros

Who must attend?
Level 2 (Supervisors, Executives & Emerging Managers)
Level 3 (New Managers)
Level 4 (Managers)
Negotiating & Drafting Service Level Agreements

Each commercial enterprise that executes a particular task will need to determine what is to be done, how it is to be done and whether what was agreed to be done was actually done. The breach of a contractually agreed service level may attract serious legal consequences, mainly but not always the payment of damages. An understanding of the relevant principles is, therefore, essential, for risk management.

Benefits to You
- Understand how the SLA should be used, what to look out for before agreeing to and signing a SLA
- Appreciating the many legal issues involved in the drafting of the SLA
- Understanding how to review whether the appropriate levels in the SLA have been met
- Appreciating the perspective of both sides to a commercial agreement and how this helps with regard to the drafting of the SLA

Programme Outline
- Overview and identifying the objectives of an SLA
- The SLA and the outsourcing agreement
- Governing law and jurisdiction
- Dispute resolution strategies
- Payment issues
- How to limit liability in certain circumstances and how to exclude liability
- Remedies for breaches of the SLA
- Intellectual property concerns
- Drafting, monitoring and change control clauses and procedures
- Human resource issues
- Termination

Structuring and Drafting Employment Contracts and Agreements

A lack of awareness of the fundamentals of employment law can be a major risk to any organisation. This programme provides a comprehensive grounding in the principles and latest developments in employment law and provides participants with a practical approach of the application of the principles of employment law to the employee/employer relationship.

Benefits to You
- Understand the significance of contract law on the employment relationship
- Appreciate the importance of clarity and flexibility in drafting terms of employment
- Understand the binding nature of a contractual relationship
- Advise on how to amend an employment contract
- Involvement in discussion of numerous real life case studies

Programme Outline
- Overview of employment legislation in Singapore
- Nature of the employment contract
- How to Effectively Handle the Termination of Employees
- Conflict resolution and arbitration in employment contracts
- The effect of a transfer of employment
- The enforcement of confidentiality clauses in the employment contract
- Restrictive covenants in employment contracts
- Managing expectations and minimizing disputes
- Handling and investigating allegations of misconduct including harassment, bullying and other misconduct
- Retirement, Retrenchment and Restructuring
- Using mediation to resolve employment issues & other methods of alternative dispute resolution
Enterprise Risk Management - A Practical Approach

Apr 28 & 29
2 days
SS$963.00 (SIM Members)
SS$1,123.50 (Non-members)
(inclusive of 7% GST)
+65 6248 6137
exec@sim.edu.sg

Programme Leader
Salman Ali Hyder

Who must attend?
Level 3 (New Managers)
Level 4 (Managers)

Business today, is characterized by change and presents challenges to anyone attempting to lead and manage a business. What was once a stable and predictable environment is today a global arena with new competitors, changing technology and shifting markets and fluctuating monetary conditions. All this has resulted in heightened and unprecedented emergence of Risks across the entire Business Spectrum. These Risks need to be Managed. This program demystifies the complexities of Enterprise Risk Management and provides you with practical skills through an experiential environment.

Benefits to You
- Understand the importance of Enterprise Risk Management from an Organizational and Strategic standpoint
- Identify and define Risk Categories across the Organization
- Learn Techniques and Tools to better Assess, Manage and Mitigate Risk across Departments, Functions and Divisions
- Develop an insight into the Financial Impact of Risk Events
- Design Risk Management Reporting Frameworks
- Learn about major Risk Events that shook the world – from Financial Services, Manufacturing and other industries—and how we can safeguard ourselves from such events

Programme Outline
- The Fundamentals of Enterprise Risk Management
- The Risk Spectrum
  - Market, Credit & Operational Risk
- Key Risk Indicators
- Risk Maps – Impact vs. Probability vs. Loss
- Risk Management – Practical Tools
  - Risk Self Assessments
  - Unit Control Checklists
  - Risk Controls & Testing
  - Risk Reporting
  - Internal & External Audit
  - Compliance & Control
  - Corrective Action Plans
- Regulatory Reporting
- The role of Ratings Agencies
- Case Studies, Experiential Exercises, Group Assignments
The Essentials of Financial and Business Analysis

Working with detailed financial information without any specialised training? Your number could be up soon. Learn the fundamentals of accounting practices, financial statements and balance sheets before it is too late and grasp their relevance to financial and business analysis.

Benefits to You
• Gain a clear understanding of financial and business analysis
• Understand the main components of financial statements
• Use key accounting concepts and financial ratios
• Interpret financial statements
• Manage your cash operating cycle
• Analyse businesses to make better investment and business decisions
• Use investment appraisal techniques in decision making

Programme Outline
• Balance Sheet and Profit and Loss Account
• Business analysis: SWOT analysis and the seven-step approach
• Various methods for valuing companies
• Capital investment appraisal techniques: Payback, net present value and internal rate of return
• Weighted average cost of capital and the link to gearing
• Mergers and acquisitions
• Shareholder value and the importance of cash
• Warning signals when analysing financial statements

3 days

Who must attend?
Level 3 (New Managers)
Level 4 (Managers)

The Essentials of Internal Control and Fraud Awareness

This programme is your first building block in a strong structure called internal control that allows you to achieve your business, financial reporting and compliance objectives. Course material is based on a strong methodology grounded in regulations associated with Corporate Governance and the COSO framework.

Benefits to You
• Understand the importance of good control
• Be aware of the regulatory environment
• Understand the fundamentals of control
• Be conscious of control in your daily work and be ‘ambassadors’ for good control
• Reduce the risk of fraud in your organisation

Programme Outline
• The business case for control
• Control fundamentals
• Control issues
• Reconciliations
• IT controls
• Control effectiveness
• Monitoring and remediation
• Role of audit committee
• Fraud
• Case study

2 days

Who must attend?
Level 3 (New Managers)
Level 4 (Managers)
Fundamental Analysis of Financial Statements to Unlock Shareholders’ Value

Jul 24 & 25  
2 days  
$ S$1,412.40 (SIM Members)  
S$1,626.40 (Non-members)  
(inclusive of 7% GST)  
+65 6248 6137  
exec@sim.edu.sg

Who must attend?  
Level 4 (Managers)  
Level 5 (Senior Managers & Directors)

Programme Leader  
Mervyn Lim

Benefits to You  
- Differentiate key concepts of profitability/accounting profits & historical book value with liquidity/future cash flows & market value  
- Understand the relevance of accounting profit and returns to the ultimate goal of a company  
- Understand the significance of company performance and shareholder value

Programme Outline  
- Assessing company performance with financial statement analysis  
- Financial planning as the strategic bridge connecting company performance to shareholder value  
- The investment decision – identifying opportunities and understanding the risks  
- The financing decision – Debt versus equity versus hybrids  
- The working capital decision - How to optimise a firm’s short-term assets and liabilities.

Marketing

销售工具与营销管理策略

Mar 26 & 27 | Aug 21 & 22  
2 days  
$ S$749.00 (SIM Members)  
S$877.40 (Non-members)  
(inclusive of 7% GST)  
+65 6248 6137  
exec@sim.edu.sg

Who must attend?  
Level 2 (Supervisors, Executives & Emerging Managers)  
Level 3 (New Managers)  
Level 4 (Managers)

课程大纲  
1. 回顾销售现况  
2. 新时代销售的基础概念及营销管理策略  
3. 介绍SALES销售工具箱  
4. Smile 微笑 - 快速建立默契  
5. Ask 询问 - 提问对的问题  
6. Listen 聆听 - 如何有效地听出客户的心里话  
7. Explain 解说 - 产品与服务  
8. Solve 解决 - 如何处理与解决异议

- 在快速变革的销售与营销环境里建立更大的信心与推动力  
- 具备实际的工具来克服任何销售障碍与异议  
- 助客户购买，以取得更高的销售业绩
Conduct Your Own Marketing Research

This two-day programme systematically covers both qualitative and quantitative marketing research processes. Learn to identify where to collect information, how to conduct basic marketing research, analyse research findings and interpret this information to improve decision making. For companies that engage marketing research agencies to conduct research studies, this programme will also help them understand how to evaluate the quality of their work and examine the agent-client relationship in the research process.

Benefits to You
This programme will help give you a good grounding in:
- How to prepare and evaluate a marketing research proposal
- Research techniques used by companies and marketing research agencies you may employ
- How to analyse and use the information collected

Programme Outline
- Develop research objectives pertaining to the marketing problem and opportunity identified
- Prepare and evaluate a marketing research proposal
- Use internal and external secondary data
- Understand the basic steps in selecting samples
- Using research techniques to collect qualitative data
- Using survey research to collect quantitative data
- Techniques to develop the discussion guide, observation guide and questionnaire
- Organise and present the marketing research findings
- Analyse and interpret the marketing research results and draw relevant implications for marketing

Programme Leader
Dr Patricia Lui

Who must attend?
Level 1 (Admin & Support)
Level 2 (Supervisors, Executives & Emerging Managers)
Level 3 (New Managers)

Customer and Competitor Intelligence: Enhancing Competitiveness

Increasing competition, decreasing differentiation and continuing environmental uncertainties have compelled marketers to work harder to win customers. Social media has further fuelled the marketing war to engage customers but at the same time, enabled customers to form communities voicing for or against marketers. Balancing between monitoring changing customer preferences and stealthy competitor moves is a difficult but necessary task for survival.

This programme will help you enhance customer and competitor research, analyse and build customer value, track demographic and psychographic shifts, enhance service quality and improve retention strategies. You will learn to allocate and prioritise resources to sustain competitive advantage, build customer loyalty and advance brand competitiveness.

Benefits to You
- Evaluate market orientation to determine intelligence needs
- Enhance intelligence to monitor customer and competitive changes
- Strategise influencers that affect buying decisions positively
- Build a comprehensive framework in analysing competitors
- Plan strategies to win customers and combat competitors

Programme Outline
- Assessing Intelligence
- Knowing Competitors
- Winning Customers
- Enhancing Responsiveness
Developing Effective Marketing Strategies

This 2 days workshop focuses on strategic thinking in the creation of a strategic marketing plan for your business. It provides an effective framework and useful tools for analysis and formulation of marketing strategies to give your firm a sustainable competitive advantage for enduring customer loyalty and long-run profitability. It also helps you understand the linkages and flow between the business unit strategy and marketing strategies to deliver customer delight and create significant value for all stakeholders. It will help you create a powerful value proposition to win over competition.

**Benefits to You**
- Aware of the strategic thinking and key components needed in developing a strategic marketing plan
- Able to link the business unit strategy with each of the marketing strategies
- Able to identify the relevant tools, techniques and thought process for their marketing issues

**Programme Outline**
- Strategic implications of business growth and economic profit
- Drivers of business and profit growth
- Role of marketing in corporate, business and functional strategies
- Understanding strategy and strategic level decisions for business
- Corporate and Business unit strategic decisions
- Analytical framework and tools
- Market and customer analysis
- Competitor analysis
- Company analysis
- Formulating strategies
- Market strategies
- Value proposition & strategic positioning
- Pricing strategies
- Value chain strategies
- Implementation and control
- Business design to deliver the value proposition
- Marketing ROI and metrics

Expand Your Asian Markets through Distributors

Going regional and doing business overseas require specialised skills. Among the various market entry methods, setting up a distributor network is one of the most important and cost-effective way to market your products overseas.

**Benefits to You**
- Acquire a comprehensive overview of the necessary expertise
- Set up and manage an overseas distributor network to export your products successfully

**Programme Outline**
- Evaluating Market Entry Alternatives
- Selecting Distributors in the Asia Pacific
- Designing an Ideal Distribution Channel Network
- Sourcing for Prospective Distributors
- Negotiating a Win-Win Distributor Agreement
- Contentious Issues in Distributor Relationship
- Auditing Distributor Performance
- What to do about Non-performing Distributors
Leveraging Social Media for Strategic Marketing

The rise of social media has created many new opportunities and threats to companies finding its direction in the digital media world. It is no longer a question of whether we should adopt social media. The more relevant question is how well can we leverage on social media for strategic marketing. It requires a change of organisational mindset, strategy and culture with more stakeholders getting involved with your brand. This programme will lay the foundation for marketers to get a good overview of the social media world to stay competitive and relevant.

Benefits to You
- Identify suitable new media platforms for strategic marketing
- Align social media as one of the channels in the overall marketing plan
- Adopt a new mindset using social media for strategic marketing
- Assess the social media readiness of their companies for strategic marketing
- Plan a comprehensive social media strategy for strategic marketing

Programme Outline
- Overview of Social Media for Strategic Marketing
- Mastering The most common Platforms and Channels of Social Media
- Mastering the advanced Social Media marketing tools
- How to evaluate and prioritise different platforms for strategic marketing
- 8-step strategy for social media implementation
- Developing Social Media Strategy
- Current applications of Social Media

Programme Leader
Andrew Chow

Who must attend?
Level 2 (Supervisors, Executives & Emerging Managers)
Level 3 (New Managers)

Managing Brand Equity and Positioning

In marketing management, managing a brand is a demanding task. Effective brand management starts with understanding what a ‘brand’ really means. It is about the application of marketing knowledge to a brand and aims to increase its perceived brand value to the consumers. Branding starts from studying your brand from your consumer’s perspective. Marketers need to know how important it is to deliver a brand’s value at a level which consumers can be satisfied.

Benefits to You
- Help managers and executives who are involved in managing a brand to gain a comprehensive understanding of the main issues that will facilitate the delivery of meaningful brand experiences to the consumers
- Focuses on how to manage the brand by understanding what consumers really want, with emphasis on using market research techniques to learn about a brand from the consumers’ perspective

Programme Outline
- How Does a Brand Work?
- Understand Consumers’ Perception Towards the Brand
- Use Market Research Techniques to Study Brand Perception
- Building Brand Equity
- Manage Brand Equity
- Create Brand Positioning

Programme Leader
Dr Patricia Lui

Who must attend?
Level 2 (Supervisors, Executives & Emerging Managers)
Level 3 (New Managers)
Level 4 (Managers)
Media Management – Promoting

Jul 21 & 22
2 days

$909.50 (SIM Members)
$1,048.60 (Non-members)
(inclusive of 7% GST)

+65 6248 9411
exec@sim.edu.sg

Programme Leader
Paul Carr

Who must attend?
Level 2 (Supervisors, Executives & Emerging Managers)
Level 3 (New Managers)
Level 4 (Managers)

This programme allows you the opportunity to assess your ability to promote a product, person company, government agency or organisation to the media. It is suitable for those who are currently writing messages for internal or external audiences on a regular basis or those who have never written a press release. You will be taught how to write more economically and include enough 'hooks' to get the attention of your target audience.

Benefits to You
- Write to sell anything – be it a product, company or even yourself
- Make every word, sentence and paragraph count
- Draw your audience in
- Write credibly and convincingly
- Craft your message to fit the right medium

Programme Outline
- Writing for journalists/ producers/ programme makers
- Using suitable hooks to get the attention of your target audience
- Writing promotional releases (when you’re trying to get others interested in a product or event)
- The importance of including research on your product or event
- The celebrity or expert element to add credibility to your message
- How to sell your press release to your target audience
- Media presentation skills
- What different mediums need – online, print, television, radio

Media Management – Reacting

Jul 3 & 4
2 days

$909.50 (SIM Members)
$1,048.60 (Non-members)
(inclusive of 7% GST)

+65 6248 9411
exec@sim.edu.sg

Programme Leader
Paul Carr

Who must attend?
Level 2 (Supervisors, Executives & Emerging Managers)
Level 3 (New Managers)
Level 4 (Managers)

As the spokesperson for your organisation, learning how to communicate your company’s viewpoints and messages to the media is particularly important, especially in times of crisis. This programme will teach you how to use the media in such situations, and sway them strategically to your organisation’s advantage.

Benefits to You
- Be more proficient in developing and presenting messages in reaction to an event
- Develop skills necessary to face the media reacting to a situation without getting into further trouble

Programme Outline
- Case studies – Using the media to react to a situation
- Developing reactionary messages – The essentials
- Presenting reactionary messages to the media
- Preparing for a media interview – Bridging statements to help stay ‘on-message’
- Role-play media interviews
- Overview of media in Singapore
- Dos and don’ts when dealing with the media
- Press conference preparation – What to do before, during and after
Strategic Distributor Management Kungfu

Participants will be equipped with practical tools and ideas to improve their relationship with distributors and motivate them to sell their product and/or service more effectively and efficiently.

Benefits to You
- Be more effective in managing your distribution network and increase your sales
- Provide a proactive service to your distributors that will get them wanting to distribute your product/service even more
- Better understand the different personality profiles of people so as to more effectively communicate with your distributors and get things done right and fast

Programme Outline
- Experiential learning: “Vineyard Express”
- Reflecting on the current challenges faced in managing distributor networks
- Identifying issues with your distributor
- Introducing the Strategic Distributor Management Kungfu
- Managing your relationship with your distributors
- Don’t sell to your distributors, help them buy!
- The power of influencing your distributors
- Coaching your distributors to enhance their performance
- Putting it together
- SMART Planning

Who must attend?
Level 2 (Supervisors, Executives & Emerging Managers)
Level 3 (New Managers)
Level 4 (Managers)

Uncover Consumers’ Buying Behaviour

To reach out effectively to our customers, we need to know who they really are and what they really want. Without a proper understanding of consumers’ buying behaviour, it will be impossible to develop a marketing strategy that will generate the consumer response we want. Therefore, we need to incorporate what we know of our consumer into every aspect of a successful marketing plan.

Benefits to You
- Develop an understanding of how and why consumers purchase or don’t purchase products and services
- Knowledge of consumer behaviour concepts to get into the mindsets of consumers contributing to the long-term success of your business

Programme Outline
- Uncover the consumers’ mind and understand its relevance to marketing
- Identify the types of situational influence
- A ‘peep’ into the consumer decision-making process
- Understand the difference between repeat behaviour and consumer loyalty
- Study the marketing strategies to build up consumer loyalty
- Analyse the consumers’ stages of information processing and how they learn and memorise product information and brand
- Find out how consumers can be motivated in the buying process
- Examine consumer behaviour change in different cultures, sub-cultures and cross-cultures
- How gender roles, reference groups, social classes and household patterns may change the lifestyles of consumers
- How to measure consumers lifestyle and develop the marketing strategy

Who must attend?
Level 2 (Supervisors, Executives & Emerging Managers)
Level 3 (New Managers)
Level 4 (Managers)
当今社会，经济环境瞬息万变，经理人所面对的挑战也逐日增加。许多专业技术人士，在对经理人的职责与挑战未有全面了解之前，踏入经理人的行列。

此课程就是对此类需要的专业人士而量身定做。课程传授经理人必备的管理理念与技能，帮助专业人士过渡到经理级职位，成为带领团队运作，进而取得成功的经理级人才。

《经理的职务》在管理层面，为技术专业人士提供全面有效的管理思维模式与管理工具，所收集的管理概念与知识点均来自于管理学专业课程。

课程将着重于帮助学员了解一般管理层所需的知识与技能，经理人必备的领导才能，及三侧重点如下：

- 自我掌控
- 人员管理
- 机构整合

经理的职务: 领导才能要素

课程专为中层以上经理人所设计，旨在帮助新任或现任经理人全面了解实用有效的的管理学知识与技能。同时帮助经理人归纳个人管理方式，思考如何顺应大环境的改变或领导责任的加重而作调整。

课程侧重于经理人对团队的影响、对实行组织策略与机构改变所起的关键作用。其他重要议题也包括如何发展高绩效的团队，如何加强团队成员间的关系，进而延伸到如何加强组织内部分关系。

课程在管理层面，为技术专业人士提供全面有效的管理思维模式与管理工具，所收集的管理概念与知识点均来自于管理学专业课程。

课程将着重于帮助学员了解一般管理层所需的知识与技能，经理人必备的领导才能，及三侧重点如下：

- 自我掌控
- 人员管理
- 机构整合
Dynamic Planning and Execution for Managers

Past models of management are giving way to new dynamic planning and execution approaches that encourage future thinking and capability innovation.

The pace of business is moving at an unprecedented rate. Organisations are challenged to keep abreast of changing demand of customers and new ways of conducting their businesses. Organisations that embrace fresh approaches in planning and execution will thrive in this new economy that is continuously shaped by global competition and digital revolution.

Benefits to You

• To effectively rethink and execute swiftly with a new set of disciplines is need
• Skills to help develop the disciplines

Programme Outline

• What can we do to think and see differently?
• How to challenge current assumptions in the organisation?
• What information do we need to make timely decision?
• How to quickly implement new strategies?
• How to lead and empower teams to deliver results?
• How to promote good governance to mitigate the risks of change?

