INTRODUCTION

PROGRAMME CATEGORIES

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PROGRAMME LEADERS

ADMINISTRATIVE INFORMATION

REGISTRATION FORM

*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 initiative 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 who have voted SIM PD as the Preferred Management Training Firm and Preferred Sales Training Firm in the 2011 Human Resources magazine’s HR Vendors of the Year award. 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 1,200 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. We also advocate Management Practices Series such as Strategic Marketing Forum, Women’s Leadership Forum, to address the development needs of T-shaped managers.

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 Breakfast Sessions and Give-To-Receive platform for senior human resource professionals.

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
Corporate Membership

With access to an abundance of tools, 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.

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, networking and tap into 12 special interest groups and more!

### LEARNING

- Special rates for Membership talks and workshops
- Special rates for SIM’s wide range of executive training programmes
- Access to SIM management libraries
- 24/7 access to SIM Members’ Hub, an online resource portal exclusively for our members
- Complimentary access to NTU Alumni Clubhouse @ One-North, Buona Vista (for Ordinary members only)
- A multitude of rewarding benefits with NTUC Membership, courtesy of SIM (for Ordinary members only) and more...

### 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
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<th>Programme</th>
<th>Commencement Date &amp; Duration</th>
<th>FEES (S$) SIM Members</th>
<th>FEES (S$) Non-members</th>
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**Group Discount!** 10% discount for group of 3 or more received from the same company for the same programme (excluding Funded Programmes).

All published fees are inclusive of 7% GST. Enjoy special rates as an SIM Member. To sign up, call +65 6248 9409 or email cm@sim.edu.sg.
**Group Discount** 10% discount for group of 3 or more received from the same company for the same programme (excluding Funded Programmes).

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<th>Contact: Kelly @ 6248 9417</th>
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<td>Think On Your Feet®</td>
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Contact: Annie @ 6248 9422

Contact: Aaron @ 6248 9499
**Programmes Calendar 2013**

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<th>Contact: Kathleen @ 6248 9407</th>
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<td>Personal Effectiveness &amp; Productivity</td>
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## Programmes Calendar 2013

### **Group Discount** 10% discount for group of 3 or more received from the same company for the same programme (excluding Funded Programmes).

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<td>Assertiveness Skills for Front-line Staff</td>
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**Programme**

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<td><strong>Performance</strong></td>
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### Funded Programmes*

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As a CEO, you play multiple roles – a strategist, a policy maker, a negotiator, a motivator. But most importantly, you are a constant learner. You study the markets, the industry, the country you operate in, the competitors and the people you work with.

Now we introduce a new topic to feed your insatiable desire for enrichment and development in your personal and professional life - a programme to further your ability in creating value within your organisation via the many roles you play.

Benefits to You
- Exclusively reserved for the top echelon of management
- Provides systematic ways of approaching your multi-faceted job and unique responsibilities as CEO in a dynamic environment such as ASEAN.

Programme Outline
- **The Job of the Chief Executive**
  - The chief executive as strategist
  - Evaluating business performance
  - Setting the strategic direction
- **The Chief Executive as a Motivator**
  - Shifting the direction of the enterprise
  - Setting priorities
  - Gaining commitment
  - Improving results
- **The Chief Executive as a Sensor of Market Opportunities**
  - Anticipating market changes
  - Adding value for customers
  - Leading and managing customer orientation
- **The Chief Executive as a Creator of Shareholder Value**
  - Understanding the drivers of operating performance
  - Setting financial policies
  - Developing a value-based management culture
- **The Chief Executive as a Strategist and Policy Maker**
  - Detecting opportunities and key success factors in an industry
  - Developing sustainable competitive advantage
  - Meeting the challenges of international growth
- **The Chief Executive as an Agent of Change**
  - Driving the corporate change process
  - Role of personal management style
  - Making change happen
- **The Chief Executive as a Strategist for Acquisitions**
  - Formulating an acquisition strategy
  - Creating synergy
  - Valuing brands and other intangibles
- **The Chief Executive as an Architect of Organisation Structure and Systems**
  - Adapting the organisation structure to implement change
  - Stimulating teamwork
  - Developing managerial talent
- **The Chief Executive as a Negotiator**
  - Developing negotiation skills
  - Merger negotiation exercise
- **The Chief Executive as a Visionary**
  - Anticipating e-commerce and e-business challenges, opportunities and threats
  - Using knowledge to drive growth and profits

Programme Leaders
Led by faculty from top international business schools with practical business world experience.

---

**THE JOB OF THE CHIEF EXECUTIVE**

**DURATION:** 6 Days

**S$16,050.00** (SIM Members/Non-members) (inclusive of 7% GST)

**+65 6248 9422**

exec@sim.edu.sg

**Who must attend?**
- Chairpersons
- CEOs
- Presidents,
- Managing Directors
- Executive Directors
- Executive Vice-Presidents
- Senior Vice-Presidents
- Managing Partners
- General Managers
- Business unit or Country Managers in Asia.
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 proactively 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**

---

**ADVANCED MANAGEMENT PROGRAMMES**

**STRATEGY, CREATIVITY AND LEADERSHIP**
Combining the key elements for success in the modern organisation

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<th>Nov 18 - 22</th>
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<td><strong>Duration</strong>:</td>
<td>5 Days</td>
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<tr>
<td><strong>Price</strong>:</td>
<td>$5,350.00 (SIM Members/Non-members) (inclusive of 7% GST)</td>
</tr>
<tr>
<td><strong>Contact</strong>:</td>
<td>+65 6248 9422, <a href="mailto:exec@sim.edu.sg">exec@sim.edu.sg</a></td>
</tr>
</tbody>
</table>

**Who must attend?**
Managers, executives and specialists about to take on a broader managerial and leadership role.
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
- Gain new perspectives towards the future
- Develop self-leadership capability

**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

**Programme Leader**
Wade Azmy / Stephen Wilkinson
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
- Roadmap for effective execution of succession planning
- The differences and effectiveness of different individual assessment approaches

Programme Leader
Dr David S Cohen

Duration: 3 Days

$3,745.00 (SIM Members/Non-members) (inclusive of 7% GST)