3 days

$5124.00 (With SME Funding)
$5329.00 (With Funding)
$1,096.75 (Full Fee)
(inclusive of 7% GST)

Who must attend?
Level 3 (New Managers)
Level 4 (Managers)

Enhancing Critical Administrative Skills

The constantly evolving workplace demands lifelong learning to acquire knowledge and skills, as well as develop a positive attitude to succeed in one's job. Administrative professionals need to diligently build competencies that can satisfy the requirements of emerging business trends. You also need mental flexibility to adapt and keep pace with the rapidly changing customer preferences and information technologies. This programme will help you strengthen three key skills for critical administrative effectiveness: personal, technical and interpersonal. You will learn to cultivate effective work habits and develop management desired qualities to prepare for promotional opportunities.

Benefits to You

• Manage four key areas that affect personal effectiveness
• Build five management desired qualities for advancement
• Develop skills to harness information technologies to maximise productivity
• Enhance communication with listening, questioning and informing skills
• Contribute as a team player for win-win teamwork

Programme Outline

• Advancing Personal Skills
• Enhancing Technical Skills
• Enriching Interpersonal Skills

2 days

Who must attend?
Level 1 (Admin & Support)
Level 2 (Supervisors, Executives & Emerging Managers)
Management Skills for Senior/Executive Secretaries and Administrative Professionals

- Nov 25 & 26
- 2 days
- $SS642.00 (SIM Members)
  $SS749.00 (Non-members) (inclusive of 7% GST)
- +65 6248 9499
  exec@sim.edu.sg

Programme Leader
Paul Loftus

Who must attend?
Level 1 (Admin & Support)
Level 2 (Supervisors, Executives & Emerging Managers)

This high-level programme has been structured to help you refine your talents and skills by analysing in-depth the context of your situation and your evolving role as the boss's right-hand person. It is essentially a management programme because to be most effective, you must understand the challenges faced by executive officers.

Benefits to You
- Provide you with better understanding of top management responsibilities that will help to expand your role
- Enhance your effectiveness in supporting the top management team
- Provide you with inside knowledge of management and behaviour concepts
- Focus on relevant tools and techniques of management, and teach you how to use them
- Offer ways in which the executive secretary / assistant can get things done in a more effective way

Programme Outline
- Understanding Management
- Communication
- Planning
- Organising
- Controlling (Measuring)
- Negotiating
- Problem Solving / Decision Making
- Teamwork

Practical Management Skills for Executive and Senior Secretaries

- Mar 27 & 28 | Jun 26 & 27
  Oct 27 & 28
- 2 days
- $SS481.50 (SIM Members)
  $SS566.40 (Non-members) (inclusive of 7% GST)
- +65 6248 9499
  exec@sim.edu.sg

Programme Leader
Tan Teck Huat

Who must attend?
Level 1 (Admin & Support)
Level 2 (Supervisors, Executives & Emerging Managers)

As an important member of the team, an effective secretary must maintain high level of service delivery to achieve the organisation's objectives. This programme highlights the importance of your role and aims to prepare you with the necessary information to handle your duties and manage the demands from your role successfully.

Benefits to You
- Manage your key roles and identify key tasks to achieve peak performance
- Manage the office more efficiently through application of key management concepts like teamwork, leadership, assertiveness and EQ skills
- Be a good coach and delegate tasks to your 'juniors' confidently, tactfully and tactically
- Take feedback and criticisms positively and give timely constructive feedback to promote greater team effort
- Be a respected team leader and good role model, and win the respect and trust of subordinates, colleagues and bosses
- Know how to communicate more effectively and sharpen your communication skills

Programme Outline
- Know your role as an executive secretary / personal assistant
- Becoming a team leader and motivational techniques
- Approach to a better working relationship with bosses
- Positive EQ skills: Tact and skills in handling people
- How to present and communicate your ideas more professionally to management
- How to take criticisms and give constructive criticisms positively
Managing people is a constant challenge with the different personalities, behaviours, work styles and mindsets that each individual brings to the team. Learn to become a more effective manager with our proven set of psychological tools and techniques.

Benefits to You
- Better manage your people in five core areas:
  - Self-mastery
  - Motivation
  - Interpersonal relationships
  - Team building
  - Creative problem solving

Programme Outline
- Power Tools for Self-mastery
- Power Tools for Speed-reaching People
- Power Tools for Motivating People
- Power Tools for Communicating Effectively with People
- Power Tools for Building High-Performing Teams
- Power Tools for Solving Problems Creatively

Who must attend?
- Level 2 (Supervisors, Executives & Emerging Managers)
- Level 3 (New Managers)

In today’s increasingly interconnected and dynamic business environment, it is vital to acquire the essential business and supervisory skills and tools so that the new executives and individual contributors could bring out the best from them, their colleagues and others with whom they are working as part of a team. This programme is designed for new executives and high potentials who want to go beyond the traditional functions when attempting to build and sustain a high performance in the workplace.

Benefits to You
- Achieve a clear understanding of their role as executive/ contributor within the organisation
- Acquire the essential skills and tools for managing relationships with all key stakeholders
- Gain the vital skills and tools to optimise performance as an individual executive in the face of emerging changes and trends in the business environment
- Execute their roles with greater confidence

Programme Outline
- The new business environment and the new workforce – Their impact on managing people
- Managing change in the face of ‘learning organisation’
- Role and functions of executives/value contributors in the 21st century organisation
- Working with diverse workforce
- Framework for understanding cross-cultural diversity
- Developing effective high performance workplace/teams
- Motivating self and others in the workplace
- Effective communication skills
**Skills for Supervisory Management**

Jan 22 - 24 | Feb 19 - 21
Jun 11 - 13 | Jul 23 - 25
Sep 3 - 5 | Oct 8 - 10
Nov 5 - 7

3 days

$802.50 (SIM Members)
$963.00 (Non-members)
(inclusive of 7% GST)

+65 6248 9499
exec@sim.edu.sg

**Programme Leader**
Michael Lee

**Who must attend?**
Level 2 (Supervisors, Executives & Emerging Managers)
Level 3 (New Managers)

Newly promoted to a managerial or supervisory role? Here is a quick and comprehensive programme to help you adjust to your new responsibilities by enhancing your people and management skills.

**Benefits to You**
- Improve your people and management skills
- Gain practical ideas to optimise the most important organisational resource – people

**Programme Outline**
- Key Responsibilities of a Supervisor
- Holistic Management
- Motivation
- Handling Subordinates’ Problems
- Interpersonal Relationship Skills
- Delegation
- Leadership
- Managing Your Boss
- Team building

**The Job of the Manager (JOMAN) - Essential Managerial Techniques**

Mar 12 - 14 | Jun 2 - 4
Sep 1 - 3 | Nov 17 - 19

3 days

$1,070.00 (SIM Members)
$1,284.00 (Non-members)
(inclusive of 7% GST)

+65 6248 9499
exec@sim.edu.sg

**Programme Leader**
Gerald Ng / Michael P A Tan / Sanjay Metha

This programme gives you the essential skills and knowledge to shift from being an individual contributor to an effective manager who can achieve team success and drive bottom line performance.

**Benefits to You**
- Walk through a journey of self discovery, development and evaluation that influence your role as a manager
- Acquire broad essential skills and tools in people management to optimise individual/team performance and development in diverse and changing business environment
- Obtain insights to general management and learn best practices of functional skills necessary for effective management and supervision
- Develop a strategic thinking mindset with value-based and systemic understanding to manage/lead change for organisation alignment and development
- Present or share ideas/plans clearly and network with others in a conducive environment

**Programme Outline**
- Self mastery - personal skills for success
- People management - building and managing teams
- Organisation alignment - managing and leading change in organisations
**Process Improvement**

The joke goes, ‘When fish get together to talk about their problems, they never talk about the water.’ Process improvement training teaches companies to talk about the water.

This interactive programme aims to give a different perspective to problem solving within a company by examining Process Improvement as an alternative strategy for profit generation.

**Benefits to You**
- Review process improvement fundamentals
- Set expectations of team members for meeting process and results
- Discuss and practise process improvement techniques
- Select process improvement techniques that fit your organisation
- Practise with your organisation’s improvement process
- Review improvement team dynamics
- Plan for implementation and ongoing support requirements

**Programme Outline**
- Develop arguments for pro-actively improving processes company wide
- Learn to see problems and opportunities
- Process improvement fundamentals
- Process mapping
- Problem solving techniques
- Planning projects
- Selecting projects
- Implementing improved processes
- Next steps

**Who must attend?**
- Level 2 (Supervisors, Executives & Emerging Managers)
- Level 3 (New Managers)
- Level 4 (Managers)

**Programme Leader**
John Canfield

**Cost**
- S$1,284.00 (SIM Members)
- S$1,476.60 (Non-members)

*inclusive of 7% GST*

**Contact**
+65 6248 9499
evac@sim.edu.sg
Bridging the Gap between Leaders, Managers and the People Who Get Things Done

Oct 15 -17
3 days
$ S$1,177.00 (SIM Members)
$ S$1,391.00 (Non-members)
(inclusive of 7% GST)
+65 6248 9499
evac@sim.edu.sg

Programme Leader
Robert Evangelista

Who must attend?
Level 3 (New Managers)
Level 4 (Managers)

It's all about results. You are irrelevant if your organisation does not positively impact the bottom line. You cannot afford to spend precious time on efforts that will not improve your organisation or your success.

Your challenge will remain the same throughout your career: how do you create and communicate a vision, make it tangible and manageable, so that you and your team can focus only on the actions that will drive results?

Benefits to You
- Forge a lasting link between high-level vision with ground-floor actions
- Increase the productivity and performance of your department
- Inspire, focus and motivate others to execute your vision over the long-haul
- Maximise performance

Programme Outline
- Identify the Gap and How to Predict it
- The Harsh Realities of Execution
- The Sweet Taste of Success: A Winning Vision – Top to Bottom
- The Game Plan Pyramid
- Lessons from Legends
- Building the Foundation for Success: Create and Focus on a Winning Plan
- The “Cause and Effect” of World-Class Execution
- Creating True Teamwork: Develop the Team Members and their Roles
- Managing Performance Where and When It Matters Most
- Learn From the Game After the Game: Creating a Learning Organisation
- World-Class Leadership: Creating a Legacy by Turning Vision into Reality

The Allen Management Skills Programme : How to Succeed as a Middle-level Manager

Jul 7 - 9 | Nov 3 - 5
3 days
$ S$1,284.00 (SIM Members)
$ S$1,476.60 (Non-members)
(inclusive of 7% GST)
+65 6248 9499
evac@sim.edu.sg

Programme Leader
Dr Tan Jing Hee

Who must attend?
Level 3 (New Managers)
Level 4 (Managers)

People are perhaps the most difficult resource to manage, but when managed well, people are also the resource that could potentially provide the greatest long-term returns. This programme aims to give you an insight into managing your staff, touching on various topics from styles of leadership to decision making and effective work delegation. Learn to manage your people and you manage your company’s future.

Benefits to You
- Understand that the authoritarian style of leadership will only work in special circumstances and make improvements in working towards a more participative leadership style
- Spend more time ‘managing’ and less time ‘doing’
- Use decision-making techniques to arrive at sound judgements that have a positive impact on business results
- Use the action planning process to implement work improvements
- Delegate important work to your team members to develop and motivate them
- Develop and successfully use a system of control by exception

Programme Outline
- The challenge of management leadership
- Leading with effectiveness
- Planning for success
- Delegating and empowerment
- Teamwork and teams
- Getting the right results
At a time when all initiatives must contribute to bottom-line results, execution simply cannot fail. However, many organisations and even sophisticated managers do not realise they are failing until it is too late. In this programme you will learn first-hand how to consistently replicate world-class execution through better leveraging of human resources. Moreover, you will learn how to create, track and utilise leading people indicators, as well as what specific tactics can be used to drive people processes.

Benefits to You
- Leverage the power of “Leading People Indicators” to manage your organisation’s performance in real-time
- Learn how highly successful leaders and companies forge a lasting link between high-level vision with ground-floor actions
- Understand why you may be looking at the wrong performance measurements
- Distinguish between process and progress/performance measurements and know when to apply each successfully
- Grasp new methods for tracking both individual and team progress on a timelier and more effective basis
- Heighten employee performance, morale and communication by setting up new, low-level performance metrics

Programme Outline
- The harsh realities of execution
- The “cause and effect” of world-class execution
- The game plan pyramid
- Laying the foundation for success
- Progress metrics vs. process metrics
- Building effective metrics: case studies
- Managing performance where and when it matters most
- Implementing of LPI : Case Review
- Leading People Indicators : Putting it all to work
How to Lead for Performance beyond Expectations: A Transformational Leadership Approach

This programme will discuss a full range leadership model and how it can be adopted as a universal paradigm in comprehensive multi-level applications; provides an evidence-based basis for quality personalised assessment feedback and competent interpretations; follow-through coaching and training interventions at the highest professional and ethical standards; measures and improves distributed leadership in teams; diagnoses organisational culture, and suggests interventions to assist achievement of a culture linked to optimal organisational effectiveness.

Benefits to You
- Your 12-page MLQ self-report, including
  - Your full-range leadership profile
  - Your leadership development plan
  - Your transformational strengths
  - Your transformational areas for development
  - Your non-transformational leadership styles
  - Complete reporting of Responses to all survey questions
- Coloured copy of the full range leadership model diagram
- Benchmarks of optimal behaviour frequency ranges, based on research outcomes

Programme Outline
- Understanding Evidence-based Management Leadership Studies
- Full Range Leadership Behaviour and the Multifactor Leadership Questionnaire (MLQ)
- Competency / Functional Skills Development
- Turning Skills into Transformational Leadership Behaviour
- Putting It All Together

Programme Leader
Dr Tan Jing Hee

Who must attend?
Level 3 (New Managers)
Level 4 (Managers)
Level 5 (Senior Managers & Directors)

The Job of the Manager (JOMAN) - Essential Leadership Skills

This programme provides middle-level managers with the opportunity to take stock of their approach to management and consider ways in which they may need to adjust that approach to take account of changing circumstances and increasing leadership responsibilities.

It places a particular emphasis on the middle manager’s role in both influencing and implementing strategy and organisational change. Other important themes include developing high performance teams and collaborative relationships within, and beyond, the organisation.

Benefits to You
- Walk through a journey of self discovery, development and evaluation that influence your role as a manager
- Acquire broad essential skills and tools in people management to optimise individual/ team performance and development in diverse and changing business environment
- Obtain insights to general management and learn best practices of functional skills necessary for effective management and supervision
- Develop a strategic thinking mindset with value-based and systemic understanding to manage/ lead change for organisation alignment and development
- Present or share ideas/ plans clearly and network with others in a conducive environment

Programme Outline
- Self mastery - personal skills for success
- People management - building and managing teams
- Organisation alignment - managing and leading change in organisations
在现今的工作环境，您只需要做自己的分内任务的情形已经很少见了。我们大多都有参与部门以外的工作。这是一个好的发展，因为员工有机会学习、改进、处理人事，时间、预算和任务，对公司或个人的进展也有很大的帮助。这同时意味着连续性的改善。我们将学习项目管理的程序，及控制自己和他人。也就是说，我们双管齐下的去注重技巧／技术和人际关系。

课程大纲
- 什么是项目管理？
- 项目的定义
- 任务的发展
- 确定角色，责任，及资源估计
- 分析要径
- 发展时间表
- 保持资源的供给及平衡
- 项目预算
- 策略风险管理
- 项目的管理及跟踪
- 项目复审
- 启发项目管理之重要性
- 改善人际关系
- 认定和管理资源
- 促进良好的沟通
- 应用国际项目管理方式
- 省钱、省时、省力、省摩擦、省头痛
Introduction to Project Management

Mar 7 | Jul 11 | Oct 24
1 day
$588.50 (SIM Members)
$695.50 (Non-members)
(inclusive of 7% GST)

Programme Leader
Anna Lim / Colin Millward / Lu Kee Hong

Who must attend?
Level 1 (Admin & Support)
Level 2 (Supervisors, Executives & Emerging Managers)
Level 3 (New Managers)

Many organisations are required to deliver projects under challenging environments and ever-increasing customer expectations. Staff from cross functional departments are made to come together under the charge of the project manager, sometimes assigned in an ad-hoc manner, to work as a team to produce results.

This programme provides you with insights on how to use Project Management techniques to effectively create a common language and process to guide you to better deliver a project.

Benefits to You
• Use project planning tools to develop a realistic project plan
• Understand the risks associated to the project and how to handle them
• Use a project plan to effectively execute and control your project

Programme Outline
• Project management method
• Essential planning behaviour
• Project risk management
• Implementing and controlling project plans
• Workshops: structuring and organising a project

Managing Projects Successfully

Apr 23 - 25 | Jul 29 - 31
Nov 26 - 28
3 days

$1,605.00 (SIM Members)
$1,872.50 (Non-members)
(inclusive of 7% GST)

Programme Leader
V Ravindran

Who must attend?
Level 2 (Supervisors, Executives & Emerging Managers)
Level 3 (New Managers)
Level 4 (Managers)

Leading and managing a project successfully requires rigorous discipline, nimble thinking and proactive planning. This programme provides a toolkit which focuses on the five phases of project management - initiating, planning, executing, controlling and closing. It provides an overview of the project life cycle specified by the Project Management Institute (PMI®) and also on the human side of project management.

Benefits to You
• Become more effective
• Improve your productivity
• Achieve on-time, on-budget results by anticipating problems and reducing risks

Programme Outline
• Successful project leadership
• Introducing project management
• Project road map - Initiating, Planning, Executing, Controlling and Closing
• Effective project teams
• The complete project leader - Computer-based simulation case study
• Managing to be on time
• Managing the end of a project
• Stakeholder management
• Project profile
• Project leadership notes
More organisations are turning to the Project Management Institute’s (PMI®) Guide to the Project Management Body of Knowledge (PMBOK™) Guide and Project Management Professional (PMP®) Certification as the source of competency in project management excellence. Prepare yourself to become a highly sought after professional in this arena.

Benefits to You

• Surveys by PMI® have proven that certified Project Management Professionals experience higher average earnings and hiring preferences worldwide
• Enhance your career development and advancement opportunities significantly

Programme Outline

• The Project Management framework, context and processes
• Initiating process group
• Planning process group
• Executing process group
• Monitoring and Controlling process group
• Closing process group
• Professional responsibility
• Preparing for the PMP Test (PM test online - Study system)

Prerequisites

You must be familiar with the basic elements of work breakdown structures, activity network diagrams and activity duration estimating, cost estimating, contracting, leadership and team development, quality management, risk, earned value management and organisational structures for projects.

Software Requirements Gathering and Specification

This programme provides an introduction to the state-of-the-art software requirements gathering and specification techniques. Defining where requirements fit into the software development life cycle, it presents current industry standards or software requirements gathering and specification - including the IEE, and Software Engineering Institute (SEI) requirements standards and guidelines.

Programme Outline

• Roles and responsibilities
• 'Problem' versus 'Solution'
• The SW requirements definition process
• Requirements building blocks
• The Software Requirements Specification (SRS)
• Requirements Diagramming, Modelling, and Methodologies
• Requirements Gathering and Validation Best Practices
• Specification Skills
Software Testing and Quality Assurance

Sep 22 - 24
3 days

$1,284.00 (SIM Members)
$1,476.60 (Non-members) (inclusive of 7% GST)

Who must attend?
Level 2 (Supervisors, Executives & Emerging Managers)
Level 3 (New Managers)
Level 4 (Managers)

Benefits to You
- Acquire a practical perspective in software testing and quality assurance
- Better at dealing with issues such as deadline-driven and budget-constrained testing efforts

Programme Outline
- Life cycle approach to testing and Quality Assurance (QA)
- Testing and QA during software requirements and design
- The software testing life cycle
- Black-box testing techniques
- White-box testing techniques
- McCabe basis testing
- Unit testing
- System, acceptance and production testing
- Build / thread testing
- Test completion and evaluation criteria
- Automated test tools (overview)

Programme Leader
Richard Ball

Essential Tools and Techniques of Project Management

May 6 & 7 | Sep 30 & Oct 1
2 days

$1,177.00 (SIM Members)
$1,391.00 (Non-members) (inclusive of 7% GST)

Who must attend?
Level 3 (New Managers)
Level 4 (Managers)
Level 5 (Senior Managers & Directors)

Benefits to You
- Plan projects effectively
- Organise and Support Projects
- Create interactive project teams
- Manage project risks
- Monitor and control the project execution

Programme Outline
- Agreeing on the project objectives from stakeholders’ requirements
- Develop the project scope
- The work breakdown structure (WBS)
- The project organisation
- The project schedule
- The project budget and manage risks
- Learn how to manage and control the project execution, project communications and reporting

Programme Leader
Anna Lim / Colin Millward / Lu Kee Hong

Programme Leader
Richard Ball
**Project Risk Management**

Projects are inherently risky ventures. If there is no risk, the activity may not be a project. In this programme, you will learn that risk is identified, assessed and minimised in the project planning exercise. A project plan consists basically of six things, project objectives (requirements, SOW), a work breakdown (WBS), a project organisation (OBS), a project schedule, project baseline (budget) and risk management.

**Benefits to You**
- Speciality programme dealing with identification, assessment, mitigation and contingency planning of risk in projects
- Creates proactive behaviours in project managers to address risks early in the project life-cycle which greatly enhance the ultimate success of the project

**Programme Outline**
The broad learning goals include:
- Implement effective planning and control
- Create interactive project teams
- Plan, identify and manage risk

A brief refresher on tools and techniques of modern project management is included. The emphasis is on risk planning, risk identification, risk analysis, risk response planning, and risk monitoring and control.

**Who must attend?**
Level 3 (New Managers)
Level 4 (Managers)
Level 5 (Senior Managers & Directors)

**Programme Leader**
Anna Lim / Colin Millward

**Programme Dates**
May 15 & 16 | Nov 11 & 12

**Programme Duration**
2 days

**Programme Fee**
S$1,391.00 (SIM Members)
S$1,605.00 (Non-members)
(inclusive of 7% CST)

+65 6248 9411
eexec@sim.edu.sg

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**The Art of Project Management® for IT/IS Projects**

With IT being an integral part of any modern day business, it is important to understand how best to structure, organise and manage IT projects effectively whether as a single project, or inter-department, cross-country and cultural exercise.

**Benefits to You**
- Plan IT projects effectively and coach others to plan
- Set realistic IT goals and objectives
- Develop realistic resource plans
- Control single or multiple IT projects
- Build project teams
- Motivate and empower team members
- Develop effective communication across project teams
- Manage cross-functional and cross-cultural project teams

**Programme Outline**
- The project management method
- Effective project planning
- Organising project teams
- The project leader / manager
- Interpersonal skills
- Project control techniques

**Who must attend?**
Level 3 (New Managers)
Level 4 (Managers)
Level 5 (Senior Managers & Directors)

**Programme Leader**
Colin Millward

**Programme Dates**
May 28 - 30 | Oct 29 - 31

**Programme Duration**
3 days

**Programme Fee**
S$1,926.00 (SIM Members)
S$2,247.00 (Non-members)
(inclusive of 7% CST)

+65 6248 9411
eexec@sim.edu.sg
### Professional Selling Skills for Excellence

This programme focuses on how you interact with your customers, and provides insight into your current selling strategies and their impact on your customers.

**Programme Outline**
- Why good salespersons are nurtured, not born and how you can become a top salesperson
- Planning and setting sales objectives
- Time management for sales productivity
- Self-development for more successful selling
- Why people buy and how to make them buy from you
- Product knowledge
- Sales communication skills
- Sales presentation skills and your speaking voice
- The sales interview: Identify your best presentation approach
- Sales planning and prospecting effectively for increased sales
- Skills in handling difficult objections with confidence
- Skills in closing more sales
- Film presentations on selling techniques
- Your selling problems - Discussion with programme leader

**Who must attend?**
- Level 1 (Admin & Support)
- Level 2 (Supervisors, Executives & Emerging Managers)
- Level 3 (New Managers)

**Cost**
- S$802.50 (SIM Members)
- S$963.00 (Non-members)
  (inclusive of 7% GST)

**Contact**
- +65 6248 6137
- exec@sim.edu.sg

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### Psychology of Relationship Management

Managing people, and especially clients, is a constant challenge as everyone has his or her own way of thinking and behaving. You can leverage the powers of understanding the mindsets of individuals and what makes each of them tick to create more effective and positive relationships with anyone.

**Benefits to You**
- Understand your own thinking preferences, styles and associated behaviours
- Recognise behaviours and habits in others and gain insight into their thinking preferences
- Be on the same wavelength when communicating with others – especially clients
- Clarify issues with others to confirm understanding and make the most suitable replies and suggestions
- Effectively question the ideas and assumptions made by others
- Use appropriate questioning techniques to suit different circumstances
- Develop listening skills to gain the most from meetings and discussions
- Interrupt others when required without causing offence
- Work effectively with others
- Develop better working alliances with your managers
- Identify areas for further personal development and performance improvement

**Programme Outline**
- Brain dominance and thinking preferences
- Applying whole brain thinking to relationships
- Probing and questioning skills
- Listening skills
- Practical application to work

**Who must attend?**
- Level 1 (Admin & Support)
- Level 2 (Supervisors, Executives & Emerging Managers)
- Level 3 (New Managers)

**Cost**
- S$963.00 (SIM Members)
- S$1,123.50 (Non-members)
  (inclusive of 7% GST)

**Contact**
- +65 6248 6137
- exec@sim.edu.sg
From Contact to Connections ... by Engaging Conversations

Connection commences with that initial contact, and success here means you are able to develop a deeper, more profitable relationship. Improving early connections is the critical first step in building profitable relationships, something that will greatly benefit you in your business and personal life.

Benefits to You
- Move your first contact to a deeper connection
- Build better relationships
- Quickly establish connections

Programme Outline
- Managing non-verbal communications
- Making instant connections
- Holding conversations
- Business networking

Programme Leader
Patrick O'Brien

Who must attend?
Level 2 (Supervisors, Executives & Emerging Managers)
Level 3 (New Managers)
Level 4 (Managers)

Selling to Senior Executives

This interactive programme presents a solid methodology based on empirical research of the role senior business leaders have in the decision making process for major purchases. It will deliver the most effective methods on how to gain access to business leaders and senior executives, to organise sales research and create a customised value presentation which focuses on the client's specific business drivers, initiatives and critical success factors.

Benefits to You
- Successfully accessing hard to reach senior executives by penetrating gatekeepers and other obstacles
- Understand what drives "C-level" buying decisions
- Creating compelling value propositions that will get and keep an executive's attention
- Gaining competitive advantage by becoming a trusted advisor to executive customers and go where your competition is not going
- Increasing repeat business and wallet share with existing customers by turning 'satisfied' customers into 'loyal' customers
- Uncovering new opportunities through high level relationships
- Improving revenue-to-selling cost ratios and bottom-line results

Programme Outline
- Employ five key strategies to gain access to and get the attention of the hard to reach executive
- Speak the language of the C-level executive to display specific domain expertise and business acumen
- Establish credibility at the C-level
- Identify the key business challenges facing the customer as well as the business drivers and corporate objectives that you can impact
- Position your offerings as solutions to specific business goals and articulate your unique value proposition
- Obtain executive sponsorship for the discovery process and a commitment to act on the findings
- Establish a joint plan for a process of mutual discovery and a shared definition of 'success'
- Earn and build long-term high-trust executive relationships
Strategic Key Account Management

This programme helps experienced account professionals identify hidden opportunities for improving the health of their account. With a systematic and thoughtful approach, they will learn to intentionally develop and nurture their account, be it a relationship or revenue goal or both. It will also provide experienced account leaders with ideas to analyse and engage their account managers so that there is momentum to identify new opportunities together.

Benefits to You
- Prioritize your key accounts for focus and development
- Recognize the different phases of relationship building
- Establish deep and wide listening posts in your account’s organization
- Strategically analyse complex issues and win the customer’s respect
- Craft practical techniques and ideas to improve your client engagement process

Programme Outline
- Principles of improving bottom-line with strategic account management
- Four types of vendor relationships
- How to analyse the health of your account
- Account objectives: Four areas that your objective must address
- Internal alignment: How to ensure internal support for your account objectives
- SWOT re-invented: How to create unique value proposition for your position
- Three facets of account relationship development essential to shielding you from the competition
- Staying on top of complex organisation buying committees to win their trust

Mar 3 & 4 | Aug 14 & 15
2 days

$856.00 (SIM Members)
$1,016.50 (Non-members)
(inclusive of 7% GST)

+65 6248 6137
exec@sim.edu.sg

Programme Leader
Regina Chua

Who must attend?
Level 2 (Supervisors, Executives & Emerging Managers)
Level 3 (New Managers)
Level 4 (Managers)
Organisational Alignment refers to the ability of managers/leaders to engage their teams in the process of strategy formation and development ready for execution in long term and short term perspectives.

Programme Categories
- Strategy Formulation
- Strategy Execution
The Job of the Chief Executive (JOCE)

Over five-day of interactive and intensive sessions, the programme will equip participants with new tools and insights to meet the strategic challenge of their organisation in Asia's dynamic environment. Participants will examine actual business situations with real-life problems for them to resolve. The programme also provides an opportunity for participants to challenge their paradigm of thinking, reaffirms their opinions and sharpens their decision-making communication skills.

Benefits to You
- Approach the unique responsibilities, challenges and multi-faceted role of top executives in a systematic way
- Develop strategies and a customised plan to integrate into practice
- Collaborate with a group of diverse and experienced peers
- Validate or recast your organisational vision and develop clear action
- Identify deficiencies in the formulation of your organisation's strategy and determine steps to address them
- Diagnose the current state of organisational alignment and create appropriate interventions
- Create a "Winning Proposition" that differentiates your organisation and provides greater value to your customers, and the political plan to facilitate it
- Develop a concrete action plan for your specific implementation challenges

Programme Outline
- Developing a Competitive Advantage
- Discovering and capturing blue oceans
- Fighting and winning red ocean battles
- Identifying and Assessing the growth options
- Implementing the chosen growth strategy
- Developing the business and product line strategy
- Recognising key successful organisational attributes
- Winning the future with your leaders and workforce
- Inspiring greatness and excellence
- Re-evaluating the current talent pool
- Reviewing the positions that create value
- Taking stock of the strategic talent inventory
- Identifying and closing talent gaps
- Leading Successful Organisational Change
- Understanding of own leadership style & strengths
- Leadership Styles
- Situational Leadership
- Adapting leadership styles
- Analysing barriers to change
- Building a Sustainable Ecosystem for Innovation and Change
- Cultivating an innovation culture
- Promoting knowledge sharing and innovation
- Managing and leading organisational change
- Making innovation and organisational change sustainable

Programme Leader
Professor Paul Tesluk / Professor Mark A Huselid / Professor Anil K Gupta

Who must attend?
Level 5 (Senior Managers & Directors)
Level 6 (C-Suite)

Jul 13 - 18
5 days
S$16,050.00 (SIM Members)
S$16,050.00 (Non-members)
(inclusive of 7% GST)

+65 6248 9414
eexec@sim.edu.sg
Developing Winning Business Plans

You have an idea to develop your existing business, start a new venture, new product, new market, or improve some processes in your company. Your idea is innovative but is it commercially viable? Do you know how to sell your proposal to management or financiers? Can your proposal 'make the first cut?'

This programme offers a hands-on, interactive framework to help you develop a winning business plan to support your proposal to management or financiers.

Benefits to You
- For proposers, you will be equipped with a practical framework to develop and present winning business plans to convince management or financiers of the commercial viability of your existing or new business development proposal or process-improvement proposal.
- For evaluators and financiers to understand key issues to consider and pitfalls to watch out for when assessing or approving business plans.
- Understand how funding decisions are made.

Programme Outline
- Key Components of a Business Plan
- Identifying Objectives and Key Success Yardsticks
- Identifying Key Action Strategy
- Financial Plan
- Identifying and Quantifying Opportunities and Risks
- Mapping Out Implementation

Strategic Business Planning & Thinking

Business today, is characterised by change and presents challenges to anyone attempting to lead and manage a business. What was once a stable and predictable environment is today a global arena with new competitors, changing technology and shifting markets and fluctuating monetary conditions.

Thinking ahead into the new millennium requires us to have the flexibility to differentiate between what is urgent and important. Strategic thinking is thus crucial to this new business environment, as the strategies implemented today will lead your organisation well into the future. This programme demystifies the complexities of business and provide you with practical skills through an experiential environment.

Benefits to You
- Understand the importance of business strategy and identify strategies for your respective business areas
- Practise building a strategic business plan
- Apply techniques to facilitate strategy formulation and planning
- Understand the trade-offs and implications in developing and implementing strategies
- Develop a strategy and make decisions consistent with that strategy
- Link business unit goals and objectives to corporate goals and objectives

Programme Outline
- Strategic Planning / Managing
- Business Planning Tool
- Business Simulation
- Market Structure Analysis
- Strategy Formulation
- Core Competencies
- Measures of Business Performance
This seminar will introduce you and your leadership team to two powerful planning methodologies - Strategic Planning and Scenario Planning.

**Strategic Planning** engages you to create an operational planning document to guide company employees, and improve the executive team’s ability to identify, prioritize, assign opportunities, and contribute to your company’s improved performance building on high impact alternatives.

Scenario planning stirs consideration for alternative futures and prepare a successful response plan no matter the situation, through deep dialogue provoked by different scenarios. Generate new insights about a company and its possible futures by preparing contributors to notice and consider emerging ideas before others even perceive any change.

**Benefits to You**
- Prepare you or your team to see and act on the future - near term (strategic planning) and long term (scenario planning)
- Make better decisions
- Build better support for decisions to assure successful implementation
- Build teams ability to handle conflict and change
- Accelerate company improvement and innovation initiatives
- Turn good thinking into a significant competitive advantage

**Programme Outline**
- Strategic Planning
  - Defining mission and vision
  - Relating principles or values
  - Scoreboard to measure performance expectations
  - Business environment - internal and external forces
  - Goals in support to vision
  - Strategies to accomplish objectives
  - Action plans to support the objectives and strategies
  - Plan implementation considerations
  - Plan monitoring considerations

- Scenario Planning
  - Review purpose and strategy of deliberately creating new ideas
  - Plan to use techniques on practical issues for new ideas
  - Introduce process steps to creative effective scenarios
  - Practice with the techniques
  - Applying practical techniques
  - Planning for the successful implementation

**Programme Leader**
John Canfield

**Who must attend?**
Level 3 (New Managers)
Level 4 (Managers)

Mar 20 & 21 | Oct 30 & 31
2 days

$SS1,284.00 (SIM Members) $SS1,476.60 (Non-members) (inclusive of 7% GST)

exec@sim.edu.sg

| +65 6248 9414 | exec@sim.edu.sg |

Mar 20 & 21 | Oct 30 & 31
2 days

$SS1,284.00 (SIM Members) $SS1,476.60 (Non-members) (inclusive of 7% GST)

exec@sim.edu.sg

| +65 6248 9414 | exec@sim.edu.sg |
Building a Winning Business Model

Builds upon the latest thinking and research in strategy with particular emphasis on the concept of “Business Models” – one of the most significant developments in strategy in many years. Taking you through a process step of building an effective model and creating your own Business Model Map - a highly effective way of displaying and communicating the key elements.

Benefits to You
- Keep you up-to-date with the latest thinking in strategy
- Expand your capacity for strategic insight by exploring the business models and strategic insights of well known innovators and market leaders such as Amazon, Apple, Google, IBM, IDEO, IKEA, Nintendo (Wii), Proctor and Gamble, Rolls Royce, SIA, TATA and Zara
- Examine lesser-known and possible future leaders such as Grameen Bank and Telco, Better Place and Car2Go
- Explore a range of other relevant non-business examples, such as how strategic insight has helped solve the problem of rural poverty in Bangladesh and high infant mortality in Vietnam

Programme Outline
- Examine the difference between strategy, strategic analysis and strategic insight
- Review and integrate key elements in the evolution of thinking on strategy
- Explain and illustrate the key principles of Business Model Analysis
- Explore a variety of business models and illustrate business model mapping
- How to map and assess your business model
- Map a personal leadership business model
- Explore different types of business model
- Use scenarios to understand business model evolution and disruption
- Examine examples of successful business model innovation

Programme Leader
Professor Robert Davies

Who must attend?
Level 4 (Managers)
Level 5 (Senior Managers & Directors)

May 26 & 27 | Nov 20 & 21
2 days
$S$1,605.00 (SIM Members)
$S$1,872.50 (Non-members)
(inclusive of 7% GST)

+65 6248 9414
exec@sim.edu.sg

May 26 & 27 | Nov 20 & 21
2 days
$S$1,605.00 (SIM Members)
$S$1,872.50 (Non-members)
(inclusive of 7% GST)

+65 6248 9414
exec@sim.edu.sg
Disruptive shifts are now a fact of life for businesses, from expanding global markets to an intensifying war for human resources. So how can an organisation anticipate and adapt to these changes?

A good place to start would be with leadership. A leader as a strategist, an innovator, a decision maker, a critical thinker, can lead a company to growth and profits, no matter what the global economy throws his way.

This programme will give you the tools and the process, to transform the toughest business challenge into an opportunity for profitability and growth.

**Benefits to You**
- Develop your personal leadership ability to deliver results by enhancing you and your organisation’s competency to out-think others in three critical areas of decision-making - strategy, innovation, operations/execution; providing you with proven processes in those areas
- Highlight the key misconceptions in those areas and address ways to harness them to your advantage
- Explore two key practical concepts for each process, which you can immediately apply at work.

**Programme Outline**

**Strategy**
- Misconceptions of strategy
- The Hierarchy of Strategy
- DPIs Strategic ThinkingSM process overview
- Two key concepts: Sandbox and Driving Force

**Innovation**
- Misconceptions and The 4 Deadly Sins of Innovation
- DPI’s Strategic Product InnovationSM process overview
- Two key concepts: Future Implicit Needs and 10 Search Areas for New Products

**Operations/Execution**
- Operations/Execution as a decision-making cascade
- DPI’s Situation ManagementSM process overview
- Two keys concepts: Three types of situations (problems, decisions, plans), process versus content and the related questioning skills

**Programme Leader**
David Wilkins

**Who must attend?**
Level 4 (Managers)
Level 5 (Senior Managers & Directors)

**Cost**
- S$1,177.00 (SIM Members)
- S$1,391.00 (Non-members)
(incusive of 7% GST)

**Contact**
+65 6248 9414
exec@sim.edu.sg

**Dates**
Oct 20 & 21
2 days
This intensive programme reserved for the upper finance echelon of Asia's companies. Through this programme, you will be introduced to systematic ways to view the multiple facets of the CFO's roles and steps you may take to become a more significant contributor to the long term growth and sustainability of your firm.

This programme will use a number of participative learning methods. You will benefit from the lessons being considered and from the interaction with peers from across the region. It is specifically designed to further your ability to lead your organisation and drive value for your firm.

Benefits to You
- Help to strengthen your strategic prowess and value creation in your organisation
- Develop more effective strategies for creating growth opportunities and managing risk in today's uncertain environment.

Programme Outline
- The Changing Role of the CFO
- The CFO as Driver of Value Creation
- Recasting financial statements
- Forecasting future cash flows
- Calculating the firm's cost of capital
- Creating additional firm value
- The CFO as Analyst
- Guiding product, customer and investment decision
- The CFO as Partner
- Simplifying and refocusing the financial planning and analysis process
- The CFO as Strategist
- Multiple forces analysis
- Forcuss on core competencies
- Charting the direction of the firm
- Balancing Strategy and Risk Management
- The CFO as Leader
- Understanding Situational Leadership
- Transitioning from manager to leader
- Building the financial leadership pipeline and organisation
Creative leadership results in a company’s leadership in creativity, enabling a company to stay ahead of competitors via innovative strategies, thinking and problem solving. But what is creative leadership?

This comprehensive and stimulating programme bridges the gap between these two highly intangible concepts with extensive use of video case studies for an immersive experience that promotes real-world situational understanding.

Benefits to You
- Critically review and apply the latest thinking on strategy and examine how key tools and techniques of competitive strategy can be applied to build and maintain advantage
- Examine the major causes of strategic failure and how they can be avoided by acting pro-actively to exploit opportunities and counter threats
- Explore the process of creativity and innovation to help you enhance your own creative capabilities and those of the organisation
- Explore the critical behavioural connection between creativity, innovation and leadership
- Diagnose and reflect on the effectiveness of your own leadership style
- Observe different models of management and leadership and their effectiveness in different environment
- Examine the critical role of leadership in promoting strategic change and innovation

Programme Outline
- Thinking and acting strategically
- The implementation challenge
- Creativity and innovation
- The challenge of effective leadership
- Integrating strategy, innovation and leadership to sustain competitive advantage

Programme Leader
Professor Robert Davies

Who must attend?
Level 5 (Senior Managers & Directors)
Level 6 (C-Suite)
The Dynamics of Strategy: Strategy and Innovation for a Turbulent World

Building on Dr Robertson's research and teaching at the Universities of Warwick (Warwick Business School), Oxford (Saïd Business School), and Pennsylvania (the Wharton School), culminating in his Oxford University Press book The Dynamics of Strategy, this programme presents novel ways of managing, competing, and adding value, in today's turbulent world.

This programme shows you how up-to-date tools and techniques can be harnessed to analyse and influence the long term, strategic issues facing your firm. It covers both business strategy and innovation culture. These areas are treated as inter-dependent and cases used throughout the programme will emphasize the holistic approach to business success and the inter-relationships between strategic management and an innovation culture, all within the context of enabling the organisation to gain and maintain sustainable competitive advantage.

Benefits to You

- Deliver sustainable results driven by your greatest capabilities and purpose as a leader.
- Develop the strategic acumen required of effective leaders.
- Build capabilities for meeting stakeholders' demands and for creating relationships that translate into sustainable competitive advantage.
- Better target your innovation resources and improve your innovation processes to achieve the most impact.
- Design implementable strategies that can improve your firm's competitive advantage.