+65 6248 9422
exec@sim.edu.sg

Who must attend?
- CEO, Presidents and CFOs
- Professionals in human resource, talent management, and organisational/leadership development.
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 uses 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 decisions
  • The CFO as Partner
    - Simplifying and refocusing the financial planning and analysis process
  • The CFO as Strategist
    - Multiple forces analysis
    - Focusing on core competencies
    - Charting the direction of the firm
• Balancing Strategy and Risk Management
• The CFO as Leader
  - Understanding leadership styles
  - Transitioning from manager to leader
  - Building the financial leadership pipeline and organisation
• Tying it All Together
• Programme Take-aways and Reentry Plans

Programme Leader
Dr Robert A Howell

THE CFO PROGRAMME NEW

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Programme Leader
Dr Robert A Howell
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
This programme helps you to:
• 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
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
- Keep up-to-date with the latest thinking on strategy
- Explore the business models and strategic insights of well-known innovators and market leaders
- Examine lesser-known and possible future leaders
- 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

POSITIVE POWER & INFLUENCE®

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
You will develop skills to:
- Adapt your 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 your 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

Programme Leader
Eric Ng
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

**Programme Leader**
Dr David S Cohen

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

**Programme Leader**
Goh Ai Yat / Goh Meng Kiang
CONTINUOUS PERFORMANCE MANAGEMENT

Whether starting from a low point or not, every organisation can find ways to improve its performance. This programme will help you identify where improvements can be made and provide an understanding of how to implement them – continuously. True values and cultural shift supported by the concept of Kaizen (continuous improvement) is required to make people feels really valued and supported so that they want to give more in terms of creativity and ongoing pro-active problem solving.

Benefits to You
You will be able to:
• Create a culture where staff feel valued and encouraged to come up with ideas for improvement
• Adopt a style of management that is required for Kaizen to flourish
• Retain good staff through creating an environment where continuous professional development is part of their working lives
• How to persuade a range of different and difficult personalities to come around to the need for change
• Compare best practices from around the world who have taken the key concepts of Kaizen, and made it work

Programme Outline
• How to create a more creative and committed workforce
• The leadership required to support the environment that develops
• How to identify accurately where improvement are required
• SMART objectives for project planning
• The use of a four step behavioural model to help you persuade others for the need to change
• The use of Kaizen as part of everyday activity to pro-actively solve problems

Programme Leader
Pat Wellington

CROSS CULTURAL GLOBAL BUSINESS SKILLS

Globalisation, labour mobility and free trade areas have increased the importance of effective cross-cultural skills. Learn how your own culture impacts your perception of other cultures. Increase your cultural competence by identify and learning the skills needed by managers working globally.

Benefits to You
• Deal more effectively with people from diverse cultural and racial backgrounds
• Improve effectiveness in international encounters
• Minimise potential misunderstandings in business dealings overseas

Programme Outline
• Culture
• Cultural Concepts
• Culture Shock and How to Deal With It
• Culture and Management
• Cross Cultural Techniques
• Managing Cross Cultural Teams

Programme Leader
Paul Loftus
CROSSING THE GENERATIONAL DIVIDE
How leaders today influence, innovate and inspire

Leveraging on a proven methodology with pragmatic lessons for bridging generational gaps, this programme is designed to enhance both day-to-day management skills as well as capabilities to drive long-term initiatives. Participants will explore six patterns of cross-generational relationships and their real-world implications for change management, coaching, and influencing all business interactions, including sales. Topical case studies, rigorous self-assessment and small group exercises ensure this is an engaging development and discovery experience for leaders and professionals.

Benefits to You
- Drive powerful change within their organisation, in organisational partnerships, and with customers
- Create fruitful business relationships and results via discovery of patterns that can foster (or inhibit) effective collaboration between generations
- Heighten self-awareness of their own biases, limitations and orientation in order to develop a personal growth strategy
- Effectively coach and connect members of all generations

Programme Outline
- Approach
- Exploration of Patterns
- Profile – Self-Assessment Introduction and Expectations
- Energising Breakout
- Interactive Debrief on Self-Assessment
- Self-Assessment – Personal Action Planning
- Connections
- Sustaining Fruitful Relationships

Programme Leader
Robert Evangelista

DEALING WITH SENSITIVE ISSUES AT WORK

It is increasingly being recognised in Singapore that managers and supervisors are responsible not only for the work output of their team but also for the people management and for the welfare of their staff and colleagues. The old days of referring everything to HR and trying to get people transferred are gone.

Now the handling of people issues is being devolved and managers are expected to manage staff retention, family friendly policies, changes in retirement and various sensitive staff issues, all within a Singapore legal framework.

Whereas it has not been typical in the past, in Asian societies, for staff to discuss personal issues with work colleagues, this is beginning to change with the younger, more individualist and vocal workforce.

Benefits to You
- Know the range of family friendly and sensitive issues
- Explain the manager’s role in handling these issues
- Explain the Singapore legal position in regard to such issues
- Write or review company policies
- Decide what action to take in various situations
- Practise implementing that action

Programme Outline
- Why sensitive issues should be well-handled
- The legal position in Singapore
- Company policies
- Family friendly policies
- Deciding what action, if any, to take and implementing them
- Practice at deciding what to do and implementing how to handle sensitive issues

Programme Leader
Tim Russell
EDWARD DE BONO’S SIMPLICITY™

It’s the beautifully simple that’s always simply beautiful.

Empower employees to think up new, simpler ways of doing things that reduce unnecessary duplication of efforts, lead to faster-to-market innovations and result in easier process systems. When processes are streamlined, your organisation will gain the advantage of being more effective, efficient and user-friendly.

Benefits to You
• Learn the effective use of Dr Edward de Bono’s Simplicity™ method to help you accomplish these goals
• Simplicity™ teaches people to end habits that are no longer necessary, stop duplication of tasks, and challenge every aspect of business so that they can perform at a higher level in all areas.

Programme Outline
• What is Simplicity™?
• Simplicity™ Methods
• Dangers of Simplicity™
• Rules of Simplicity™

Programme Leader
Sir Dr Peter Low / Mrs Linda Low

EDWARD DE BONO’S SIX THINKING HATS METHOD®

Dr Edward de Bonos Six Thinking Hats® Method is a powerful tool for achieving quality thinking, decision-making and problem-solving.