Programme Outline

- Business Strategy
- Tools for strategy analysis and implementation
- Positioning, strategic resources, and strategic capabilities
- Corporate and competitive strategy
- Network competition
- The dynamics of strategy
- Innovation
- Fostering and growing a culture of innovation
- Innovations as epidemics and collapse
- Combining the Elements
- Integrating strategy within an innovation culture

Programme Leader
Dr Duncan Robertson

Who must attend?
Level 5 (Senior Managers & Directors)
Level 6 (C-Suite)

Apr 7 - 11
5 days
$5,350.00 (SIM Members)
$5,350.00 (Non-members)
(inclusive of 7% CST)
+65 6248 9419
exec@sim.edu.sg

Apr 7 - 11
5 days
$5,350.00 (SIM Members)
$5,350.00 (Non-members)
(inclusive of 7% CST)
+65 6248 9419
exec@sim.edu.sg
**Developing Self Effectiveness for Business Performance**

This programme aims at building a team leader’s own competency and capability in aligning performance to that of the organisation while leading the team members in achieving the organisational goals.

**Benefits to You**
- Setting KPIs and self appraisal of performance
- Decision making as a team for successful outcomes
- Adopting appropriate communication style to achieve maximum effectiveness at work
- Accuracy and effectiveness in presentation of information in communication
- Effectual negotiation outcomes to achieve the goals

**Programme Outline**
- Develop Self
- Present Information
- Measure and Plan Own Performance and Behaviour
- Apply Basic Negotiation Skills and Techniques

**Programme Leader**
Michael Tan / Sanjay Mehta

**Who must attend?**
Level 2 (Supervisors, Executives & Emerging Managers)
Level 3 (New Managers)

**Funding**
- S$235.95 (With SME Funding)
- S$625.95 (With Funding)
- S$2,086.50 (Full Fee) (inclusive of 7% GST)

**Contact**
funded-prog@sim.edu.sg

**Schedule**
- Jan 22, 23, 24 & Feb 13, 14
- Mar 26, 27, 28 & Apr 10, 11
- Jul 9, 10, 11, 24 & 25
- Oct 29, 30, 31 & Nov 13, 14

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**Directing End-to-End Organisational Change**

The 2-day workshop explores approaches to effective leadership within the leading change field. It studies effective leaders who know how to catalyse and support positive changes in structure, products & services, organisational culture and people. The workshop adopt the “inside-out” approach by first looking at oneself as a leader and then using proven frameworks and tools to lead change.

The program will equip participants with the competencies and strategies to lead change in the organization successfully.

**Benefits to You**
- Key outcome of the workshop will be the participants’ action plan for facilitating the transitional aspects of an actual organisational change effort in the workplace

**Programme Outline**
- Identify and develop their leadership styles and preferences in leading change through the framework of the Hogan Assessments - The Hogan Personality Inventory (HPI), The Hogan Development Survey (HDS) and The Motives, Values, Preferences Inventory (MVPI).
- Identify organisational change and the forms it can take.
- Apply Kotter’s Eight Step Process recommended for implementing change successfully.
- Outline Lewin’s model of change and integrate it with Kotter’s framework into a master framework.
- Identify how a leader or manager can promote change and how to go about doing it
- Discuss resistance to change and how to overcome it.
- Apply the five-step ADKAR (Awareness, Desire, Knowledge, Ability, and Reinforcement) model for change management.
- Sharpen their skills in coaching for change

**Programme Leader**
Dr Lim Peng Soon

**Who must attend?**
Level 4 (Managers)
Level 5 (Senior Managers & Directors)

**Funding**
- S$302.50 (With SME Funding)
- S$802.50 (With Funding)
- S$2,675.00 (Full Fee) (inclusive of 7% GST)

**Contact**
funded-prog@sim.edu.sg

**Schedule**
- May 8 & 9 | Aug 21 & 22
- Oct 16 &17

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In today's business, technology allows quick decision making and global connectivity resulting in a fast paced ever changing environment. As a side effect change management is often misinterpreted as an event not a process. Individuals are expected to adapt to changes, just because they received an Email or attended a kick off training program. Time is a crucial factor. This program is designed to first raise awareness that implementing changes needs time. We then look into ways on how to implement successful change management measures in line with the existing time constraints even though this might sound like a contradiction in terms.

Benefits to You
- Understand resistance to change
- Understand change as a necessary tool for continuity and improvement
- Take ownership to be an active leader in the implementation of vision and strategy
- Become “Change Agents” in the organization
- Be self-motivated and to motivate their employees to change
- Implement loyalty and identification in the employees minds
- Create an awareness regarding communicational styles

Programme Outline
Understanding Change
- Managing Change in a Turbulent environment - the Forces of Change
- Planned and Unplanned Change
- External and Internal forces of Change
- Recognising the sources of change
- Defining the types of changes

Barriers to Change - Identifying and Overcoming Barriers to Change
- Addressing the Resistance to Change
- Using Stories and Parables
- Techniques to Handle Fear and Resistance
- Changing Mindsets
During the last two decades, many organisations have attempted within-firm improvement strategies. The emphasis is now shifting to supply chain efforts i.e. inter-firm improvement strategies, to ensure a coordinated response from the entire supply chain. The arrival of Internet-based information technologies has also created unprecedented opportunities to improve inter-firm communication and coordination. This programme goes in depth on the effective application of information systems to realise supply chain integration.

Benefits to You
- Improve your customer service levels and gain market share
- Design better product and service offerings
- Improve quality
- Reduce costs for you and your supply chain partners
- Reduce lead times, inventories and waste
- Improve agility and responsiveness in global, dynamic markets

Programme Outline
- Supply chain strategy and organising for supply chain improvements
- Integrated design of products, services, and processes
- Supply chain reconfiguration
- Supply chain simulation game
- Collaborative forecasting, inventory management and operations
- Design of distribution systems
- Purchasing initiatives: strategic sourcing and e-procurement
- Case discussion
- Supply chain continuous improvement
- Industry best-practices

Strategic Supply Chain Management

📅 Sep 11 & 12
📅 2 days
💲 S$1,605.00 (SIM Members)
⡫ S$1,872.50 (Non-members)
(inclusive of 7% CST)
📞 +65 6248 9414
✉️ exec@sim.edu.sg

Programme Leader
Dr Nallan Suresh

Who must attend?
Level 2 (Supervisors, Executives & Emerging Managers)
Level 3 (New Managers)
Level 4 (Managers)
Managing the Human Side of Change

The world is changing. The pace of change is accelerating. Individuals and organisations must adapt. Organisations must transform. Transformation begins with people – the way they see problems and apply creative solutions. It involves a transformation of the mindset and behaviours. In times of organisational transformation, people do not resist change. They resist the transitions that change brings about.

This workshop will provide a process, framework and the strategies to address the human side of organisational transformation, based on the works of William Bridges.

Benefits to You

- Assess the impact of change on people and organisations using a rational process to address non-rational issues
- Determine where people are in the 3-phase transition process
- Develop ways for people to let go the old ways of doing things and make a clear ending
- Lead people through the neutral zone between the old way and the new, as well as utilizing that in-between state creatively
- Launch a new beginning to embrace the new way of doing and being
- Learn how and when to use tools and strategies to guide yourself and others through organisational change and transition processes
- Build and develop your competencies and capabilities in managing organisational change

Programme Outline

- Integrated framework on Kurt Lewin’s, John Kotter’s and William Bridges’ work on change
- Change management vs. transition management
- The 3-phase transition process
- Where are people in the transition process?
- Strategies to manage endings
- Strategies to lead people through the neutral zone
- Strategies to facilitate the new beginnings
- Action plan: Short-term, medium-term and long-term

Programme Leader

Dr Lim Peng Soon

Who must attend?

Level 4 (Managers)
Level 5 (Senior Managers & Directors)

Apr 14 & 15
2 days

$S$1,177.00 (SIM Members)
$S$1,337.50 (Non-members)
(inclusive of 7% GST)

+65 6248 9414
exec@sim.edu.sg

Apr 14 & 15
2 days

$S$1,177.00 (SIM Members)
$S$1,337.50 (Non-members)
(inclusive of 7% GST)

+65 6248 9414
exec@sim.edu.sg
Leadership is the most important topic in the social, behavioural, and organisational sciences. When sustainable leadership prevails, organisations and people prosper and grow.

This is a developmental leadership group-coaching programme, specifically designed for Senior Executives to help build sustainable leadership capability through competency developing, thought provoking, emotions discovery, behavioural modelling and perspective capacity.

Benefits to You
- Learn the universal impact of personality on daily behaviours
- Develop key leadership competencies for the workplace
- Gain awareness and self-insight of the individual cognitive biases
- Understand the emotional responses during routine activities and under pressure
- Appreciate own thinking and behaviours based on motives and values
- Learn the core attributes that encourage follower trust in leader
- Articulate necessary behaviours that encourage common vision and goals
- Learn how to motivate teams and individuals based on preferences and interests
- Discover new methods and techniques to encourage innovation and creativity
- Develop a coaching profile that attends to the person and acts as a helper
- Learn how to make hard decisions and implement them with compassion
- Develop a self management routine that connects with people
- Build collaborative relationships
- Lead the actions and minds of people
- Develop a new cognitive and emotional capacity
- Take a new perspective of task, process, people, performance and results
- Learn how to build positive spaces around your people
- Develop strategic thinking skills and self-leadership capability
- Gain new perspectives towards the future

Programme Outline
- Strategic self-awareness
- Personal career, performance risks and professional development
- Personality traits in action
- Leadership competencies
- Character of a leader
- Collaborative relationships
- Leadership in action
- Mind of a leader
- Perspective capacity
- The Leader as a helper
Alison Lim is both an accomplished Human Resources Development practitioner and academic. She has over 17 years of extensive and rich experience in the field of human resources development. She is highly acclaimed and rated for her dynamic delivery style and innovative approaches to training. She specialises in presentation skills, train-the-trainers, team building, supervisory management, interpersonal relationships, emotional intelligence and personal effectiveness programmes.

Andrew Chow is a certified Life Coach, Serial Entrepreneur, Speaker/Author and Master Match Maker in Singapore. He won the Spirit of Enterprise Award in 2008 and the Successful Entrepreneur Award in 2010. Graduated from Thames Valley University, Andrew is also a Certified Trainer, Assessor and Developer of WDA-WSQ courses. He is fondly called “ideasandrew” in all his social media connections in platforms such as Facebook, LinkedIn, Flickr, etc. He has also founded four of his own social networking portals for business or social groups with over 10,000 profiles.

Angela Koch brings a wealth of Creativity and Innovation practice following a career as Strategic Planning Director with Global Brand and Communications companies in Johannesburg, Hong Kong and Singapore. Angela’s work has her involved in two important domains: Brand Innovation and Product Innovation. Her Innovation clients come from the consumer goods sector, consumer electronics, hospitality and services. She facilitates projects to discover the next growth engine for a business and creates experiential learning experiences so that employees feel empowered to participate in Innovation efforts.

Anil K. Gupta (Prof) is widely recognised as one of the world’s leading experts on strategy, globalisation and emerging markets. The Michael Dingman Chair in Global Strategy & Entrepreneurship at the Smith School of Business, The University of Maryland at College Park, Professor Gupta is the author, co-author, or co-editor of over 70 papers and four books. A recipient of numerous awards for excellence in research and teaching, Professor Gupta has been recognised by BusinessWeek as an Outstanding Faculty in its Guide to the Best B-Schools too. He also serves as a regular columnist on “Getting China and India Right” for BusinessWeek. His opinion pieces have been published in The Wall Street Journal, Financial Times, Chief Executive Magazine, China Daily and other outlets. He has been quoted by The Economist, The Wall Street Journal, BusinessWeek, BBC, CNBC as well as other leading media in the US, China, India, and Europe. He is also a consultant and adviser on strategy and globalisation with some of the largest corporations in the world including IBM, Marriott, First Data, Jacobs Engineering, ABB, McGraw-Hill, Indian Oil, Huawei Technologies, McCormick, Finnair and more.

Anna Lim is a PMP® certified Project Manager with a Masters of Business in Information Technology. She has over 25 years of global work experience in project and programme management, training and consultation in industries ranging from IT, Oil & Gas, Manufacturing, Headhunting and HR and worked for several MNCs – in which one of the companies won her the Global Best Performer Project Manager award. The extensive years of cumulative experience in Project and Program Management, HR, IT and Business Process Outsourcing has equipped her not only with technical skills but soft skills as well. In the last 6 years, she had successfully led multicultural virtual teams and worked across global time zone. Her lead in complex projects required excellent verbal and written communication skills and together with outstanding people skills, it made her successful in leading and motivating virtual teams in a matrix project organization.

Anne Munro-Kua (Dr) is an NLP master trainer and accelerated learning specialist. Her experience in developing human potential encompasses training / consulting / coaching with educational and corporate organisations in the UK and throughout the Asia-Pacific region. Her work centres on trainer and professional development, communications and individual mission development. Dr Munro has an academic background in Education (UK), Language Training (UK) and Social Sciences (Ph.D. in Sociology - Manchester University UK).
She has studied and developed expertise in a range of leading-edge learning technologies: including Neuro-Linguistic Programming (NLP) and Accelerated Learning (AL).

**Annie Lim** is an adept international trainer, facilitator and coach who is versatile and engaging in developing management potential in the areas of brainworks, leadership, communication, inter-personal, thinking, speaking and writing skills. The breadth of her global training experiences in a wide variety of business, industrial and government enterprises attest to her delivery agility. She is creative, committed and caring with learners. Annie has 30 years of management training experiences in business, academic and life dynamics.

**Arul John Peter** holds an MBA and majored in strategic human resource management. He Completed Stage 1 & 2 Certification Training in Designing & facilitating workshop with Lego® Serious Play® Method. He is an accredited administrator of the MBTI suite of instruments and a certified EQ Trainer (6 Seconds Network, USA and Institute for Social + Emotional Intelligence, USA). With 26 years of training experience, John facilitates management seminars and workshops in the areas of management excellence, EQ Skills, Creativity & Innovation and Personal Development. During his tenure with the International Trade Secretariat, he was conducting training workshops in countries such as Japan, Korea, Taiwan, Hong Kong, Malaysia, Fiji, Australia, Philippines, Thailand, India, Pacific Islands and several other Asian countries. He is well versed with the multi-cultural work environment in Asia-Pacific region.

**Bibiana Chan** is a trainer and management coach and consultant who has trained managers on organisational performance, leadership, team building, productivity, total quality process, interpersonal skills and customer service skills. She has conducted many workshops for both the public and private sectors. Prior to her present job, she was a Training Manager with Traders Hotel, Singapore, where she was primarily responsible for managing the department and training systems. With a 12 years experience in the hotel industry, Ms Chan began her career at The Westin Hotels in Singapore where she has gained experience in both the operational and human resource management and development functions. Ms Chan was also actively involved in looking into opportunities for work improvement and helping hotel employees understand, lead and achieve the corporate visions.

**Brian Huntley**'s prolific and dynamic career in sales management provides a foundation that has made him a recognised expert in advanced sales skills. He brings over 40 years of sales success to his workshops which feature practical and sustainable real life approaches to high level selling. With his extensive experience, the accolade Mr Huntley receives the most from workshop participants is that ‘he has carried the bag’, that it's not just theoretical know how. He has worked in senior management and executive positions for Fortune 500 companies such as IBM, Oracle and Ortho throughout North America, Australia, Asia, and the Middle East in the pharmaceutical and IT industries. An adept salesman, sales manager and company President, his career has been distinguished by receiving over 20 awards for achieving sales excellence within these leading companies. His track record is testimony to his firm belief that ‘nothing happens until something is sold’, regardless of market conditions.

**Chan Kieng Jin** is the managing director of a consultancy firm which provides change management consulting and business coaching services. His expertise spans more than 25 years and covers different areas of change management including business strategy, marketing, sales management, finance and performance management. Mr Chan has consulted, coached and trained for numerous multinationals and public listed companies in Asia. To date, Mr Chan has trained more than 50,000 executives and managers including entrepreneurs, CEOs and professionals. He also invents business and financial simulation games for his training that have helped participants improve their knowledge and skills with impressive results.

**Colin Millward** is principal consultant and has 30 years working experience in the information technology (IT) and business/financial systems field as a project manager, consultant and trainer. In Asia, Europe and the United States he has provided design, integration and implementation of enterprise resource planning (ERP) and other IT systems for large, complex organisations. Mr Millward holds an advanced master's certification in applied project management from Villanova University, is a PMP® (Project Management Professional) with the Project Management Institute and is a member of the Institute of Management Information Systems (IMIS) and the Asia Professional Speakers Association.
**David Artlett** is a communication skills specialist with more than twenty years experience working as a consultant and trainer with multinational, local and regional companies in the Asia Pacific region. His work has involved him in a wide range of disciplines from airlines to dot-com start-ups, the financial sector to engineering, advertising and PR to education, shipping and the petro-chemical industry and the media and government bodies. His background and experience in the psychology of communication, the media and corporate training, allows him to be a dynamic and empathetic trainer operating across a wide range of cultures, both national and corporate, designation and gender.

**David S Cohen**’s (Dr) background spans both the fields of corporate consulting and education. He has consulted with a diverse group of industries in Canada, the United States, the Caribbean, the United Kingdom, Western Europe, Eastern Europe, South America and Southeast Asia. Dr Cohen is considered a thought leader in the design of integrated human resources processes consistent with the corporate vision, values, behaviours and business plan of each client. In addition, he has focused on assisting corporations through the development and delivery of leadership and management development programmes specific to their culture and strategic business plan. Dr Cohen holds a doctorate in Education from Boston University, focused on adolescent behaviour and humanistic development. Dr Cohen is a frequent keynote speaker and facilitator on human resource issues for numerous professional associations, conferences and corporations. Recently he has spoken and facilitated on topics such as: Leadership Development, Performance Improvement, Values and Vision, Succession Planning, and on the topic of HR Metrics that focuses on the “Return on Intangibles”. He also teaches at The Executive Leadership Division of The Schulich School of Business, York University.

**David Wilkins** is a Singapore Partner of Decision Processes International (DPI). As a seasoned professional in the IT industry, he has helmed sales management and general management positions with powerhouses such as Oracle, Datacraft Asia and EDS. Mr Wilkins has helped numerous major clients in the financial services, IT, education, electronics, engineering, property and social service sectors, create their winning strategies using the full suite of DPI Asia critical thinking processes. Graduated with First Class Honours in Mathematics from Imperial College, London, Mr Wilkins co-authored the book Leadership, Pure & Simple with Greg Carolin, Managing Partner of DPI Africa.

**Dilip Mukerjea** is the managing director of an organisation dedicated to developing intellectual capital and the advancement of mental literacy through the use of The Buzan Techniques and other strategies. They encompass Creative Problem Solving and Solution Finding, Mind Mapping®, Speed Reading, Memory Enhancement and Perceptual Skills in Drawing (Visual Intelligence). Mr Mukerjea has been acclaimed as phenomenally creative and easily one of the world’s top 10 master mind mapper’s by Tony Buzan himself. He also focuses on writing interactive books that address ‘brain skills for the 21st century,’ with immediate and multi-purpose application the prime aim of every skill; his best-selling works, Superbrain, Brainfinity and Braindancing®, have gone into several re-prints since initial release. Surfing the Intellect, Building Brainpower, Brain Symphony, Unleashing Genius, and Taleblazers, are the latest in The Creative Brain Series, The Brain Quintet, a range of books that is becoming a distinct brand in the world of accelerated learning and personal development.

**Duncan Robertson (Prof)** holds positions at Oxford, Warwick, and UEA universities in the UK. He obtained his doctorate in strategic management at the Said Business School, University of Oxford, and his undergraduate degree in physics at Imperial College, University of London. He is a chartered accountant, having worked for KPMG in London, Australia, and New Zealand, and has corporate finance and strategy experience within Barclays Plc and KPMG Corporate Finance, having provided consultancy services for companies such as Unilever. He was appointed as a visiting scholar in the Management Department of the Wharton School, University of Pennsylvania, USA, and a visiting professor at Sun Yat-Sen University, People’s Republic of China. He has been shortlisted for several Best Paper Prizes from the Strategic Management Society. His is the author of The Dynamics of Strategy published by Oxford University Press.

**Edwin Sim** has over 17 years of experience in law enforcement, information and communication technology as well as human and organisational development areas. The last 5 years were spent helming leadership positions in leading training and consultancy firms in Singapore. Edwin’s passion lies in designing appropriate customized learning interventions that help organisations change and transformation. More than 200
organisations have benefited from his insight in delivering practical, “do-able”, simple and yet impactful interventions, especially in areas of Leadership, Communication, Teamwork, Organisational Change, Sales and Service Improvement as well as Communication. He is a certified trainer and assessor under the Workforce Skills Qualification as well as a Six Sigma Green Belt practitioner. He is also a certified facilitator of Edge Leadership programmes and a certified Action Learning Coach with the World Institute of Action Learning.

**Eric Ng** is the president of a company that holds the exclusive license in Singapore with Situation Management Systems, Inc. – An international organisation specialising in Influence and Negotiation. He is a master trainer for the Positive Power and Influence® Programme and will help you learn and improve your influencing and leadership skills in this programme. Eric has more than 25 years of corporate working experience in various management and technical positions in the Asia Pacific region. He has many interesting real life examples, stories and anecdotes to relate the Situational Influence Model™ to your daily work and life situations. He travels extensively in Asia delivering training to and coaching senior management and executives. His clients include Fortune 500 companies, Global 1000 companies, MNCs, SMEs and government organisations. Participants who have attended his workshops have found him to be experienced, knowledgeable, very clear, full of passion and fun in training.

**Gaik Lim** is an interpersonal skills trainer and consultant with over 15 years of training experience. As a professional who enjoys training, she has conducted a variety of interpersonal skills courses in Hong Kong, Brunei, Malaysia, Indonesia, Thailand and Singapore. With banking and corporate experience, she brings direct relevance to her programmes. Her training programmes are highly skills-based with an interactive approach using real work-related case studies. A highly-rated trainer, her participants find her courses interesting, relevant and enjoyable.

**Gary Lim** is the principal consultant of his own marketing consultancy firm. He has held senior positions in several multinational companies, including Australian, Japanese and US Fortune 500 companies. With more than 24 years in these companies, Mr Lim has extensive marketing management experience in the Asia Pacific. His major functions in the Asia Pacific include market surveys, setting up and supervising distribution and dealer network, negotiating licensing agreements, business development, training, promotion and ensuring success in market penetration.

**George Quek** is a recognised authority on structured mentoring in the region. He has trained and advised over 30 organisations in mentoring solutions throughout Singapore, Hong Kong and Thailand. In addition, he has trained, coached and consulted for more than 3,000 executives and leaders from over 80 organisations throughout the Asia Pacific in the last five years. Prior to that, he had over 15 years of senior management experience throughout Asia Pacific with Fortune 500 and regional companies. He is the author of the best-selling book Service Unusual which is published in both English and Thai.

**Geoy May Li** brings over 10 years of expertise in Human Capital Development and Advancing Service Excellence in her role as a Facilitator and Consultant. A strategic advisor to executives, managers and leaders from multinational corporations and public sectors, May Li is passionate about sharing her experiences in leading and engaging teams from diverse backgrounds. She has held senior positions with various sectors spanning from Hospitality, Consulting and Retail over a period of 20 years in local and regional settings. A certified facilitator for HBDI™ (Herrmann Brain Dominance Instrument), May Li holds a M.B.A from University of Western Sydney and is a certified practitioner with board of PMC (Practising Management Consultants) Singapore.

**Gerald Ng** is a consultant, facilitator and coach, focusing on energising organisations, synergising teams and empowering people. He has over 23 years of work experience in the field of learning and development and possesses diversified experience in various aspects around human resource development (HRD). He is highly regarded for his creative, practical approach and being skilled in the adoption of the different learning methodology has enabled his training to achieve its intended outcomes and created an impact resulting in optimal learning and on-going change. He holds a Master of Science in Human Resource Development, from South Bank University, a Bachelor of Business in Human Resource Management from University of Southern Queensland and the SIM Diploma in Training and Development. He is a Certified Adventure Learning
PROGRAMME LEADERS

Facilitator with STADA as well as certified in the Myers-Briggs Type Indicator® (MBTI®) Personality Profile, FIRO-B, Workplace Big 5, Emergenetics, DISC and accredited in DDI, Covey Leadership (Seven Habits of Highly Effective People), Crucial Conversations and Extraordinary Leadership. He is also a Life Skills Coach.

Goh Ai Yat, a former senior banker, regularly conducts business skills programmes for executives to prepare themselves to stay relevant in today's challenging operating environment. Some of the related programmes she has conducted are The Entrepreneurial Manager, The Entrepreneurial Employee, Thriving On Challenges and Creativity & Innovation -The Rules Have Changed! Ai Yat holds an MBA from the Entrepreneurship Institute of Australia.

Goh Meng Kiang is a former general manager and vice-president of operations for a subcontracting test facility in Singapore. He has over 25 years of working experience for several multinational companies. He has also conducted numerous training workshops and presentations for staff and clients. Meng Kiang graduated from the National University of Singapore with B.Engg.

Goh Wee Lee has about 30 years of working experience in a government statutory board, consumer banking, tertiary teaching at both undergraduate and master levels, consultancy and corporate training. An accredited MOM work-life consultant, she specialises in conducting courses on Managing the Multi-generational Workforce, Performance Management & Target Setting, Competency-based Selection Interview and Finance for Non-financial personnel. Wee Lee graduated with a Bachelor of Accountancy (Honours) from the University of Singapore. She has an MSc in Management (Sloan Fellows Programme) from the Sloan School of Management, Massachusetts Institute of Technology and an Advanced Certificate in Training & Assessment from WDA.

Gopinathan, a Principal Consultant, has more than 20 years of experience in both the private and public sector organisations. He has facilitated workshops on CoP and provided advice and helped launched communities in several public and private organisations. He continually engages CoP leaders to provide advice and build a body of knowledge on CoP. He has recently published a CoP toolkit to help community leaders to better lead and cultivate communities. He is also an adjunct lecturer for the Master of Science (KM) programme offered by Nanyang Technological University and lectures an elective course on CoP. He is also experienced in developing and implementing information and Knowledge Management (KM) initiatives. He is a certified corporate KM trainer by Knowledge Associates Ltd, Cambridge UK and has developed and delivered KM training workshops for several organisations. He is trained by American Productivity Quality Centre, a leading centre in KM research and benchmarking, on its consulting approach, products & services. His achievements include the development of a KM roadmap for the Singapore Public Service. He has also published a KM Field Guide which provides a point of view on how KM can be practiced effectively in organisations. A speaker at several conferences and seminars, Gopi is a member of the judging panel which selects public agencies of Singapore for the KM Excellence Awards offered by Information & Knowledge Management Society.

Grace Chow holds a Bachelor of Business degree and is a Certified Public Accountant (CPA) specialising in customised financial training and business consulting service. She has over 20 years of working experience in public accounting, banking, fund management, and corporate training. She has conducted regional financial management and related programmes for a wide range of clients in the Asia-Pacific region, and has worked closely with many in developing and assessing business plans which cover strategic marketing to process improvement. She is highly experienced in training participants with no financial background, especially sales and marketing professionals and engineers, and at different levels from top management to executives. She is also the author of a book titled Accounting Made Simple – A Layperson's Perspective and has contributed a chapter to another book titled The Essence of Financial Accounting (Special Asian Edition) which is jointly produced by Prentice-Hall and SIM.

Günther Witt has been delivering programmes for SIM since 2000. He is the owner of a training company providing programmes with focus on leadership, people management and team working skills. Prior to establishing his own training company, Mr Witt worked as the managing director of a reputable Asian-based distribution company and before that for a German multinational corporation in various management and
regional marketing functions in Germany, South Africa and since 1979 Singapore. He has an excellent track record of producing good business results. His various assignments have exposed him to a vast variety of people, markets and cultures.

Ian Beaman (Dr) is a senior lecturer with Monash University and teaches accounting information systems and financial modelling. He was Director of Logistics Planning for SYME Accounting and Manager of the Faculty of Business Technology Services Unit. He has held visiting appointments at the National Computing Centre in Manchester (UK) and the California State University. He is the author of Small Business Computers for the First-time Users, and has also co-authored many journal articles. His research interests include the use of microcomputer accounting packages in small businesses, systems analysis, design methodologies, and financial modelling techniques.

Ines Majewski, a mathematician, started her consulting role in the financial consulting industry but soon came across various other challenges which sparked her interest. Over the past seven years, she became an expert in change management, behavioural profiling and cross generational as well as cross cultural management. Today she is the managing director of the wholly owned Asian subsidiary of MTI - a global leader in process consulting. Besides her own consulting work she manages the South East Asian Business of MTI with its associate trainer and consultant community.

Jacqueline Ann Surin is a gifted wordsmith and communicator who has been coaching and training individuals and organisations since 2005. Ms Surin is passionate about experiential learning and about providing the building blocks needed to create a learning environment for others. She has been a public speaker for the last 25 years and is often invited to speak at public forums and moderate panel discussions. Professionals who have trained with her report having new insights and practical skills that enhance their ability to communicate effectively, where it matters most - at work and at home.

Jacqueline Throop holds a Master of Arts at University of Ottawa, Bachelor of Fine Arts (NSCAD), Bachelor of Arts at Mount Allison University and a Certificate in Adult Education at St. Francis Xavier University. She is the lead trainer for Think on Your Feet® and Writing Dynamics™ in North America. She specialises in organisational development; leadership and performance; communication and conflict; creativity and facilitation. Jacqueline is also accredited to lead programmes such as Herrmann Brain Dominance Instrument (HBDI), Open Space Technology (OST) workshops, Robert Fritz's programmes based on his work in structural dynamics, as well as all of McLuhan and Davies' communication skills programmes.

James Leong has more than 20 years of financial, management and international training experience. Prior to becoming a professional training consultant, he managed the financial function in Asia Pacific for a US MNC as regional financial controller. James is an adjunct associate professor with National University of Singapore. He has facilitated the Certified Financial PlannerCM professional certification programme and the CA programme for the Institute of Chartered Accountants in Australia. His academic teaching experience allows him to provide a structured learning experience for his participants. James is the first invited speaker in Asia to present on InterCall's Asia Pacific webinar series with his topic on "Upsizing your financial intelligence in a financial crisis". James' views on financial analysis have been sought on Media NewsRadio 93.8FM. He co-authored a book entitled A Step Forward, a career-planning guide published by ITE and ITE Alumni Association. He was curriculum editor for the Certified Financial PlannerCM programme and wrote for the Business Issues Magazine as a business finance columnist. James has also been regularly interviewed on the Securities Investors Association of Singapore's investor education programme for interpreting the annual reports of several listed companies.

Jennifer Goddard is one of only six master trainers in Buzan's Mind Mapping® technique. She manages a network of more than 70 trainers and has a passion for mental literacy, whole brain thinking, hoolanthropy (the study of interrelated functions of the brain and body), and multiple intelligences. She is a Buzan licensed instructor in advanced learning techniques, including speed-reading and memory, and has personally worked with Tony Buzan. She is a qualifed administrator of the Herrmann Brain Dominance Instrument (HBDI). She is the convenor of the Australian Memory Championships, and was Chief Arbiter at the 2003 World Championships in Malaysia.
Jenny Graham has a background in communication, education and language studies and, is thus uniquely positioned to present our communication and management development programmes. Ms Graham coaches and trains across a wide variety of industries helping individuals to maximise their personal effectiveness and leadership potential. Jenny holds a Bachelor of Arts (Distinction) from the University of Southern Queensland, and a postgraduate diploma in Education. She is an accredited consultant of Team Management Systems in Australia.

Jimmy Tan is the only FISH!™ master trainer in Asia and the exclusive licensee for the FISH!™ Programme. He has more than 25 years' corporate experience, having held worldwide and regional positions in entrepreneurship, human resources and training with leading American and European Multinationals. In Asia, Mr Tan has worked with several blue chip clients, including Microsoft, McDonald’s, Citibank, Nestle, BP, American Express, Merck Sharp & Dohme, Johnson & Johnson, PricewaterhouseCoopers, Kimberly-Clark, Epson, Gleneagles Hospital, NUS, EDB and MINDEF. He was featured on Channel News Asia's 'Money Mind' and 'The Assignment', as well as on NewsRadio 93.8. Mr Tan is a Fellow of the Innovation University (USA) and holds a master's degree in Business Analysis (Distinction) from the University of Lancaster, UK.

Joanna Barclay has over 25 years’ experience in organisational transformation, strategic planning, and leadership development, facilitating real change within teams, leaders and culture resulting in high performing organisations. As an IAF Certified Professional Facilitator and an ICA ToP Facilitator she enables businesses and organisations to collaborate in powerful and effective ways. In her work with teams and leaders Joanna has gained deep insight into the human dynamics of effective relationships and communication. She is a certified Cultural Transformation Consultant with the Barrett’s Values Centre, has earned her certificate in Organisation Development from the NTL Institute of Applied Behavioral Science, and is a certified Strength Deployment Inventory® consultant with Personal Strengths.

John D Brian has been training and consulting in HR, management and organisation development for over 30 years. He has previously established and directed one of the UK’s leading management development centres. He was for many years senior lecturer in Manchester University where he taught on graduate and under-graduate programmes in HR and organisation psychology. He has worked with a variety of clients including Singapore Airlines, Monetary Authority of Singapore, Citibank, ESPN, Prudential, Malaysia Airlines, IBM etc. John has been working with SIM since 1975. John has BSc Hons from the University of Bradford, BSc Hons from the University of Bradford and a postgraduate diploma in HR. He is a Chartered Fellow of the Institute of Personnel and Development. He is an internationally recognised public speaker for which he has received several awards for his contributions on radio and television.

John Canfield is an independent management consultant who helps company leaders and employees solve difficult problems, create new products, services, and improve business performance. He most often supports companies in the areas of continuous improvement, creativity, innovation and strategic planning. His primary mode of help is to design and facilitate business meetings, programmes and one-on-one coaching sessions using a wide variety of thinking styles (strategic planning, scenario planning, flow charts, creative thinking methods, etc) to generate new ideas and strategies. Before 1990, John was a Senior Engineering Manager for Intel Corporation and later Director of Corporate Quality and Design Research for Herman Miller. John Canfield has earned a Bachelor of Science in Mechanical & Industrial Engineering from the University of Minnesota and a Bachelor of Arts in Political Science and Psychology from Williams College.

Khaleel Namazie was admitted as an Advocate & Solicitor of the Supreme Court of Singapore in 1994. He is also a member of the Law Society of England & Wales. He read for a Bachelor's Degree in Law at the National University of Singapore and for a Master's Degree in Computer and Communications Law at Queen Mary & Westfield College, University of London, the component subjects which were Information Technology Law, Intellectual Property Law, Telecommunications Law, Electronic Banking Law and Internet Law. Khaleel is particularly interested in corporate governance, outsourcing and the legal and regulatory aspects of emerging technology such as virtual space, online gaming and cloud computing. He has conducted a number of seminars and workshops in Singapore and overseas and spoken at conferences on a variety of subjects, including company law, employment law, technology law, privacy and data protection, the law and regulation of online gambling in Singapore and legal issues relating to service level agreements.
Lance Beste manages his own company specialised in addressing communication related issues in the workplace. He spent 20 years in the computer industry across three continents working with diverse cultures including with one of New Zealand’s largest organisations. For the past 14 years, he has been coaching, mentoring, facilitating and team building for a wide range of clients, from major international organisations to small businesses. He invented Attitude Express© a game-based tool which quickly gets people communicating openly, and identifies issues and problems in the workplace in a constructive yet non-confrontational way.

Lim Peng Soon (Dr) is an associate consultant with SIM and president of his own training consultancy. He specialise in team development, leadership development, and change management. He consults with local and multinational organisations, both in the public and private sectors, locally and overseas. Dr Lim holds a doctoral degree in education and human development, specialising in organisational change, from The George Washington University (USA), and a Masters in Human Resource Development from the same university. He is the recipient of the 2004 Ralph Upson Stone Award from The George Washington University for the best doctoral student entering the dissertation phase of the doctoral studies “who possesses academic excellence, and who represents and actualises the self-less development of others”.

Linda Low (Mrs) is director of her own training company and has more than 21 years of experience in introducing Dr Edward de Bono’s methods to more than 500 major corporations and government agencies. Linda was among the first 12 to be personally trained by Dr de Bono. On account of her phenomenal success with more than 2,000 programmes to her credit, she was appointed by Dr de Bono as Lifetime Certified Master Trainer and had been acknowledged by him as his “best trainers internationally”. Only 5 persons in the de Bono international network of more than 1600 trainers were awarded this accreditation. She oversees the de Bono network operations in Asia.

Loke Sai Keng (Mrs) provides training and consultancy service with particular focus on Organisational Storytelling. A specialist in learning and development, she developed and facilitated a broad range of leadership, communication and customer service courses during her corporate career with two major local banks. As the head of learning and development, she successfully led her team to put in place a comprehensive suite of learning programmes which won accolades for its strong business alignment and best practices. Mrs Loke also has experience in designing and implementing various organisational change efforts including service culture building, job redesign, and employee engagement programmes.

Lu Kee Hong holds a Master of Arts degree in Marketing Management and a Bachelor of Commerce degree in Accountancy & Information System. He is a seasoned and accomplished business practitioner with diverse background, experiences, and expertise in the field of finance, sales operation, training & development, business process re-engineering, project management, and venture capital investment. His delivery style is energetic and engaging, always focusing on solving practical challenges clients faced at work, applying the skills, knowledge and tools shared in the workshop.

Lynn Hayden is a management consultant based in Austin, Texas, USA. She specialises in personal management and work organisation systems. She has spent over 20 years consulting in both public and private organisations, helping individuals and departments increase productivity by enhancing personal work styles. Ms Hayden’s individual clients include administrators, teachers, lawyers, salesmen, artists, entrepreneurs, students, real estate agents and public officials. Her corporate clients include people at every level of the organisation - board of directors, advisory councils, directors, managers, supervisors, line staff, clerical staff and volunteers.

Maria Chow is a professional with 30 years of experience in leadership development & organisational development. Having lived and worked extensively in Asia-Pacific, from Korea, China/Hong Kong, to Thailand and Australasia, her passion is to advance leadership in Asia. Ms Chow was previously Custom Solutions Director/Faculty at a consultancy/training firm. There, she helped clients develop teams across cultures, manage innovation & change and nurture women leadership. Prior to that, she was from a French tyre manufacturer, as the first director of training & development for Asia-Pacific. She is skilled in designing and delivering training & development solutions that help shape leadership of our businesses today. Her
consulting experience with KMPG Peat Marwick, her lecturing experience in various universities and the industrial relations role that she played in the Hong Kong and Singapore Governments (during the early years of her career), all serve to facilitate her connections with people, industries and businesses.

**Mark A. Huselid (Prof)** is one of the world's leading authorities on strategic human resource management. The Distinguished Professor II of HR Strategy in the School of Management and Labour Relations at Rutgers University, Professor Huselid is one of the authors of The Differentiated Workforce: Transforming Talent into Strategic Impact, one of the most highly regarded books on strategic human resource management. His research, teaching and consulting activities are focussed on the development of balanced measurement systems to reflect the contribution of the workforce, workforce management systems, and the HR management function to strategy execution and business success. The Editor of the Human Resource Management Journal from 2000-2004, he is also a frequent speaker to professional audiences throughout the US, Europe, Africa, and Asia. In addition, he has consulted on the topics of HR measurement and strategy with dozens of companies around the world.

**Mark Loo (Dr)** holds a PhD in Management (Marketing) as well as trainer certifications from US, Canada and UK where he earned certification in Sales Training and Field Sales Management. He has worked in sales and marketing positions in diverse industries including office automation, multilevel marketing, advertising consulting, education and professional training. Since he started his training consultancy in 1995, he has been customising solutions to help in-house clients enhance productivity, and designing public programmes to help individuals enhance skills in marketing, management and administrative effectiveness. His training assignments has taken him to countries such as Brunei, Canada, China, Hong Kong, Indonesia, Malaysia, Mauritius, Singapore and Thailand. Dr Loo has written six distance education manuals, and presented and published papers in e-Commerce, Negotiation Styles of Malays, Indians and Chinese and Islamic Banking. He has taught MBA programmes for international universities from UK, US, Australia and Netherlands. His current interests include social media marketing and diversity management. He has conducted training programmes in English, Malay and Chinese. Dr Loo has been designing and delivering programmes for SIM since 1997/98.

**Mary Soon** is a dynamic trainer with an MA in Adult and Tertiary Education. She was an adjunct lecturer with the Oklahoma City University and is a part-time lecturer with the Singapore Institute of Management (SIM). She has many years of experience teaching writing skills to managers, executives and professionals in many organisations, including SIM, MINDEF, DBS Bank, SingTel, Reuters Singapore, National Council of Social Services and Young Women Muslim Association. She has also trained in various ASEAN countries including Indonesia, Myanmar and Laos.

**Mervyn Lim** has more than 20 years experience holding various finance and senior management positions in companies listed on the SGX-ST. Mr Lim has served as Chief Financial Officer in public listed companies such as MPH Limited and FJ Benjamin Holdings Ltd. He has extensive experience in treasury management, tax planning and managing all financial aspects of a publicly listed group. He is currently the Executive Director and Chief Financial Officer for an industrial minerals group, with operating mines in Far North Queensland, Australia. Mr Lim holds a Bachelor of Accountancy from the National University of Singapore and a Masters of Business Administration from the University of Brunel in the United Kingdom. He is a certified public accountant and is a Fellow of the Institute of Certified Public Accountants of Singapore. He is also a member of SIM and has been an Associate Lecturer with SIM for 23 years. He currently lectures part time in several of the SIM's International Programmes.