Benefits to You
You will learn:
• 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

Programme Leader
Sir Dr Peter Low / Mrs Linda Low
EDWARD DE BONO’S SIX VALUE MEDALS™

The key to making decisions that will deliver maximum value lies in creating a framework that is specific enough to add meaning but is also pliable enough to expand and contract with each unique challenge. You’ll find a framework robust enough to support these efforts in Dr Edward de Bono’s Six Value Medals™.

Benefits to You
- Assess the impact of a decision may have on the attempts to create and protect values
- Identify and be aware of values
- Think about, talk about, discuss and assess values in very specific terms
- Make value-based decisions
- Have the framework firmly in mind and available for instant use

Programme Outline
- The skills taught will help you quickly but thoroughly scan for values, prioritise which values are the most important to pursue, and then ensure that top values are addressed and maximised every step of the way.
- Identify the values that matters to the people and organisation
- The implications for quality
- Change, innovation, simplicity and creativity
- Impact of ecology values on the environment
- Interpretation of appearances and perception

Programme Leader
Sir Dr Peter Low / Mrs Linda Low

EMOTIONAL EXCELLENCE FOR EFFECTIVE LEADERSHIP

Effective leadership at any levels in an organisation is important to sustain profitability, productivity and good customer service. In today’s organisational setting, employees are expected to demonstrate initiative in preparing themselves to assume a leadership role.

This programme is designed to equip you with the necessary knowledge and skills to develop emotional excellence, building and maintaining relationships, and developing leadership potential.

Benefits to You
This programme will offer you practical tools and strategies to:
- Work on a continuous personal improvement plans
- Remove and manage emotional blind spots
- Improve your leadership styles to achieve your team and organisational goals
- Enhance creativity in the workplace
- Improve your interpersonal skills
- Manage stress and emotional well-being
- Manage disagreements / conflicts constructively

Programme Outline
- Emotional Excellence (EE) and Self Awareness
- Relationship Building
- Developing the Creative Potential
- Effective Leadership

Programme Leader
Arul John Peter
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

THE JOB OF THE MANAGER (JOMAN) ENHANCED
Essential Managerial Techniques

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

Programme Leader
Michael Tan / Gerald Ng / Sanjay Mehta
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

Programme Leader

Dr Lim Peng Soon / Arul John Peter

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 Drucker.

Creative talents, or knowledge workers referred to by Peter Drucker, are vastly different from other employees in their motivations and attitudes. They require more autonomy and much of their work is invisible and hard to measure, because it goes on inside their heads or outside the office. They require different management styles and techniques to perform successful.

In this programme you will acquire practical leadership tools based on real live case studies to enable you to lead creative talents successfully in your specific organisational context.

Benefits to You

• Lead creative talents successfully
• Gain rich insights into successful information-based companies
• Be more assured of your leadership of creative employees
• Intervene in a post-hierarchical way
• Involve experts more effectively in decision-making processes
• Utilise experts effectively for achieving goals in your area of responsibility

Programme Outline

• Leading creative talent and expert teams
• Leading in the information-based organisation
• Leading yourself in an information-based environment

Programme Leader

Dr Waltraud Sedounik
This highly interactive and practical programme provides you with a toolkit and skills to assist you in making headway with people-related challenges you face. Putting this into practice is the focus of this programme.

**Benefits to You**
The potential gains from using the toolkit and skills learn in this programme include building shared understandings, harnessing energy for change, and capitalising on the perceptions and understandings potentially available among stakeholders.

**Programme Outline**
- Mindful and not-so-mindful action
- Leading mindfully – What it means in practice
- Leadership action as involving in-the-moment interventions for change
- Tapping hidden intelligence (what people think and feel but have not stated)
- Containing threat and fostering safety in working through messy issues
- Attending - Differentiating direct observation from inferences and conclusions
- Inquiring - Framing powerful, deep-reaching questions using a framework
- Expressing - Speaking up to open up thinking and build shared understandings while maintaining safety
- Synthesising - Finding common ground from diverse perspectives
- Mindfully interweaving leadership and management-oriented actions
- Preparing for difficult conversations
- Assessing the potential gains and risks of leadership action
- Making effective real-time interventions
- Preparing a mindful leadership action plan

**Programme Leader**
Don Dunoon

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**LEADERSHIP THROUGH MINDFUL EXPLORATION**

Tapping intelligence and energy for positive change

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

**Programme Leader**
Oon Tik Lee / Catherine Claudepierre

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**MAKING CONFLICT WORK™**

**Who must attend?**
Senior and middle managers

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MANAGING EMPLOYEE PERFORMANCE

Getting positive results from employees

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.

This programme 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
You will develop the skills and confidence to manage the performance of your team members. You will 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

Programme Leader
Paul Loxton

MANAGING THE MULTI GENERATIONAL AND CULTURALLY DIVERSE WORKFORCE

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.

Benefits to You
You will be able to:
- 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

Programme Leader
Goh Wee Lee
MEDIA MANAGEMENT - REACTING
Use the media to your best advantage in times of crisis

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
You will learn to become more proficient in developing and presenting messages in reaction to an event. You will develop the skills necessary to face the media when 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

Programme Leader
Paul Carr

PASS™ (PLANNING A SUCCESSFUL STRATEGY)

Imagination and creativity are standard human thinking equipment but are naturally devoid of structure and often lead nowhere. Innovation requires conscious results-oriented thinking. The correct interplay of creativity and conceptual thinking is vital to successful innovation. What can we do to enhance our efforts at this type of thinking?

PASS™ will highlight some of the important steps in the process of designing a basic flowchart for realising an innovative initiative.