**Michael Lee** has successfully conducted a wide range of programmes including customer service, teambuilding, creativity and innovation, sales and marketing, presentation and instructional skills. His previous work experience includes being a training manager for two banks and two multinational electronics companies. He has many years' experience in engineering, electronics, manufacturing, banking and human resource development. He is a ‘master motivator’, a stimulating and entertaining speaker, trainer and presenter with great take-home value. Audiences find him thought-provoking, inspirational, witty and fun; business clients describe him as having a passion for win-win thinking and friends testify to his ability to pluck humour and a lesson on life out of any situation.

**Michael Podolinsky** is a people productivity expert. Over 11 million people worldwide have benefited
from his powerful message. His practical, real-world examples, stories and systems will fill your tool chests with easy-to-implement tips, tools and techniques to run meetings more effectively, conduct more effective teaching and training and get the valuable input from your team. With 70% of his business with repeat clients and 90% repeat or referral business, you know he is effective and his information really works. Having addressed over 1,700 audiences of up to 4,500 people, his programme is guaranteed to not only be one of the most beneficial, but one of the most fun you will ever attend!

Michael Tan has more than 20 years working experience in administration, human resource training & development and training consultancy. He specialises in personal enrichment programmes, supervisory management skills and organisational development. He is MBTI® Qualified and is certified to administer the Relationship Awareness™ Theory Instruments, the DISC and a number of other licensed personality instruments. Michael is also certified as competent in Competency Based Assessment by WDA. He holds a Master of Arts degree in Tertiary, Adult & Continuing Education, University of Hull, UK. His other qualifications include training, organisation and methods, administrative management and transport.

Michelle Lim is Principal Trainer of Clarity Training and Consulting. She specialises in training and coaching in Business Writing, Business Communications and Customer Service. She has 15 years of experience in training, people management and customer service, and has conducted workshops and seminars for various industries such as healthcare, manufacturing, banking, education, retail, and hospitality. Companies which have benefited from her personable style, insight, and experience include Changi Airport Group, Standard Chartered Bank, Urban Redevelopment Authority of Singapore, Land Transport Authority, Institute of Banking & Finance, Singapore Armed Forces, Jurong Health Sciences, and Lee Kuan Yew School of Public Policy.

Nallan Suresh (Prof) is a University Distinguished Professor & Chairman of the department of Operations Management & Strategy department at University at Buffalo, The State University of New York. He is also a faculty member at University of Groningen in Netherlands. He was instrumental in introducing supply chain management programmes (MBA, MS and Ph.D.) at University at Buffalo. He is a leading researcher and educator in manufacturing management. His contributions include the book: Group Technology and Cellular Manufacturing: State-of-the Art Synthesis of Research and Practice (Kluwer Academic Publishers). Mr Suresh has conducted training programmes for managers in many countries in N. America, Europe and Asia. He combines academic credentials with considerable practical experience. Following his engineering and MBA degrees, he started his career in automotive components manufacturing industry. His industry connections have continued since entering academia, and he has worked with many firms in USA and Europe in the areas of lean manufacturing and supply chain management. Since 2004, he has started conducting training programmes regularly in Asia: strategic supply chain management for SIM in Singapore; lean manufacturing and supply chain management programmes for Confederation of Indian Industry in India; and global supply chain management and logistics, for HUST in Wuhan, China.

Oon Tik Lee has more than 25 years in the IT industry, where he has held various management positions. He has conducted numerous programmes for senior and middle level management executives in the areas of: solution selling, account management, strategic sales management, effective communication and presentation skills, sales leadership and effectiveness, Think on Your Feet®, influence management, team building and effectiveness, managing change effectively, strategic goal setting, problem solving win-win negotiations, service excellence, project management, leadership and teams, time management, financial management and effective technical trading.

Patricia Lui (Dr) holds degrees in Bachelor of Arts, Master of Commerce (Marketing), Master of Management Research and a Diploma in Marketing from the Chartered Institute of Marketing, UK. She has been involved in marketing, marketing research and training. Patricia moved to Singapore in the mid-1990s and started her own business as a media representative. She also conducted independent marketing research for clients. Concurrently, she has been lecturing courses in marketing since 1990s. She has been lecturing marketing, marketing research, consumer behaviour, global marketing, channel distribution, advertising and promotions and is currently lecturing for RMIT University and University of London at SIM. She regularly conducts marketing research, branding and consumer behaviour programmes in Singapore and Hong Kong. Her participants include staff from Shure, Tom Lee Music, Dutch Lady, Epson, Sembcorp Parks, Tourism Victoria, Canon, Philips, Accounting & Corporate Regulatory
Patrick O’Brien brings a solid business background that focuses learning on delivery of results. This former CEO, COO and GM blends a strong professional and educational background to draw concept and practice together, and apply the learning in an engagingly practical, relevant, and humorous way. His unique management background is exemplified by his professional and educational qualifications. He holds an MBA with major in Finance, a Masters Degree in Marketing, and an Honours-level qualification in IT. He has presented in over 20 countries. His approach quickly builds strong rapport between participant and facilitator, so that participants develop new skills, delight in personal change, and derive real business benefits from their learning experiences. Patrick’s facilitation approach keeps the learner in focus as he embraces coaching. He also communicates excellence using NLP, and keeps learning actively immersed in the present using Improvisation.

Paul Carr is a respected corporate communications consultant, whose extensive experience in the media and background in education spans 15 years. Having worked as a public and commercial broadcaster, he knows how to communicate effectively to a wide audience. His background in education allows him to impart his insights in ways that are creative, useful and easily understood. His insights as a communications consultant have been sought-after by local and multi-national companies, as well as government departments in Singapore, Hong Kong, China, Malaysia, Indonesia and Vietnam.

Paul Loftus is a Montreal-based consultant, an industrial psychologist and a freelance journalist. He has conducted programme across Canada, the United States and many other countries in Europe, the Middle East and Asia Pacific. Mr Loftus has earned an excellent reputation for his work in professional development skills such as performance management, communication, public relations, and team building. He has had many articles published, and is currently co-writing a book on time management. He is also a well-known speaker and has several speaking engagements in Canada, the USA, Britain, Germany, Argentina, Taiwan, Singapore, Indonesia, Malaysia, India and Ireland. Mr Loftus graduated from the University College, Dublin, Ireland, with a B Comm, and from Concordia University in Montreal with a BA in Psychology. He holds a MSc in Industrial and Organisational Psychology from Lamar University, Texas. He also holds an FICB (Fellow of the Institute of Canadian Bankers), and has received an AIB (Associate Insurance Broker) from the Insurance Brokers Association of the Province of Quebec. He is a licensed industrial psychologist in Quebec.

Paul Loxton is a results oriented development consultant with extensive international and cross sector experience. He has worked with organisations and multi-cultural groups throughout Asia, Europe and the United States. An engaging trainer, speaker, facilitator and coach with an inclusive style, he specialises in: Performance Management, Leadership and Team Development, Communication, Employee Engagement, Culture Change, Talent Management and Succession Planning, etc. Prior to his current work, he was VP & Director of Management & Organisational Development with a banking group. He holds a Degree in Economics, studied HR Management and Organisational Development at Henley Business School.

Paul Tesluk (Prof) is the Donald S. Carmichael Professor of Organisational Behaviour in the School of Management at the University at Buffalo. Professor Tesluk's work focuses on strategies to enhance team effectiveness and innovation, the assessment and development of management and leadership talent, and transitions of organisations to high-involvement workplace systems. He has received awards from the Society for Industrial and Organisational Psychology for his research on work team effectiveness and work experience and leadership development. He is an elected Fellow of the Society for Industrial and Organisational Psychology, the Society for Organisational Behaviour. He is also the in-coming Chair of the Organisational Behaviour Division of the Academy of Management, the world's largest professional academic organisation of organisational behaviour scholars. He regularly teaches in corporate development programmes on topics involving virtual teams, leadership development, organisational change and innovation.

Peter Nixon is the creator of the Conflict & Emotional Literacy Workshop and author of Dialogue Gap, has helped thousands of senior executives and teams in over 50 countries manage difficult dialogues and achieve winning strategies that have transformed their careers and organisations. From a background in audit and negotiation Mr Nixon is now consulted on all sorts of key dialogues including matters in the Middle East, economic transformation, entrepreneurship,
social justice, spiritual growth, commercial and personal success, environmental conflicts and diversity issues.

**Phil Day** began his career in telecommunications, where he gained extensive experience in management, sales and marketing. His clients include Telstra, AXA, KPMG and the Singapore Productivity and Standards Board. He brings to his workshops a rich business background, wide international experience and excellent facilitation skills.

**Rachael Fensom** is a full time consultant, facilitator and trainer based in Singapore. She believes that the future growth of individuals, organisations and countries is dependent upon the ability to learn to think innovatively, act in ways that support and build resilience and communicate with empathy. Her main areas of interest are Design Thinking, Corporate and Individual Resilience, Performance Improvement and Communication. She has a Masters (with Distinction) in International Business and Management and has worked in the UK, France, Monaco and Singapore within cross-cultural work environments.

**Rebecca Stewart** is an experienced corporate trainer and facilitator who brings a new dynamic to thinking, creativity and communications skills in the workplace. She involves delegates in an innovative and exciting way and combines a deep knowledge of theory and principles with the practical application of the tools and techniques.

**Regina Chua** is a corporate client engagement consultant with extensive experience in the regional marketing and business development in Asia Pacific primarily in Singapore, China and India. She offers a unique combination of corporate experience and field experience in client engagement in both the consumer and B2B markets. She has designed and conducted sales and customer service trainings all over the world.

**Richard Ball** is a consultant with more than 30 years’ IT experience and has been a full-time professional trainer since 1986. He has consulted and provided training in Canada, the United States, Mexico, Europe, Asia, Australia, South America, the Middle East and Japan. He was an advisor to a multinational energy company, and had developed a software systems maintenance methodology that was adopted as an international standard by the parent company and its international subsidiaries. The comprehensive nature of his methodology is reflected in his software engineering training. Mr Ball’s views on system and software engineering have been frequently featured in leading industry publications including Computerworld, Data Management, System Development, Computing Canada, and Software Maintenance News. Mr Ball was also Director of the Software Management Institute in Canada. He has chaired numerous conferences on software maintenance and software management in Canada and the United States for the US Professional Development Institute and Quality Assurance Institute.

**Rob Devine**’s work experience in the pharmaceutical industry covered research and development, product communications, sales and marketing. In each of these functions, he has worked as an educator, working with industry professionals, government officials and policy makers at all levels. Mr Devine is a director of an organisation focusing on leadership development and team building through involving industry leaders in community service ventures. Working alongside aid providers in the field – his clients get a practical and down-to-earth approach to develop leadership skills, providing huge benefits to the society they serve. He runs a comprehensive range of workshops, conference sessions, consulting and coaching assignments. He is much sought-after in this role as an excellent facilitator and perceptive consultant.

**Robert A Howell (Prof)** is a Distinguished Visiting Professor of Business Administration, Tuck School of Business at Dartmouth. Dr Howell is one of the foremost authorities in the world on the changing role of finance and accounting in the context of the increasingly global, competitive, and rapidly changing business environment. His activities span fundamental research in his field, fast conversion to education, and assisting leading edge corporations affect change. His writings and thoughts have appeared in Harvard Business Review, Management Accounting, Business Horizons, Emerging Practices in Cost Management, The Handbook of Cost Management, FORTUNE Magazine, Financial Executive, The Financial Times, and other publications. Dr Howell has taught management strategy and policy, corporate financial management, financial and managerial accounting, internal reporting and control systems, and financial statement analysis in Executive MBA, MBA, MS in Accounting, and DBA programmes. Dr Howell has run his own consulting firm for more than 35 years. His clients have included top companies in the world, including General Electric, Intel, Johnson &
Johnson, Caterpillar, Boeing, Hallmark, AT&T, Nestles, and many others. Dr Howell received his BS degree in electrical engineering from Bucknell University, his MBA in industrial management from the Wharton School of the University of Pennsylvania, and his DBA in management control from Harvard University.

Robert Davies (Prof) BA (Econ) MA, MA, Ph D. Fellow, Centre for Management Development, London Business School and Associate Fellow in Strategy. Formerly a Professor of Strategy and International Business at London Business School and Leadership in The Said Business School at the University of Oxford. Dr Davies has also been a Professor of Management and Organisation on the faculties of the Stern Graduate School of Business, New York University, the University of British Columbia and McGill University, in Canada. Before joining the faculty of London Business School, he spent five years with a strategy consultancy firm co-founded by Michael Porter of the Harvard Business School where he was in charge of their European management development practice. He has conducted programmes on strategy for the top management of international companies in more than 40 countries across Europe, North and South America, Africa, Japan and ASEAN. He is the author of numerous articles in the fields of international business, economics, strategy implementation and business organisation and culture in both academic and practitioner journals.

Robert Evangelista is the award-winning author of The Business of Winning: A Manager's Guide to Building Championship Teams at Work, now in publication in 27 countries. With over 20 years of experience as a senior manager for General Motors Corporation, Mr Evangelista brings a legacy of experience to his renowned programmes. He is also a proven veteran in the implementation of lean manufacturing. In 2002, he founded Business of Winning, which provides leadership, managerial excellence and team building seminars throughout the world. Just one year later, he was named one of Michigan's 100 Emerging Business Leaders for the new century. A renowned speaker, he has spoken to over 205,000 people worldwide in the last three years. His appeal is not just the result of a dynamic speaking style, it is the result of his unique ability to translate the complex methodology that makes him an exemplary practitioner into a message that is accessible.

Robin Robbins has extensive senior management experience in people development and has worked across all disciplines and in a wide range of sectors including consumer goods, research and development, chemicals, the beverage industry and engineering. Currently, a principal consultant, his previous HR positions include being the head of human resources for the Research Laboratories of Unilever, India, and head of sales training for Hindustan Lever. With over 16 years experience in business, Mr Robbins has developed particular expertise in the areas of performance management, career and succession planning, leadership development, aligning people strategies to market realities and conducting development and assessment centres.

Roshini Ganesan, a certified NLP practitioner, has been training for over 10 years in the area of communication and customer service, with a passion for developing people in the area of presentation skills. This comes from working for over seven years in the area of marketing communication where she was involved in presenting and presentations to internal and external audiences and being involved in other aspects of communication. Her role has allowed her to address and train audiences from all levels within the organisation and she has brought workshops to over 10 countries, from Australia, to Mozambique and to the United States.

Salman Ali Hyder is a globally accomplished Management Consultant with 25 years of experience in Strategy, Operational Excellence, Quality Management, Risk Management, Business Transformation, M&A Integration, Human Capital Management and Private Equity / Venture Capital Project Advisory. He has provided expertise to global clients in Financial Services, FMCG, IT, Management Consulting, Manufacturing, Education, and Oil & Gas sectors in North & Central America, Europe, Middle East, South Asia and Asia Pacific. He has been associated with employers and clients including Citigroup, United Overseas Bank Group, ABN-AMRO, Standard Chartered, Oracle, Fajr Capital and a host of blue-chip brands worldwide. Salman received an MBA from the University of Chicago Booth School of Business (2009) and a BS in Electrical Engineering and a BS in Economics from the Massachusetts Institute of Technology (1987).

Sanjay Mehta has almost 20 years of experience primarily in the IT industry. Areas of expertise include consulting and support operations, readiness management, training development and delivery, programme management, change management, customer and call centre support, consulting and technical sales. Sanjay
is involved in training ranging from communication skills to leadership and coaching. Areas of speciality include project management, change management and business process re-engineering. He has the Advanced Certificate in Training and Assessment (ACTA) from the Workforce Development Authority (WDA) and conducts trainings in Leadership and People Management (LPM), Business Management Framework (BMF) and Employee Skills Series (ESS). He is currently an Adjunct Faculty at the Singapore Management University teaching Business Process Management. Sanjay is also certified in the MBTI assessment tool and is a certified coach with a Certificate of Coaching Skills from Results Coaching Systems. He holds a Bachelor's Degree with a Double Major in Computer Science and Economics and a Minor in Mathematics from Indiana University, Bloomington, Indiana, USA.

Seow Bee Leng (Dr) has more than 15 years of service training experience with corporations, academic institutions and non-profit organizations. Her training portfolio focuses on a wide range of service competencies including customer service mindset (self-efficacy), service values, service personality, EQ @ service, service climate, service clues and service micro-skills. Her warm personality has endeared her to many clients who engage her to give keynotes in their seminars, conferences and workshops. She has trained participants from Brunei, China, Hong Kong, India, Indonesia, Japan, Korea, Malaysia, Maldives, Philippines, Thailand, Taiwan, Vietnam and Singapore. In her previous appointment with Singapore Airlines (SIA), Bee Leng was responsible for developing a team of 200 trainers committed to SIA Cabin Crew Training Vision of developing service professionals of distinction within a learning culture. Bee Leng graduated with a Master of Business Administration (MBA) with Dean's Honor List for Outstanding Achievements, Nanyang Business School - Nanyang Technological University. She obtained her Doctorate (PhD) specializing in customer service research with University of Western Australia. Her research publications include the Annual Conference of American Marketing Association (Chicago), Academy of Marketing Conference (Liverpool) and Journal of Product and Brand Management. She is the author of 'To Serve With Love', a book of quickwins and revealing questions for service employees who seek to better themselves by bettering others.

Sharmini Suthan is the managing director of a consultancy firm. Armed with an MBA in Strategic Management from the Strathclyde Graduate Business School and with 20 years of experience in training, She has worked with spokespeople, including diplomats, managing directors and CEOs, to handle a variety of communication situations – major presentations and handling the media. She thoroughly enjoys working in Malaysia, Singapore, Indonesia, Philippines, Korea, Taiwan, China, United States of America and United Kingdom.

Sir Peter Low (Dr) is director of his own training organisation and has more than 16 years of experience in introducing Dr Edward de Bono's methods to more than 500 major corporations and government agencies. Sir Dr Peter Low was among the first 12 to be personally trained by Dr de Bono. On account of his phenomenal success with more than 2,000 programmes to his credit, he was appointed by Dr de Bono as lifetime certified master trainer and had been acknowledged by him as his "best trainers internationally". Only 5 persons in the de Bono international network of more than 1,600 trainers were awarded this accreditation. He oversees the de Bono network operations in Asia.

Spencer Chan has over 30 years of professional experience and more than 23 years in marketing, that spans a spectrum covering fast-moving consumer goods, personal computers and consumer banking. Mr Chan brings with him a rich and diverse set of hands-on marketing expertise. He has also worked extensively in the USA, Europe, Central America, the Middle East and Asia, spending more than 13 years overseas. He brings a wealth of practical business insights and is known for his clear and strategic thinking as well as his ability to help clients translate concepts and strategies into implementable programmes to achieve measurable results. A former Colombo-Plan scholar and Rotary International Foundation Fellow, Spencer has conducted extensively both academic classes and in-company programmes in sales, marketing and customer satisfaction in Europe and in Asia. Spencer holds a Bachelor's degree in Mechanical Engineering from the University of Western Australia and a Master's degree in Business from Purdue University.

Steven Yeong has been recruiting for Fortune 500 clients, Silicon Valley IT start-ups and Government-Linked Companies for the past 11 years, here in Singapore. He has provided consulting in recruitment sourcing techniques and interview strategies for corporate recruiters and recruitment consultants from recruitment agencies. Steven has done full-cycle recruitment work for Oracle Corporation, Cisco Systems, Toyota and
other multi-national companies especially in Singapore, ASEAN, China and India. Most recently, Steven was the Senior Recruiter (Asia Pacific) for American software giant, Oracle Corporation. Currently, he is the Chief Talent Evangelist at a boutique consultancy, and he trains and develops the potential of recruiters in corporations and third-party recruitment firms.

**Suzanne Wong-Loong** is the principal consultant of her own consultancy and specialises in train-the-trainer programmes, course development and people development. She has been in the training and development field for more than 10 years. She was previously at SIM managing postgraduate and executive programmes. Mrs Wong-Loong holds a Master of Arts in Education and Human Resource Development and a Bachelor of Arts, majoring in Commerce and Economics from The George Washington University and University of Toronto respectively. She is a certified People Developer Consultant from the Singapore Productivity and Standards Board.

**Tan Hong Wee** is an organisation development consultant who specialises in Systems Thinking. He has delivered application and education workshops for Singapore Armed Forces, MCYS, Renci Community Hospital, Khoo Teck Puat Hospital, DSO National Laboratories and AVA. He believes in workshops that are pragmatic, relevant and useful for everyone. Hong Wee holds a M.A. (Mathematics) from Cambridge University, UK and a M.Sc. (Systems Engineering) from Naval Postgraduate School, USA. He is a qualified coach and holds a Professional Certificate in Facilitation.

**Tan Kim Leng** oversees the business development and operations of the professional services firm in Singapore and several regions. He has more than 20 years of consulting and training experience and has led many consulting engagements in the area of e-Government, strategic ICT management, strategic planning, business process re-engineering, knowledge management and change programmes. Spanning over two decades of professional career, he consulted widely for organisations both in public and the private sectors including organisations. He is a certified ACTA Trainer conferred by Singapore Institute of Management (SIM) and a Quality Analyst conferred by the Quality Assurance Institute (QAI), USA.