Benefits to You
- Appreciate why landscaping a given topic is necessary
- Construct a relevant landscape using SCANKEY
- Use SCANKEY to identify alternative explanations and solutions
- Use SCANKEY to brainstorm in a systematic way
- Use SCANKEY to identify the concept behind an idea
- Use the Sequence of Alternatives Flowchart to open up multiple lines of thinking
- Understand the need to separate thinking output into beginning idea, a concept and specific idea
- Appreciate the separate roles of generative thinking and evaluative thinking
- Create a concept fan flowchart for innovation

Programme Outline
- Creating a landscape
- Learning the Scankey framework
- Differentiating between Ideas & Concept
- Sequence of Alternatives Flowchart
- Designing a concept for innovative implementation

Programme Leader
Sir Dr Peter Low
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 proactively 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

Programme Leader

John Canfield

Duration: 2 Days

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

+65 6248 9417
exec@sim.edu.sg

Who must attend?

- Improvement team leaders and their teams
- Divisional managers and their teams
- Supervisors and their teams
- Improvement team facilitators

STRATEGIC BUSINESS PLANNING AND THINKING

Changing the way managers think about business

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

Programme Leader

Oon Tik Lee

Duration: 3 Days

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

+65 6248 9417
exec@sim.edu.sg

Who must attend?

- Professionals, managers or executives who have to develop and implement strategic business plans
- Individuals who must develop strategies for a business unit, subsidiary, division, and department or for the organisation
STRATEGIC PLANNING AND SCENARIO PLANNING
Powering your organisation into the future

This programme will introduce you and your leadership team to two power planning methodologies – strategic planning and scenario planning. Scenario planning is an excellent complement and second step to effective strategic planning. This may even be the first time these two powerful planning methodologies have been presented in the same programme.

Benefits to You
- Prepare you and your leadership team to see and act on the future
- Make better decisions
- Build better support for decisions to assure successful implementation
- Build team’s ability to handle conflict and change
- Accelerate company improvement and innovation initiatives
- Turn good thinking into a significant competitive advantage

Programme Outline
- Strategic planning
  - Mission and vision
  - Principles or values
  - Scoreboard
  - Business environment
  - Goals, strategies and action plans
  - Plan implementation considerations
  - Plan monitoring considerations
- Scenario planning
  - Select topics which need new ideas
  - Introduce process steps
  - Practice with the techniques
  - Using techniques in your workplace

Programme Leader
John Canfield

THE ALLEN MANAGEMENT SKILLS PROGRAMME:
HOW TO SUCCEED AS A MIDDLE-LEVEL MANAGER

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

Programme Leader
Dr Tan Jing Hee
THE ART OF MANAGING PEOPLE (VERSION 2013)

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
You will learn:
• 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

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

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

Programme Leader
Günther Witt

Duration: 3 Days

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

+65 6248 9417
exec@sim.edu.sg

Who must attend?
• Newly-promoted managers who are new to management and require a ‘toolkit’ for managing people
• Experienced managers who wish to sharpen or develop new best-practiced skills
• Executives earmarked for greater responsibilities or promotion to a managerial position
**COMMUNICATION**

**BETTER SPOKEN ENGLISH**
Phonetics, phonics and standard English pronunciation

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
- 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 presentations to groups
- Practical exercises and coaching given to improve diction, articulation and phonemic transcriptions

**Programme Leader**
Tan Teck Huat

**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, practice new ways to achieve your desired outcome and develop a 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

**Programme Leader**
Lance Beste
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

Programme Leader
Lance Beste

COMMUNICATION IN 4DIMENSIONS™

The art of communicating and presenting

When speaking to a large or small audience, or even one-to-one, you might feel intimidated or even stressed out. You might be unaware that your physical dimension is intertwined with your emotional and intellectual dimensions and that together, they all communicate your inner thoughts and ideas to the world outside in any moment of your day, at work, in business, and in family as well.

Benefits to You
- Understand the deep impact of your emotional and intellectual dimensions when you communicate or speak in public
- Be emotionally and intellectually ‘in focus’ when you communicate with others
- Communicate with confidence and impact, free of the anxiety and stress
- Enhance your ability and skills to ‘understand’ and ‘connect’ with your audience
- Understand how to develop self-confidence and style from the inside out
- Apply the power of body language and body image
- Know how to maintain your mind positively and stay in focus for successful relationships and communication
- Learn innovative techniques to keep your body re-energised at work and in life

Programme Outline
- The 4 dimensions (4D) model
- The InsideOutYou™ approach
- The dimension of your physical communication
- The dimension of your emotional communication
- The dimension of your intellectual communication
- The dimension of your relational communication

Programme Leader
Elisabetta Franzoso
CULTURAL CONNECTIVITY

With internal or external clients, global, regional or local partners, colleagues or cross department, in meetings or briefings, in real or virtual teams, face to face, over the phone or on the net. You are going to be working with people from different cultures. People from different countries, corporate or business cultures have different ways of doing, approaching tasks, participating in meetings or presentations, decision making and communicating. However, there will be common goals, aims and shared tasks and you will have to work together in order to achieve success.

Benefits to You
• Communicate better in a cross cultural environment
• Increase your awareness of different cultural frameworks and work effectively within them
• Develop a greater sensitivity to cultural requirements
• Grow effective working relationships
• Develop communication strategies for particular cultures
• Increase your confidence and effectiveness in the global environment

Programme Outline
• General overview of culture
• National characteristics and not stereotyping
• Cross cultural impact
• The key models for cross cultural awareness
• National culture
• Corporate culture
• Organisational culture
• Communication styles and techniques
• Professional and social interaction
• A basic guide - template for effective cross cultural communication

Programme Leader
David Artlett

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
Essential report writing skills to write reports that create impact and inspire your readers to take action.

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

Programme Leader
Janvin Sidhu / Jenny Graham
## ESSENTIAL BUSINESS WRITING

When you write well, readers are impressed. When a customer receives correspondence that is clear and concise, they have a good impression of the company. Good writing is a skill that can be developed. Polish up your written communication and write your way to the top.

### Benefits to You
With the help of lectures, case studies, group work and written exercises, this programme will point out the causes of poor writing and show participants how to polish their writing skills to communicate accurately, clearly and professionally.

### Programme Outline
- Writing Business Correspondence
- Polishing up your Writing Skills
- Writing Clearly and Concisely
- Documents for Meetings
- Style and Tone in Writing
- Revision

### Programme Leader
Tan Chee Teik

### Duration: 2 Days

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

### Who must attend?
This programme is specially designed to cater to the needs of managers, supervisors, executive secretaries, administrative officers, marketing and sales officers, and other support staff who communicate with both the internal and external customers.

## ESSENTIAL MINUTE-TAKING SKILLS

A good minute-taker needs to listen carefully to discussions, extract relevant points and present that information in a clear, concise and useful format. This is particularly challenging when a discussion is heated and issues are highly contentious.

### Benefits to You
- prepare an agenda to guide and control meetings
- listen to discussions objectively
- focus on the line of discussion even when debate becomes heated
- extract relevant information from discussions
- identify and reflect the feelings of the meeting
- use concise language to summarise discussions and decisions of the meeting
- present minutes in a useful format

### Programme Outline
- Structure and basic principles of formal and informal meetings
- Roles and responsibilities of the minute-taker
- Preparing an effective agenda
- Linking the agenda to the minutes
- Listening for information and emotion
- Maintaining focus when the debate gets heated
- Effective note-taking techniques
- Selecting information which has value for the group
- Using concise and precise language
- Using appropriate words to convey the feelings of the meeting
- Choosing an appropriate format for your minutes

### Programme Leader
Heather Salmon

### Duration: 2 Days

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

### Who must attend?
- Secretaries and personal assistants
- Anyone who is responsible for taking minutes or informal notes at either formal or informal meetings
GRAMMAR FOR BETTER BUSINESS COMMUNICATION

Use standard English to communicate effectively in your work. You will achieve a better understanding of basic English grammar and English sentence construction.

Benefits to You
- Understand the importance of using standard English in business writing
- Gain an understanding of various aspects of standard English
- Be able to correct common errors in written English
- Be able to use standard English in business correspondence and reports

Programme Outline
- Coming to grips with the English language in Singapore
- Importance of writing in standard English
- Elements of a proper English sentence
- Types of nouns and their common errors
- Pronouns
- Articles
- Adjectives
- Subject-verb agreement and the ‘rules’ of concord
- Verbs and tenses
- The modals
- Prepositions
- Questions
- Passive voice
- Combining messages

Programme Leader
Nguyen Thi Binh

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+65 6248 9414
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Who must attend?
• Managers
• Executives
• Professionals
• Secretaries
• Administrative staff
• Anyone who wants to improve their use of standard English in their written communication

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

Programme Leader
Tan Teck Huat

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exec@sim.edu.sg

Who must attend?
Directors, managers, lecturers, trainers, secretaries and professionals.
COMMUNICATION

iCOMMUNICATE
The key to effective communications, presentation and public speaking

iCommunicate is designed for anyone who wants to improve their communication styles. It uses highly effective techniques to enable you to learn a great deal about their own style and how to make significant and immediate improvements. Through iCommunicate you will become more engaging, relaxed and memorable, speaking with personal presence, energy, passion, style and enthusiasm.

Benefits to You
• Develop a more confident and engaging communication style
• Fine tune all your communication to create maximum impact
• More effectively use pace and structure for maximum results
• Use language more creatively to deliver a more compelling message

Programme Outline
• The Fundamentals of Listening
• The Fundamentals of Listening II
• Don’t Just Hear, Listen Well!
• Listening By Purpose
• Listening By Purpose II
• Listening For Positive Results
• Listening Experience
• Lifelong Listening

Programme Leader
Aileen Tan / I Warton Ong

LISTEN AND CONNECT©
Your foundation to being a better communicator

This programme will equip you with the practical techniques to manage and improve your communication skills both professionally and socially. Through understanding your own communication habits, you will learn how to use proper communication styles effectively and apply the skills for lifelong success. It consists of eight modules of listening techniques and activity-based learning which will help you experience true situational listening issues and concepts. Such involvement increases self-awareness and allow you to respond appropriately.

Benefits to You
• Listening opens your mind, heart and the world.
• Listening applies just as much to what you read as to what you see and hear.
• Avoid difficult situations in our working and social life.
• Our listening ability reflects an impression of our intelligence quotient.
• Failure to listen carefully and react appropriately could result in damaging consequences in our career and personal life.
• Listening is not a trick. It is an acquired skill.

Programme Outline
• The Fundamentals of Listening
• The Fundamentals of Listening II
• Don’t Just Hear, Listen Well!
• Listening By Purpose
• Listening By Purpose II
• Listening For Positive Results
• Listening Experience
• Lifelong Listening

Programme Leader
Claire Devine
COMMUNICATION

ORGANISATIONAL STORYTELLING FOR SUCCESS
Persuading and influencing to implement change

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
Through the programme, you will:
• 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

Programme Leader
Loke Sai Keng

ORGANISATIONAL STORYTELLING FOR SUCCESS
Persuading and influencing to implement change

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.

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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

Programme Leader
Loke Sai Keng

PATH TO COMMUNICATING ASSERTIVELY
Professionals who can communicate assertively are valued in today’s learning organisation. Without such an ability, you risk blending into the background, your potential overlooked or forgotten as you watch your dream promotion pass you by.

Benefits to You
• Use the PATH communication model of best practice skills for communicating assertively
• Clarify purpose in all interactions as an assertive practice for satisfying results
• Adopt key attitudes that underpin the ability to interact flexibly and assertively
• Know a powerful technique for:
• strengthening your ‘self’ position, respect and resourcefulness
• expressing yourself across clear boundaries for ‘equal’ interactions more wisdom, choice and flexibility in the words with which you respond
• Pace language patterns as a basis for increasing rapport and influence
• Know language patterns for giving and receiving ‘criticism’ as useful feedback
• Access skills for speaking from your heart, sincerely, creatively and confidently
• Know skills to raise your professional profile by being noticed and heard in new useful ways

Programme Outline
• Overview of the PATH communication model
• Purpose in interactions
• Attitudes for interacting
• Heart skills for sincerity, creativity and confidence
• Techniques
• Role-playing using PATH assertive communications skills

Programme Leader
Dr Anne Munro-Kua

Who must attend?
Professionals who work with people and who want to enhance their ability to communicate assertively
Anyone who finds it challenging to say ‘no’ to others or to give and receive criticism well
COMMUNICATION

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

Programme Leader
Mary Soon

Duration: 2 Days

$ S$642.00 (SIM Members)
$ S$738.30 (Non-members)
(inclusive of 7% GST)

+65 6248 9414
exec@sim.edu.sg

Who must attend?
- Managers
- Supervisors
- Entrepreneurs
- Any professional who needs to write e-mails, letters, reports and proposals, or vet writing
- Personnel from social services, hospitality or cultural organisations who need to write persuasively

POWERFUL COPYWRITING FOR MARKETING COLLATERALS

Advertising creativity and copywriting

The pen is mightier than the sword, and this applies to marketing and advertising as well. Well-crafted copy doesn’t just inform. It can move you, shock you, and make you laugh or arouse your curiosity. Coupled with a creative idea and powerful imagery, well-written marketing copy goes a long way in engaging your customer, encouraging belief in your brand and selling your product.