**Tan Jing Hee (Dr)** is the managing director of his own consultancy and the Singapore Affiliate and Certified Programme Leader of Louis Allen Associates, Inc., USA. He is also a Trainer for the Golden Personality Type Profiler (formerly the ORA Personality Profiler System); accredited facilitator for programmes using the well-known 360-degree Multifactor Leadership Questionnaire (Bass & Avolio); and a People Developer Consultant. In 1987, he co-edited a book on Developing Managers In Asia, published by Addison-Wesley. He was also the chief operating officer of SIM before leaving it to pursue other interests. Dr Tan's special interests in research, teaching and consultancy are in the fields of leadership, marketing and general management. He developed the first empirically validated factor model of management work in Singapore for which he was awarded the PhD in Management in May 1994 by Brunel University/Henley Management College.

**Tan Shu Hong** holds a Bachelor of Accountancy (First Class Honours) from Nanyang Technological University and is also a non-practising member of the Institute of Certified Public Accountants of Singapore. She is presently a manager in the people and change practice in a company. She focuses primarily on finance-related courses such as Finance for Non-Financial Professionals and Understanding Deferred Tax and delivers these courses either in public seminars or in-house with the option to customise the style and content to clients’ needs.

**Tan Teck Huat** is a professional speaker, speech and voice trainer. His accomplishments include Gold Medallist (Public Speaking) LAM, Diploma in Public Speaking (LAM), Teacher’s Diploma in Public Speaking (Guildhall, UK), Diploma in Public Speaking (London College of Music, UK), Certificate In Voice Studies (UK), Summer Course In English Phonetics, University College, London University, Member, Voice and Speech Trainers Association (USA), Member, Society of Teachers of Speech & Drama (UK), Member, International Phonetic Association (UK). He has been an instructor in presentation skills and public speaking programmes since 1976.

**Tim Russell** is an international management consultant based in London and Australia. He has worked in Singapore for more than 20 years, both with SIM and client companies in the public and private sectors. Locally he has consulted with banks, financial services, retailers and transport organisations and his current
local clients include Singapore Airlines, DBS, DHL and Panasonic. His expertise is in training people to handle others. This includes training managers in interpersonal skills, and customer service as well as train-the-trainers programmes. He has recently consulted with a major British university to establish an entire customer service regime for all academic and non-academic staff. Mr Russell is a graduate in psychology from the University of London and Member of the UK Chartered Institute of Personnel and Development. In addition, he has authored several books and has lectured widely and appeared on television and radio in Europe and Asia.

**Tony Buzan (Prof)** is the originator of Mind Maps and the concept of mental literacy, co-founder of the Mind Sports Olympiad and Chairman of the Brain Foundation. He is the author of more than 125 books and the co-author of a highly-acclaimed series of study guides. Use Your Head, Use Your Memory and Speed Reading have become classics and have been translated into more than 30 languages. He has published two new books, Creating a Thinking Organisation and The BrainSmart Leader. He has received the Young Presidents Organisation Leadership award and has been awarded membership of the ‘Distinguished Faculty’ of the Institute of Management Studies.

**Tony Moore** holds a Masters in Adult Learning and is director of people and change at one of the big four accounting and audit firms in Singapore. He has many years of experience advising major listed companies, statutory boards and international financial institutions on managing their businesses more effectively. He is widely recognised as one of Asia’s leading financial trainers. He has conducted financial workshops for some of the world’s Fortune 500 companies, statutory boards and numerous organisations in Singapore, Malaysia, Philippines, Thailand, Sri Lanka, India, Republic of Korea, Japan, Vietnam and People’s Republic of China.

**Tricia Poon** is an English language lecturer cum trainer with more than 10 years of experience. She is currently a full time English lecturer at SIM, teaching academic English and presentation skills to students who are preparing for their business diploma programmes. In addition, she lectures a diploma programme on business communications for a government educational institution, Millennia Institute. As a corporate trainer, she has conducted various business and English courses both locally and regionally. Students and participants enjoy her innovative pedagogy and love her engaging, energetic and enthusiastic teaching style. Ms Poon holds a Masters in Intercultural Studies, accredited by Asia Pacific Theological Association, a Bachelor in Business Administration from the National University of Singapore and a TESOL certificate from the British Council.

**V Ravindran** has more than 15 years experience in business management leading teams, managing projects, managing change, business development and consulting. He has worked as an executive consultant in Ernst & Young Consultants, involved in the implementation of budget and cost management information systems, management accounting systems for the Army and Navy and developing their strategic plans. He has a Postgraduate Diploma in Systems Analysis from Institute of Systems Science, Bachelor of Science (Pure & Applied Chemistry) degree from National University of Singapore and a Master’s degree in Business Administration from Imperial College University of London. He is also a Project Management Institute (PMI) Project Management Professional (PMP) and a Cambridge-SMG certified trainer.

**Wade Azmy** is a highly experienced business executive with global practice in general management, marketing, sales and business development involving businesses in Australia, New Zealand, Japan, China, Korea, Taiwan, India, Singapore, Malaysia, Europe, USA and the Middle East for Hewlett Packard. In 2003, he founded Pharos Coaching in Sydney Australia, which provides leadership and executive development services for executives, teams and senior decision makers in Asia Pacific. Mr Azmy’s experience has provided him with the unique ability to provide a broad range of insightful and innovative developmental solutions for complex and challenging business environments. Wade has extensive experience in coaching and he completed his Masters degree in Coaching Psychology at Sydney University.

**Waltraud Sedounik (Dr)** is an international strategic change and business transformation consultant, with 20 years’ experience in managing successful large and SME business transformation activities - encompassing business change, strategy implementation, business performance improvement and programme management. She has worked with major clients across the financial services, pharmaceutical, technology and manufacturing sectors, and has deployed her skills in these sectors across Europe, the United States,
Japan, Middle East and CEE countries. She assists CEOs and senior executives to rapidly design and deploy high impact transformation strategies that create tangible results, as well as more effective organisations. To achieve this, she brings a mixture of systems approach, real world business experience and leading-edge evidence-based methodologies to meet her clients' needs. She holds a PhD in Economic Psychology and Sociology, a Graduate Certificate in Management and Administration from Harvard University and a Master's Degree in Teaching. She is also a Certified Executive Coach and Group Dynamics Worker and a Certified Prince 2 Practitioner with APMG/QMS registered certification. She has published a variety of articles about management and leadership, and has co-authored a book entitled Management Navigator.

W J (Bill) Jarrard is the founder of his own consultancy and co-director of the Buzan Centre: Australia. Known as the ‘Chief Imagineer’, mainly because of his unique ability to help companies imagine what they might become and to then assist them in achieving their vision, Mr Jarrard consults to various organisations on strategic thinking, continuous improvement, creativity and innovation. Bill uses Deliberate Cre8ive Thinking to help organisations achieve their goals. He is convenor / lecturer of the creativity and innovation module of the Master of Entrepreneurship and Innovation (MEI) programme run by Swinburne University-AGSE. He also runs this programme in Israel and regularly presents programmes in Southeast Asia and China.

Wayne Kwan has more than 15 years experience in management training, education, research and consulting. He is best known for effectively applying and integrating psychological and behavioural tools in his training, consulting, and counselling. Mr Kwan is currently co-founder and director of the consulting firm specialising in the applications of scientifically-validated management tools for enhancing personal, interpersonal and organisational effectiveness. As a programme facilitator, he blends his powerful and energetic style with a marvellous sense of humour to inspire and motivate people to learn.

William Rothwell (Prof) is president of a full-service consulting firm and also a Professor of Human Resource Development at The Pennsylvania State University. He was previously assistant vice president and management development director for The Franklin Life Insurance Company in Springfield, Illinois and before that training director for the Illinois Office of Auditor General. He has worked full-time in human resource management and employee training and development from 1979 to the present. He thus combines real-world experience with academic and consulting experience. He numbers over 35 multinational corporations on his client list.

Andrew Cheah started his consulting and training experience in 1991 as a management consultant attached with a US based consultancy firm. He has extensive consulting experience in Indonesia, Thailand and Malaysia, specialising in the areas of productivity improvement, cost savings, behavioural change survey and training. His clients came from such diverse industries as Electronics & Electrical, Steel Mill, Food Processing, Garment & Knitting, Furniture, Fertiliser, and Yarn/Thread. His last position was the Vice President of Operations before joining the manufacturing fraternity as Head of Departments with multiple responsibilities in the areas of Training, Facility, Industrial Engineering, Productivity, and Safety. Under his leadership, the company won the National Productivity Award in 1999, organised by the National Productivity Corporation (NPC) and presented by the previous Malaysian Prime Minister, Tun Dr Mahathir. He became the General Manager for an organization listed on the Stock Exchange of Malaysia/Bursa Malaysia before setting up his own management consultancy practice. In addition to helping his clients enhance their organisational performance through management consulting projects, Andrew currently partners with a number of training providers in Singapore, Dubai, Malaysia and Africa to deliver training courses on numerous topics relating to both technical/operational/ hard and soft skills subjects and is also an active contributor to the industry. He has been invited to speak in events such as International Conference on Best Practices which was graced by senior officials from the Ministry of International Trade and Industry (MITI), sharing the stage with Professor Michael Gregory of the University of Cambridge, Mr Dieter Heyl (2007 Vice President of DaimlerChrysler Malaysia), and Dr Marcus Chao, President of Lean China Enterprise Inc. Andrew has an MBA degree qualification with the University of Portsmouth, UK. His experience in international consultancy has also earned him a membership with the Association of Productivity Specialist (New York), in addition to being a qualified ISO 9000 assessor (QMI/ SIRIM).
谢永泉 (Andrew Cheah) 从一九九一年在一家美国咨询/顾问公司开始其管理顾问及培训的专业经验。他曾经在东南亚国家（马来西亚、印尼、新加坡、泰国）拥有广泛的顾问实施经验，尤其在生产力、省成本、行为及态度改变、绩效管理、培训等等方面有相当的研究。他的顾客之行业包括电器、电子、钢铁、食衣、家私、肥料、线缆等等。谢先生因为在这管理顾问公司的表现卓越，被雇主升职为操作副总监。他接下来在一家制造厂投入服务，同时成为几个部门（培训、工业工程、生产力、设备和安全）的资深经理。在谢先生领导下，这间制造厂获得一九九九年全国生产力冠军（由马来西亚国家生产力机构举办）。之后，他在马来西亚吉隆坡股票交易所一家挂牌公司担任总经理之职位。为了方便服务顾客们，谢先生现在自己开创一所管理顾问/咨询公司。除了本身顾客之外，他也与以下国家的培训公司/集团合作进行多量培训工作，其中课程包括与操作、技术、绩效、领导、管理和其他有关人力资源之技巧：马来西亚、迪拜、非洲、新加坡等等。同时，谢先生也在工商管理领域有相当活跃的贡献。他曾经被邀请在国际会议及论坛演讲。该论坛是关于《工厂商业最好的实践》。在座者除了工厂商业里的经理及资深阶层人士外，还有国际贸易和商业阶层的高级官员。荣获英国朴茨茅斯大学 (University of Portsmouth) 工商管理硕士学位的谢先生除了拥有国际标准化组织 ISO 9000 估定证书之外，他的国际管理顾问/咨询经验让他取得资格成为纽约生产力专家协会会员之一。

Catherine Wong is the former Deputy Managing Director of a global strategic communications consultancy of Hong Kong office. She oversaw the local operations in terms of both profit & loss and staff management responsibilities, at the same time provided counsel to senior executives on communications strategies with the aim of achieving specific business objectives. On the client side, Catherine has extensive experience in communications counsel work. She collaborated closely with clients to devise strategy on financial, corporate and employee communications, corporate change management initiatives, media relations and crisis management. She has worked with a diverse clientele throughout her career – including companies from the financial, chemical, professional services, property development, technology, media and transportation industries. Her consultancy role has allowed her to gain first-hand experience in mentoring and coaching staff members and managers. With her strong interest in leadership and talent development, she initiated and developed a number of internal management training workshops for the firm. She also designed and conducted more than a dozen local and regional corporate training programs to equip managers and executives to communicate more effectively with diverse stakeholders including staff members, the media, professional and retail investors. Catherine graduated from the Richard Ivey School of Business of which she obtained her Bachelor of Arts (Honors Business Administration) degree. She is an accredited practitioner of Myers-Briggs Type Indicator ® Step I & II.

黄国恩 (Catherine Wong) 是一家全球战略沟通咨询企业在香港办事处的前任负责人。作为副总经理，她负责监控本地的运营情况，包括损益情况、员工管理职责等，同时为资深管理人员提供沟通策略方面的咨询，目的是实现特定的商业目标。在顾问方面，黄国恩在公关咨询领域经验丰富。她与客户密切合作，为他们设计金融、企业与员工沟通、企业变更管理计划、媒体关系和危机管理等方面的策略。在其职业生涯中，黄国恩与许多客户合作过，包括金融、化学、专业服务、房地产开发、技术、媒体、物流等行业。黄国恩毕业于加拿大西安大略大学毅伟商学院 (Richard Ivey School of Business)，并获得文学学士学位（荣誉工商管理）。她是MBTI第一步和第二步的注册执业人员。黄国恩在咨询企业中的角色使其能够获得辅导、培训员工和经理的第一手经验。她对员工管理和发展的兴趣浓厚，为公司开展了多次内部培训研讨会。她还设计、开展了十余次本地和区域性的培训项目，目的是让经理人员学会与不同的利益相关方面，包括员工、媒体、专业投资者和小额贷款人员，与他们进行更有效的沟通。

Koh Siew Min possesses a degree in Accountancy from the National University of Singapore, and also a qualified Chartered Financial Analyst (CFA, USA). She is the Managing Director of SBF Training & Consultancy (International) Pte Ltd (“SBF Int’l”). Before founding SBF Training and Consultancy, she worked with leading international and regional banks which gave her a broad exposure in the banking sector involved working with bank branch network and top executives of client organisations across a variety of industries. Her areas of specialisation then covers retail banking, investment analysis and portfolio management, financial management and credit management. She has been teaching banking and finance courses for the University Of London (“UOL”) in the Singapore Institute of Management since 1995. She was in the adjunct faculty with the NTU in Singapore (teaching Commercial Bank Management, Corporate Finance, Investment Analysis and Portfolio Management etc) and is currently an adjunct Assistant Professor teaching the module on Financial Statement Analysis in a MBA Programme. Ms Koh is bilingual in English and Chinese and she conducts programs in Mandarin for China participants in a variety of banking subjects. In her current capacity, she leads a team of consultants and trainers in providing financial consultancy and training to banks, MNCs and management institutes in the Asia-Pacific region. She brings to her training programs a unique blend of
academia and practical industry experience in banking and finance gleaned from years of research, teaching and business management in the sector. She also advises entrepreneurs and other companies on financial management and restructuring. She also prepares companies for listing on the Singapore Stock Exchange, working closely with merchant banks who underwrite the listing of equities.

Maxine Teo is a professional facilitator and has over 14 years of experience working with groups and facilitating learning, activities and interpersonal communication for all levels of participants. Her warm and nurturing personality predisposes her uniquely as a facilitator skills trainer. Her area of expertise is in communication related training like consultative selling skills, negotiation skills, leadership and coaching, customer service, telephone etiquette, leadership and experiential team building programmes. Maxine is accredited to deliver the high level sales training programme, "Better Buyer Relationships" designed for clients with high net worth sales. She is one of the 50 accredited trainers in the world. Maxine graduated from National University of Singapore with a Bachelors of Business Administration. She is a qualified trainer with a Professional Diploma in Training & Development, as well as a Professional Certificate in Designing and Facilitating Experiential Learning.

Ramon Zhao graduated from a medical college, where he obtained his bachelor degree in clinical medicine. After he left medical work, he was actively engaged in sales, management and training in enterprises. He received a series of high-level courses aimed at enhancing the sales management capacity, and participated in the courses and seminars in the field of training and development. Based on the actual situation of employees, he took part in, or independently conducted, the design and development of training courses for many enterprises. He is a long-term lecturer for the training courses related to sales, communication, and presentation and is widely recognized by the trainees. Since 2000, Mr Zhao has worked in several companies and gained extensive experience in sales and training management, engaged in sales, team management and staff training and development. Mr Zhao served as a senior in-house training manager for a long time and accumulated a wealth of experience in corporate training, which makes him an expert capable of combining the training courses with the actual needs of the enterprises. Mr Zhao specializes in teaching: Communication & Influencing Skills, Effective Communication, Time Management and Self Organizing, Think on Your Feet, etc. Mr Zhao is a cordial and caring lecturer who focuses on the interaction with the trainees and creates a relaxing atmosphere for them. His lecturing is clear, logical, persuasive and patient. He is good at converting the complex theories into simple methods for practice, helping the trainees to fully understand and master
the course content, so that they are confident, and willing to take action and to apply the knowledge and skills to practical work.

赵承伟 (Ramon Zhao) 毕业于高等医学院校，取得了临床医学专业学士学位，后从事医疗工作，离开医疗岗位后，积极投身于企业销售、管理及培训发展工作，接受了销售管理等能力发展的系列权威课程的学习，多次参加培训课程及讲演的训练课程，深受学员的好评。赵承伟自2000年以来，曾先后就职于大型外资企业从事销售、团队管理及人员培训发展工作，拥有的销售及培训管理经验。加盟竞越顾问公司之前，长期担任企业内部的高级培训经理，积累了丰富的企业培训经验，这使得赵承伟更擅长于将课程与企业的实际需求结合起来。赵老师擅长讲授：沟通和影响技术、有效沟通、时间管理与工作组织、领导力等课程，擅长将复杂的理论转化为简单易行的操作方法，以帮助学员理解和掌握课程内容，使学员有自信且乐于采取行动，从而将学习到的知识和技能运用到实际工作中。

Terence Yeung has over 20 years experience in management consulting and corporate training. His areas of focus include Training & Development, Organisational Design and Development, Retail and Customer Services, Strategic Planning and Performance Management. He has been in involved in assisting top management of both local enterprises and multinational corporations to facilitate change in organisation and formulate corporate and business strategy. His experience spans across the Great China region as well as Asia Pacific. Recognizing his contribution in the training society, Hong Kong Daily News has awarded Terence in 2006 in the Asian Top 10 Trainers competition. Terence is an accredited MBTI® administrator and trainer recognized by the of official MBTI® organization APP, Asianic Psychological Press. He also is the member of Association of Psychological Type of USA. He spent many years to bring the MBTI® into real business environment, especially in all aspects of business management in order to provide high quality management theory and instruments for enterprises. With years’ experience, he had considerable achievement in applying the MBTI® in areas such as team building, effective communicating, corporate culture, career choice and development, leadership style and etc. He also has developed a series of courses in this area. Moreover, he had published the first book in Chinese, which introduced the MBTI®’s theory and application comprehensively.

杨良得(Terence Yeung) 拥有超过20年在管理咨询和企业培训领域的从业经验，他曾是世界五大企业咨询公司之一的咨询经理，为多家国内和跨国企业提供咨询服务。在多年的咨询生涯中，他受众多企业之邀请为其量身定做课程。除此之外，他亦是很多大型研讨会的演讲嘉宾。他开发和讲授涉及人力资源管理、领导力、团队建设、销售和服务等领域的众多知名课程，其中尤以MBTI®管理系列为众多企业客户称许和认同。鉴于他在培训领域的成就和影响力，他荣获中港多所著名大学讲授企业管理、人力资源管理、战略管理、绩效管理、MBTI®在管理中的应用、拓展培训课程。鉴于他在MBTI®领域的卓越努力和成绩，他在2006年由香港新报组织评选的“亚洲十大企业培训师”评选中，被评委推选为“最具价值性格学培训师”。另外，他是经过当今世界MBTI®的权威认证机构认可的MBTI®培训师和施测师，也是美国性格类型协会的会员。多年来，他一直致力于把MBTI®理论应用于企业管理的各个层面，为企业提供优质的管理工具和方法。经过多年的实践，他在运用MBTI®理论于促进团队建设、有效沟通、企业文化、职业定位与发展、领导风格等范畴成效卓越，并据此发展和设计了一系列课程，获得客户的一致好评。他更编写了国内第一本独创的、全方位介绍MBTI®理论以及应用的中文教材。同时他曾为多家著名企业举办关于MBTI®与企业管理应用的培训。

Wang Fengping graduated from Harbin Institute of Technology, where she obtained her Bachelor Degree of Management. After that, she acquired her Master of Business Administration (MBA) in Harbin Engineering University and attended post-graduate course of Psychology in Human Resource Management for two years in the East China Normal University. Ms Wang once served a large-scale German company, working from operation manager of branch companies to national training manager. She led a team of about 100 people to explore the market in Beijing and Harbin and made great success. Her colleagues came from Germany, Britain, Italy and France, etc. During the five years as training manager, she effectively executed the global training programs and fully localized and implemented the programmes. She communicated with people from core business departments, different regions and different cultural backgrounds, facilitating formal teams and informal teams to achieve consensus on the goal. Thanks to her influence, rather than administrative power, the training genuinely provided support for the business growth and staff development. Ms Wang also has nearly ten years of experience in sales management. She started from an ordinary sales representative, and learned the skills of communicating with different types of people. Owing to her outstanding performance, she was appointed to lead a sales team, responsible for the channels of distribution in the designated area. She coached her team members to enhance their sales techniques and supported the establishment and training
of sales teams, making remarkable achievement. Ms Wang specializes in teaching the following courses, such as Becoming a Member of Enterprise, Think on Your Feet, Cooperation and Beyond, Marketplace Livon, etc. Ms Wang is an outgoing person and she is good at communicating and interacting with the trainees. She specializes in the courses such as Think on Your Feet, Negotiation Skills, Cooperation and Beyond, etc. Her course is well-organized, logical and humorous. She listens attentively to the opinions of the trainees and cares about their feelings. She sincerely helps the trainees to solve their questions and builds trust and sound relationship with them.