Benefits to You
- Train yourself to be a wordsmith and learn how to improve copy written by colleagues and subordinates
- Harness the power of visual communication to create effective print advertising and direct marketing messages that bring in sales

Programme Outline
- Getting the Copy Right
- Polishing Your Creative Skills
- From Copywriting to Finished Product

Programme Leader
Tan Chee Teik

Duration: 2 Days

$ S$642.00 (SIM Members)
$ S$738.30 (Non-members)
(inclusive of 7% GST)

+65 6248 9414
exec@sim.edu.sg

Who must attend?
- Marketing, sales and promotion personnel
- Corporate affairs and public relations managers
- Anyone with less than three years of experience in the marketing, sales, and corporate affairs departments.
POWERSFUL PRESENTATIONS
Inspire, lead and sell your message with impact!

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

Programme Leader
Janvin Sidhu / Jenny Graham

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

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

Programme Leader
Tricia Poon
COMMUNICATION

PRECISION Q + A

The complexity of today's business world requires you to develop new intellectual skills. When making decisions and solving problems, you need to get to the heart of the matter quickly. That's Precision Questioning. When presenting information we need to be clear, crisp, and concise. That's Precision Answering. When precise questions are met with precise answers, meetings become more efficient and more effective. That's a Precision Q+A discussion.

Benefits to You
By the end of the programme, participants are able to:
• ask a large number of precise analytical questions
• give answers that are clear, crisp, and concise
• apply PQ and PA to a wide variety of work situations
• continue building skill at PQ and PA on their own

Programme Outline
• Precision Q+A introduction
• The PQ+A toolkit: Seven categories of analytical questions
• Using PQ to test your thinking
• Precision Answering
• Doing Precision Q+A with a Partner
• Using PQ+A Intelligently
• Building skill after the programme

Programme Leader
Jeff Woodard

PRESENTATION ESSENTIALS

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

Programme Leader
David Artlett
PRESENTATION STRATEGIES FOR LEADERS AND 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

Programme Leader
David Artlett

SPEED-READING FOR THE INFORMATION AGE

Rationale and results

The digital age brought about a new phenomenon: information overload. With information moving round the globe sometimes at the speed of light, executives are faced with even more reading material, placing an even greater strain on their already tight schedules and limited time.

Benefits to You
- Increase personal reading speed by at least 100%
- Increase understanding and retention of information by at least 10%
- Improve concentration while reading and use reading time more efficiently
- Use strategies for increasing reading vocabulary
- Summarise information effectively according to the purpose of your reading

Programme Outline
- New demands for reading in the Information age
- Reading myths and why they are not valid
- Evaluation of your current reading style
- Bad reading habits and how they influence your reading effectiveness
- Breaking regression: Using simple everyday tools to build new habits
- Brain-based reading: Building your brainpower
- Extending the mind’s eye: Bigger chunks, faster pace
- Building a reading process: Matching the process to your needs
- Skimming as a reading tool
- Scanning: The search and find Approach to reading
- Summarising techniques to suit your learning style and your reading objective
- Extend your vocabulary, increase your speed
- Applying techniques to different types of reading material
- E-reading: Applying techniques to Electronic media
- Putting it together: You are in control; practice makes permanent

Programme Leader
Heather Salmon
THE ADVOCACY & DIALOGUE LEADERSHIP WORKSHOP©
Leading and inspiring change to achieve optimal outcomes

Overcome the dialogue gap and build your ability to lead courageous dialogues that will help you and your organisation achieve optimal outcomes. You get the best out of you while helping others get what they want too.

Benefits to You
- Learn how to prepare for difficult dialogues
- Refine your observation of facial expressions and ability to listen to people
- Learn how to get people to open up
- Recognise and practice what it takes to converse effectively with people
- Learn how to effectively close and transit your dialogue

Programme Outline
- Dialogue Gaps
- Dialogue Game
- Individual Dialogue Assessment
- Advocacy Practice with Peer Feedback
- Understanding Motivations
- Motivational Dialect
- Preparing Dialogue
- Advocacy
- Dialogue Leadership Options
- Organisational Dialogue Assessment
- Resolving Dialogue Problems
- Managing Meetings, Feedback and Process Options
- Creation of Dialogue Cluster

Programme Leader
Peter Nixon

Who must attend?
Managers, senior executives and team leaders.

THE CASE MAKER™

A business case can be made in various communication contexts from formal presentations to around a table, whilst having a coffee, to make a proposal, challenging a stand and getting approvals. It is about making a case. There are two aspects of case making, building and presenting but what is the difference? How we think about a case is different from how we talk about it.

Benefits to You
- Conceptualise and structure an informative or persuasive case
- Analyse topics in less than 5 minutes, using a simple ‘Yellow Circuit™’
- Organise and structure their presentation content
- Improve the visualisation of data

Programme Outline
- Presentation, audience and data analyses
- The Yellow Circuit™ – Understanding the message and situation
- Structuring your argument with logical patterns
- Visualising data
- Presenting flow

Programme Leader
Sharmini Suthan / Roshini Ganesan / Terry Netto

Who must attend?
Those who are currently engaged in critical conversations with key organisational stakeholder(s) from whom they require some form of buy-in.
**THINK ON YOUR FEET®**

Presenting your ideas with clarity, brevity and impact

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 18 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
- Selling the Benefits of Your Ideas, Products and Services
- Illustrating Your Ideas
- Putting it All Together
- Think on Your Feet Speed Networking

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

**Duration:** 2 Days

**$**
- S$1,016.50 (SIM Members)
- S$1,177.00 (Non-members)
- (inclusive of 7% GST)

**Who must attend?**
Professionals, managers and executives who need to be clear and spontaneous.

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**THINK, ACT, SPEAK, LISTEN!**

Creating positive communication from the Inside Out

The foundation of effective positive communication starts inside of you, with your thoughts and Feelings. Developing the capacity to think positively enables you to feel positive and confident and therefore act and speak positively and with confidence. Nurturing positive and creative thoughts and feelings also enables you to listen empathetically and respond to others positively.