王凤平（Wang Fengping）毕业于哈尔滨工业大学，获得管理学学士学位后，又取得哈尔滨工程大学工商管理硕士学位， 并在华东师范大学人力资源管理心理学研究生班学习二年。曾服务于全球大型德资企业，从分公司营运经理到全国培训经理，有与来自德国、英国、意大利、法国等不同国家同事共事的经验，分别在北京、哈尔滨带领一百人左右的团队成功的进行客户开发市场开拓。五年的培训经理工作，有效的执行全球总部培训项目并充分本地化内容及实施，与来自全国各地不同地域不同文化的核心业务部门人员沟通，使正式团队与非正式团队达成目标一致，通过影响力而非行政权利，使培训真正支持公司业务及人员发展。王凤平女士也有近十年的销售管理经验，从一线的普通销售代表做起，练就了与不同类型的人顺利沟通技能，后因业绩突出带领一组销售队伍负责指定区域内的渠道分销，辅导团队成员提高销售技能，支持团队建立培养销售团队，取得了卓越的业绩。王凤平擅长讲授：成为企业人、驻足思考、合作与超越、利旺行销战等课程。王风平女士个性开朗，善于与学员沟通和互动。她擅长讲授驻足思考、谈判技巧，合作与超越等课程。课程教授思路清晰、条理分明，风趣幽默，善于聆听学员的想法，关切学员的感受，以诚意帮助学员解决问题，与学员建立良好信任关系。
Register Online
The most efficient way to register for our programmes is to go online to www.sim.edu.sg/pd

Registration via Mail
Complete the registration form on the following page and mail it with your cheque payment to:

SIM Professional Development
Singapore Institute of Management
Management House
41 Namly Avenue
Singapore 267616

Registration via Fax
Complete the registration form on the following page and fax it to +65 6467 4401. For further enquiries you may call +65 6246 6746.

Confirmation of Registration
A confirmation of your registration will be sent to you via fax or email before the commencement of the programme.

Changes to Registration
Please inform us in writing of any change to your registration.
- 100% refund for written notification 14 days before commencement
- 75% refund for written notification within 14 days before commencement
- After commencement/No show – No refund
- Replacement of participant is allowed without extra charge

SIM must be informed in writing for any substitution of delegate(s).

Payment
Payment must be made by the closing date stated. All cheques / bank drafts must be made payable to Singapore Institute of Management, crossed and marked ‘A/C payee only’ with the programme title(s) indicated on the back of the cheques.

For foreign participants sponsored by their companies, GST is not applicable. If payment is made through a local company, GST will apply.

Upon receipt of payment, an official receipt will be issued to you. Please retain your official receipt. An administrative fee of S$5.35 (inclusive of 7% GST) will apply for each reprint request.

Changes to Programme
SIM reserves the right to change programme dates, time, fees and speakers that can occur due to unforeseen circumstances. Every effort, however, will be made to inform participants of the change.

Cancellation of Programme
SIM also reserves the right to cancel a programme due to unforeseen circumstances. Fees will refunded in FULL if programme is cancelled.

All information in this directory is current and correct at time of print. All fees are also subject to change.

Visit www.sim.edu.sg/pd for the most current information on our programmes. You can also call +65 6246 6746 or email exec@sim.edu.sg.

Customised Learning & Development Solutions
For in-company or customised programmes, please contact us at +65 6248 9409 or email ict@sim.edu.sg.

*Qualifying companies may apply for Productivity and Innovation Credit (PIC). For more details, please visit www.iras.gov.sg or email picredit@iras.gov.sg.
A place will be confirmed for you upon receipt of your registration by fax/email. Please inform us in writing of any changes in your registration at least 14 days before commencement of programme. If no notification is received by the commencement date, the full programme fee will be charged.

Please send your payment by the closing date. All cheques/bank drafts must be made payable to Singapore Institute of Management, crossed and marked ‘A/C’ payee only’ with the programme title(s) indicated on the back of the cheques.

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Please send or fax this registration form and cheque (by mail) to:

**SIM Professional Development**
Singapore Institute of Management
SIM Management House
41 Namly Avenue,
Singapore 267616
Fax: +65 6467 4401

Online registration available at [www.sim.edu.sg/pd](http://www.sim.edu.sg/pd)

(Please make duplicate copies if necessary and complete in block letters)

**Company:**  
________________________________________

**Address:**  
________________________________________

**Contact Person:** Mr/Ms  
________________________________________

**Job Title:**  
________________________________________

**Email:**  
________________________________________

**Tel(O):** (HP):  
________________________________________

**Fax:**  
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**SIM Member** [ ] **Non-member** [ ]

**Membership No:**  
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**Programme Title:**  
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**Programme Date:**  
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**Participant’s Name:** (Mr/Mrs)  
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**NRIC No:**  
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**Job Title:**  
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**Tel (O):** (HP)  
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**Email:**  
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**Gender:** [ ] Male  [ ] Female  
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**Nationality:**  
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Intentional Learning – Plan Your Capability Development Roadmap

Are you intentional or accidental with your growth and development?

The SIM Professional Development Competency Framework sets out to help individuals and organisations to be intentional in their learning journey by identifying the required competencies needed to build both individual and organisational capability. The Framework defines four key competency domains:

- Personal Mastery
- People Management
- Business Alignment
- Organisational Alignment

By familiarising yourselves with the domains and categories it helps to answer to your current and future development questions - Where am I now? Where would I want to head to? Where could I further develop?

Individual Capability Development Plan

A well thought out plan will provide clear direction on how to increase knowledge and skills to advance both career progression at individual level and organisational business goals.

- **STEP 1: CONSIDER YOUR GOALS**
  
  Ask yourself some questions about – How would I like to develop my career? How can I add further value to my organisation to help accelerate my career? What areas of my job do I enjoy and how can I further enhance these? What areas do I struggle with the most?

  Have a discussion with your manager or coach about some of your career aspirations, they may be able to give you insight or guidance about what knowledge and skills are required in that role.

- **STEP 2: CREATE THE DEVELOPMENT PLAN**
  
  Once you have an idea of your career goals, it is time to put those goals into a plan that uses the SMART concept – Specific, Measureable, Applicable (to your role or development), Realistic and Timely. Using SMART will help measure progress; keep you accountable, stay on track and provide a base for good discussions in your performance reviews.

  **INDIVIDUAL CAPABILITY DEVELOPMENT PLAN**

<table>
<thead>
<tr>
<th>GOALS</th>
<th>DEVELOPMENT TARGET AREAS</th>
<th>CAPABILITY DEVELOPMENT ACTIONS</th>
<th>TARGET DATE FOR COMPLETION</th>
</tr>
</thead>
<tbody>
<tr>
<td>State your goals</td>
<td>Identify the Knowledge, Skills, Behaviours &amp; Experiences needed to achieve the goals</td>
<td>Identify your development interventions, options and actions</td>
<td>Schedule and commit to dates</td>
</tr>
</tbody>
</table>

- **STEP 3: APPLY AND REFLECT**
  
  Now that you are equipped with the right knowledge and skills, it is more critical that you have the opportunity to apply these new skills. Speak to your manager or coach about opportunities to apply what you have learnt and get feedback about your performance. Feedback should be considered a gem and used to continually refine and enhance your capability.

  Learning is a life long journey of self discovery; a good development plan is part of your continual development and will bring you closer to your goals.
Organisational Capability Development Plan

- **STEP 1: CONSIDER THE ORGANISATION GOALS**
  As a manager or leader in the business, it is important that any development should align with the company’s overall mission and vision. Understanding your business needs by considering both short and long term objectives to achieve these goals is the first step in identifying the necessary competencies needed. Some questions to consider may include – Does my current team have the leadership or management skills needed to progress the business in the next 3-5 years? What are the skills that are needed? What are the behaviours and attitudes needed to enable this to happen? These should be observable and measurable.

  Use this opportunity to talk to your staff about their career aspirations and try to understand their current level of competency.

- **STEP 2: CREATE THE DEVELOPMENT PLAN**
  Identifying the necessary competencies needed to achieve business goals and creating a plan to help achieve these through various learning interventions – classroom learning, online learning, coaching, mentoring, on the job training. Equip your staff with the necessary knowledge and skills needed to not only grow them as individual contributors but achieve business goals as team members.

- **STEP 3: EXECUTE, FOLLOW THROUGH, SUPPORT & REVIEW**
  Learning is a process, not an event; a development plan will provide the framework that should be continually reviewed. It is aimed to develop and grow a productive, engaged workforce so that they are equipped with the necessary skills to grow the business according to its ultimate vision and mission.

  Managerial buy in and support is needed for the plan to be effective as we need to ascertain the readiness of the learners in the context of a learning organisation.

**FINALLY...**
How far you or your organisation go and grow is a reflection of your intentional efforts. We hope the SIM PD framework, tools, tips and learning resources are helpful to achieving your goals. Let us have your feedback how we can improve.

Please visit our website or contact us to obtain a softcopy of the Career Development Plan.

For more information, please contact:
Tel: **6248 9409**
Email: [ict@sim.edu.sg](mailto:ict@sim.edu.sg)
Visit: [pd.sim.edu.sg](http://pd.sim.edu.sg)
<table>
<thead>
<tr>
<th>GOALS</th>
<th>DEVELOPMENT TARGET AREAS</th>
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</tr>
</thead>
</table>
| • Manage different projects for the business effectively so that they are executed as planned | • Working with stakeholders  
• Managing projects | • Job shadowing  
• Research relevant online resources, books  
• Get a coach  
• Request for OJT  
• Attend training | 9 & 10 Sep 2014 + coaching |
|                                             |                                   | **A:** In which domain of the framework does this align too?  
**B:** Identify and management level, track and programme category  
Level 1/2/3/4/5/6  
7+ years managerial experience | 12 & 13 Sep 2014 + coaching |
|                                             |                                   | **C:** Review the options available and select the most appropriate based on their learning outcomes  
Option 1: Essential Tools and Techniques  
Option 2: Managing the People Side of Project Management |  

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**INDIVIDUAL CAPABILITY DEVELOPMENT PLAN**
### ORGANISATION CAPABILITY DEVELOPMENT PLAN

<table>
<thead>
<tr>
<th>GOALS</th>
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<th>TARGET DATE FOR COMPLETION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ORGANISATION</strong></td>
<td></td>
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<tr>
<td>To regionalise the business</td>
<td>Business units to identify strategies and plans after reviewing and redefining the regionalisation opportunities and challenges</td>
<td>Refer to cascaded Division Goals &amp; Actions below</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>HR</strong></th>
<th><strong>DEPARTMENT</strong></th>
<th><strong>TEAM</strong></th>
<th><strong>INDIVIDUAL</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>To grow organisational capability, infrastructure and resources for collaboration, scalability and consistency</td>
<td>Grow the strategic leadership bench strength and pipeline</td>
<td>Attend training</td>
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<td></td>
<td>Develop readiness mindset for regionalisation company wide</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Hire diverse teams with cross cultural global business skills</td>
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<td></td>
</tr>
<tr>
<td></td>
<td>Refer to cascaded Division Goals &amp; Actions below</td>
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<td></td>
</tr>
</tbody>
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### Strategic Formulation
- The Dynamics of Strategy: Strategy and Innovation for a Turbulent World
- Sustainable Leadership

### Strategic Execution

- **A:** In which domain of the framework does this align too?
  - Personal Mastery
  - People Management
  - Business Alignment
  - Organisational Alignment

- **B:** Identify and management level, track & category
  - Level 1/2/3/4/5/6
  - Senior Managers & Directors & C Suites

- **C:** Review the options available and select the most appropriate based on their learning outcomes
  - Sustainable Leadership

**TARGET DATE FOR COMPLETION**
- 7-11 April 2014
- 31 Mar - 2 Apr 2014
# INDIVIDUAL CAPABILITY DEVELOPMENT PLAN

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## Organisation Capability Development Plan

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<td>ORGANISATION</td>
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<tr>
<td>DIVISION</td>
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<td></td>
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<tr>
<td>DEPARTMENT</td>
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<tr>
<td>TEAM</td>
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<td></td>
</tr>
<tr>
<td>INDIVIDUAL</td>
<td></td>
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</tbody>
</table>

- Apply
- Get Feedback
- Reflect
- Improve Performance
With the rapid winds of global change, managers today can either put up barriers or embrace new opportunities. As expectations evolve in 21st century, leaders and managers must empower themselves with the right competencies that transform challenges into fortune. Just as the windmill harnesses the power of natural forces by going full circle, progressing through our competency framework prepares you for exceptional transitions. So no matter which way the wind blows, you are always prepared and poised for success.

SIM Professional Development introduces the SIM PD Competency Framework that sets out to define competencies which describe the behaviours, knowledge, skills, and attitudes that translates into excellent leaders and managers within a culture of lifelong learning.

The framework focuses on 4 key competency domains: Personal Mastery, People Management, Business Alignment and Organisational Alignment and are mapped to the 6 management levels and tracks that allow for the planning and review of career paths and opportunities of employees within the organisation.

This contributes to the overall building of human capability in the 4 key domains and ultimately realising an individual's career journey.
MANAGEMENT LEVELS AND TRACKS

1 Administrative & Support

2 Supervisor, Executive & Emerging Managers

3 New Managers

4 Managers

5 Senior Managers & Directors

6 C-Suite

Aspiring Managers

Holding a Manager’s position for 0-3 years

Holding a Manager’s position for 3-7 years

Responsible for the business portfolio for more than 7 years

Responsible for creating organisational culture to build organisational capability

ORGANISATIONAL ALIGNMENT

BUSINESS ALIGNMENT

PEOPLE MANAGEMENT

PERSONAL MASTERY
<table>
<thead>
<tr>
<th>Programme</th>
<th>Level</th>
<th>Commencement Date &amp; Duration</th>
<th>Fee (S$)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>COMMUNICATION - GENERAL</strong></td>
<td></td>
<td></td>
<td>SIM</td>
</tr>
<tr>
<td>Break Through Your Communication Barriers!</td>
<td>1,2,3</td>
<td>7 &amp; 8</td>
<td>15 &amp; 16</td>
</tr>
<tr>
<td>Effective Negotiations: Negotiating from a Practical Perspective to Achieve a Winning Outcome</td>
<td>2,3</td>
<td>7 &amp; 8</td>
<td>802.50</td>
</tr>
<tr>
<td>Communicate and Be Heard</td>
<td>2,3,4</td>
<td>5 &amp; 6</td>
<td>13 &amp; 14</td>
</tr>
<tr>
<td>PATH to Communicating Assertively</td>
<td>2,3,4</td>
<td>10 &amp; 11</td>
<td>9 &amp; 10</td>
</tr>
<tr>
<td>Cross Cultural Global Business Skills</td>
<td>3,4</td>
<td>27 &amp; 28</td>
<td>769.00</td>
</tr>
<tr>
<td>Advanced Negotiations: Deploying Proven Strategies in Mastering the Negotiation Dialogue for Successful Outcomes</td>
<td>4,5</td>
<td>25 &amp; 26</td>
<td>1,091.40</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
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<th>Level</th>
<th>Commencement Date &amp; Duration</th>
<th>Fee (S$)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>COMMUNICATION - SPOKEN</strong></td>
<td></td>
<td></td>
<td>SIM</td>
</tr>
<tr>
<td>Better Spoken English</td>
<td>1,2,3</td>
<td>29 &amp; 30</td>
<td>23 &amp; 25</td>
</tr>
<tr>
<td>How to Speak with Greater Confidence, Purpose and Impact</td>
<td>1,2,3</td>
<td>3 &amp; 4</td>
<td>8 &amp; 9</td>
</tr>
<tr>
<td>Practical Communicative Business English</td>
<td>1,2,3</td>
<td>24 &amp; 25</td>
<td>18 &amp; 19</td>
</tr>
<tr>
<td>Organisational Storytelling for Success</td>
<td>2,3,4</td>
<td>3 &amp; 4</td>
<td></td>
</tr>
<tr>
<td>Powerful Presentations</td>
<td>2,3,4</td>
<td>23 &amp; 24</td>
<td>27 &amp; 29</td>
</tr>
<tr>
<td>Presentation Essentials</td>
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<td>Tony Buzan : Mind Maps - An Introduction</td>
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**PERSONAL EFFECTIVENESS & PRODUCTIVITY**

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<td>Innovative Problem Solving and Decision Making for Managers</td>
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<td>Brain@Work</td>
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<td>Fish! Experience: Bringing Passion to Work and Life</td>
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<td>Organising Yourself for Maximum Effectiveness</td>
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<td><strong>HR DEVELOPMENT</strong></td>
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<td>Facilitation Skills: How to Conduct Meetings, Training, and Facilitation by getting your People to Share their Ideas</td>
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<td>SIM Competent Trainer Programme (Basic)</td>
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<td>Training the Trainer - Creative, Engaging and Productive Training Techniques that WORK!</td>
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<td>Identifying Learning and Talent Development Needs</td>
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<td>Building A High Performing Culture</td>
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<td>24 &amp; 25</td>
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Management Levels: 1 - Administrative & Support  2 - Supervisor, Executive & Emerging Managers  3 - New Managers and Tracks  4 - Managers  5 - Senior Managers & Directors  6 - C-Suite
# Programmes Calendar 2014

## HR Management

<table>
<thead>
<tr>
<th>Programme</th>
<th>Level</th>
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<td>Managing Employee Performance</td>
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<td>Performance Appraisal - Engaging &amp; Harnessing the Best from Your Staff</td>
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<td>Succession Planning</td>
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## Team Engagement

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<td>Managing Relations @ Work for Administrative Professionals</td>
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<td>Human Relations Skills and EQ Techniques</td>
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<td>Making Conflict Work™</td>
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<td>Managing the Multi Generational &amp; Culturally Diverse Workforce</td>
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<td>Understanding and Working Effectively with All Personality Types</td>
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<td>Influencing, Persuasion and Personal Empowerment Skills</td>
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<td>How to Manage, Motivate and Lead A Winning Team</td>
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<td>The Art of Managing People (Version 2014)</td>
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<td>Bridging the Gap between Leaders, Managers and the People Who Get Things Done</td>
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* Subsidised Fee for Non-SME and SME respectively. All published fees are inclusive of 7% GST.
## Programmes Calendar 2014

### Management Levels:
1. Administrative & Support
2. Supervisor, Executive & Emerging Managers
3. New Managers and Tracks
4. Managers
5. Senior Managers & Directors
6. C-Suite

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<th>Programme</th>
<th>Level</th>
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<th>Fee (S$)</th>
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<th>Non-Member</th>
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Management Levels: 1 - Administrative & Support  2 - Supervisor, Executive & Emerging Managers  3 - New Managers and Tracks  4 - Managers  5 - Senior Managers & Directors  6 - C-Suite
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<td>Leadership Pure &amp; Simple</td>
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The Singapore Institute of Management Professional Development presents you The Job of the Chief Executive 2014.

Into its 34th run, The Job of The Chief Executive Programme (JOCE) has been attended by more than 1,200 C-suites executives from 40 countries around the world. In Asia, this programme is known for the sharing of best practices and has helped chief executives and top management to re-charge, re-tool and review their companies’ strategies.

Participants will experience five days of interactive and intensive sessions that will challenge their paradigm of thinking, reaffirm their opinions and sharpen their decision-making communication skills.

The JOCE programme was a wonderful experience beyond my expectation. I benefitted greatly from the fantastic and unselfish sharing by CEOs from different nationalities and companies, as well as the dedicated and helpful professionals and faculty who facilitated the programme.

Jeannie Tien
Chairman
Atlas Sound and Vision Pte Ltd (Singapore)

It helps to challenge my pre-conceived ideas and changes my on-going change management in my organisation. It gives me new perspective in areas that I need to modify or review to make it successful.

Chang Wing Yong
Head, Sub Region 2,
Roche Diagnostics (M) Sdn Bhd (Malaysia)