**Benefits to You**
- Understand how to build and nurture positive thinking from the inside out
- Be aware of how positive thoughts and ideas have an impact on your spoken and unspoken communication
- Understand the connection between self-esteem, self-confidence, body language and vocal dynamics
- Know how to convey spoken or written messages that create connections, build relationships and resolve conflicts
- Listen to yourself and others actively, positively and empathically
- Be able to convey and receive positive feedback
- Know how, through effective and positive thinking, acting, speaking and listening skills, you can create your success and reach your goals
- Grasp the power of effective positive communication from the inside out

**Programme Outline**
- Overview of the InsideOutYou Model©
- Think positive
- Act with confidence
- Speak with attitude
- Listen with intent

**Programme Leader**
Elisabetta Franzoso

**Duration:** 3 Days

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

**Who must attend?**
- Leaders
- Entrepreneurs
- Public speakers
- Sales and marketing personnel
- Employees
- Students
- Teachers
- Parents
WRITING DYNAMICS™

Good writers and editors follow a system. Award-winners have the best systems. Writing Dynamics™ is based on the successful system of Roger Davies, a three-time winner of the American Business Press Editorial Achievement Award, the Pulitzer of the business press.

Benefits to You
- Streamline the writing process
- Save you precious time in thinking, writing and editing

Programme Outline
- Meet the writing challenge
- Think creatively and logically
- Manage writing time
- Draft painlessly
- Persuade the reader
- Manage the reader’s attention
- Choose the best words
- Use point-form techniques
- Create energy in your writing
- Edit for sharper focus
- Achieve visual impact

Programme Leader
Phil Day / Rebecca Stewart

WRITING FOR TECHNICAL COMMUNICATION

Hone your skills in writing technical documents at the workplace in this programme that focuses on writing clear, concise and functional reports. Learn to analyse a writing situation correctly and organise material that is suitable for your audience, purpose, and situation, and write functional documents to answer the needs of the audience.

Benefits to You
- Write clear, concise and functional reports in plain English
- Learn to analyse a writing situation correctly
- Organise material that is suitable for your audience, purpose and situation
- Write functional documents to answer the needs of both writers and readers

Programme Outline
- Preparation
- Technical Writing Techniques
- Writing the Document
- Choice Of Words: Diction
- Application

Programme Leader
Tan Chee Teik

Who must attend?
- New managers, supervisors, administrators, engineers, and technical personnel who have to write technical reports, manuals, and business correspondence.
- Those who have to communicate technical information to customers and staff will find this workshop very useful.
APPLIED CREATIVITY AND INNOVATION
Creativity on demand to develop better solutions - Faster!

Designed for a broad range of personnel, such as managers, team leaders and specialists, this programme explores how Deliberate Creativity ThinkingTM 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
• The Applied Creativity and Innovation process
• Creativity on Demand
• Tools for Deliberate Creative Thinking
• Application and action
• Where to go from here?

Programme Leader
Jennifer Goddard / W J (Bill) Jarrard

BRAINDANCING®
Creativity and innovation in action!

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 formidable 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 market space.
• 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. Is your mind a coffin? Learn how to break out into areas of relevance and significance.
• Work on the system, not in the system.

Programme Leader
Dilip Mukerjea
**CREATIVITY & INNOVATION**

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**BROKEN CRAYONS**

Break your crayons and draw outside the lines

No single person or corporation has become and stayed successful by 'staying within the lines'. Companies are successful because they learnt to break out of boxes that prevent them from growing. Staying safe. Drawing only within the lines. These lead to sameness. Only uniqueness, novelty, creativity and innovation can lead to higher levels of success.

This programme examines your unused creative thinking traits, explores the use of creative thinking tools and develops your creative thinking, whether individually or in teams.

**Benefits to You**
- Ever-increasing numbers of ideas that lead to successful solutions
- Increased morale and ever-improving working environment
- Advanced commitment among all employees
- Greater results leading to increased profits

**Programme Outline**
This programme answers the following questions for you and your organisation so that you can dramatically increase the applied creative thinking immediately.
- What is creativity?
- Who is creative?
- How are you creative?
- How creative are you?
- How can we be creative immediately?
- How can we inspire and develop creative thinking in others?
- How can we develop our creative thinking skills?
- How to turn any environment into a creative one?

**Programme Leader**
Dr Robert Alan Black

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**BUILDING BUSINESS BRAINPOWER**

Today, we are in the learning economy. Your expertise is judged by the organisation of your thoughts. Confusion immobilises. Clarity leads to action. Learn the tools that make the Fortune 100 organisations winners in a marketplace of competitive intelligence.

**Benefits to You**
- Significantly enhance your information processing capabilities
- For exponential returns on business
- Boost individual and group mental literacy
- Become an intellectual power pack

**Programme Outline**
Introduction and development towards mastering vital, unique, 3rd Millennium Business Skills within a vast array of strategies in Visual Mapping, Speed Reading and Power Comprehension, and Memory Enhancement. They allow you to hold complexity in your mind and train your brain to:
- Convert information into usable intelligence
- Attain simple solutions to complex problems
- Understand that true TQM equates directly with effective brain usage
- Know that it is not ‘age’ but ‘usage’ that manifests your genius
- Provide the ingredients for creating a learning organisation

**Programme Leader**
Dilip Mukerjea

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**Nov 19 & 20**

**Duration:** 2 Days

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

**Who must attend?**
- Employees, supervisors, managers, team leaders, general managers and executives
- Anyone who needs to generate new ideas and continually innovate to new products and services to succeed against their competition and increase their customer numbers

**Apr 15 & 16**

**Duration:** 2 Days

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

**Who must attend?**
- Executives at all levels and from any discipline.

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Break your crayons and draw outside the lines

Today, we are in the learning economy. Your expertise is judged by the organisation of your thoughts. Confusion immobilises. Clarity leads to action. Learn the tools that make the Fortune 100 organisations winners in a marketplace of competitive intelligence.

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- Convert information into usable intelligence
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- Understand that true TQM equates directly with effective brain usage
- Know that it is not ‘age’ but ‘usage’ that manifests your genius
- Provide the ingredients for creating a learning organisation

**Programme Leader**
Dilip Mukerjea
PRODUCTIVE THINKING™
Think better!

All of us are blessed with the ability to think. It’s the ability to think productively that sets us apart. Learn how to rewire your brain to think more productively for more effective and more creative solutions. Gain an understanding of how others think during their decision-making process and uncover the secret to getting decisions made in your favour.

Benefit to You
- Understand thinking preferences and their implications
- Discover and understand the various type of thinkers
- Understand the core components of Productive Thinking™
- Practice with a range of problem solving tools and techniques
- Have an increased capability for strategic and creative thinking
- Assist people in making different types of decisions

Programme Outline
- Thinking about Thinking
  - Part One will look at Whole Brain Thinking which comprises of:
  - Introduction to the Productive Thinking™ programme
  - Expectations and reservations
  - The complexity of diversity
  - How we think about thinking
  - Spotting our thinking preferences
  - Using the Neethling Brain Preference Profiles
  - Knowing how others think
  - Understanding exactly how someone else thinks
- Productive Thinking™
  This component of the programme is completely new and has been designed to introduce the concepts of Productive Thinking™.

Programme Leader
Rob Devine

CREATIVITY BEYOND THE BOX - EDWARD DE BONO’S LATERAL THINKING™ APPLICATIONS

Great ideas. That is what we would all like to have. Ideas that are out-of-the-box, ideas that matter and ideas that make a difference. But how do we get these ideas? In this programme, you will learn techniques to help you generate creative ideas. You will learn how to drive innovation by rethinking existing products, processes, services. More importantly, you will learn how to use these techniques to lead your team.

Benefits to You
You will learn how to:
- develop ability to look at things in an out-of-the-box manner
- expand creativity focus beyond conventional problem solving
- break free from traditional thinking by learning new thinking processes
- use these Lateral Thinking™ tools to formulate strategies for improvement and achievement
- use these Lateral Thinking™ tools to generate new ideas for products and services
- turn problems into opportunities
- make optimum use of the thinking potential of teams

Programme Outline
- Bring your creativity and that of team into sharp focus
- Learn to direct and improve creative thinking efforts
- Apply concept extraction to boost idea generation
- Use random input technique to go beyond brainstorming
- Defining precisely how current thinking in organisation can be challenged
- How to set up a provocation as a prelude to new thinking
- How to extract ideas from a provocation
- Turn creativity into a corporate affair

Programme Leader
Sir Dr Peter Low / Mrs Linda Low
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

Programme Leader
Sir Dr Peter Low / Mrs Linda Low

CREATIVITY & INNOVATION

TONY BUZAN: CREATIVITY AND INNOVATION

Benefits to You
• Awareness of Mental Capabilities
• Cameo Description of Post-Creative Course Behaviour
• The Creative Environment

Programme Outline
• Just how creative are you?
• Why Mind Maps can make you more creative
• Synergistic Thinking - How combining cortical skills makes an infinite difference
• Using thought experiments for creative inspiration
• Understanding the power of Imagination and Association
• Generative and Selective Thinking
• Reactive and Proactive Thinking
• Get a GRASP - Implementation of meta-cognition based on the GRASP model
• Do computers help creativity?
• The correct brainstorming strategy
• Creative writing

Programme Leader
Professor Tony Buzan
TONY BUZAN ON GOOD THINKING AND MENTAL TOUGHNESS

Programme Outline
- Radiant Thinking - Mind Mapping for better thinking
- Understanding why Mind Mapping works
- Generative and Selective Thinking
- Reactive and Proactive Thinking
- Implementing meta-cognition based on the GRASP model
- The Correct Thinking Formula and why sometimes positive thinking is not positive
- Quick wins on how to improve memory
- Why 21st Century leaders are great thinkers
- Impact of technology on human thinking
- Learning how to learn
- Information Overload - Why information is cheap
- How to know what your team is thinking and how they can know what you are meaning
- Application 1 - Planning, creating and delivering presentations
- Application 2 - Creative writing
- Application 3 - Problem solving
- Application 4 - Brainstorming
- Application 5 - Note-taking / Recall
- Application 6 - Strategic thinking
- Application 7 - Goal setting: Now, target, when, how, next
- Application 8 - Meetings: Preparation, during, after
- Application 9 - Negotiation
- Application 10 - Marketing

Programme Leader
Professor Tony Buzan

Duration: 2 Days

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

+65 6248 9418
exec@sim.edu.sg

Who must attend?
Managers at all levels who want to improve individual and organisational effectiveness
We strongly recommend that organisations send a team of participants from various departments of the organisation to this programme. Experience has shown that team attendance sharply increases the benefit derived by the organisation.

TONY BUZAN: MEMORY AND BRAIN POWER

Programme Outline
- Benchmarking Your Brain Power and Memory
- Brain games and exercises to establish your current levels compared to global norms
- The Most Important Graph in the World
- Imagination as a memory and brain power enhancer
- Association as a memory and brain power enhancer
- Getting the most from “beginnings”
- Getting the most from “ endings”
- Memory Systems
- How to use develop “locations” in your brain to deposit and retrieve information
- Developing visual aids to serve your memory
- Mnemonics
- Remembering people and faces
- Super memory system
- Using Mind Maps for Memory
- How the mind map memory system works
- Using mind maps for remembering speeches
- Age Proof Your Brain
- Mental exercises
- Physical exercises
- Memory exercises

Programme Leader
Professor Tony Buzan

Duration: 1 Day

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

+65 6248 9418
exec@sim.edu.sg

Who must attend?
- Memory and brain power is a course-essential to anyone who wishes to survive and prosper in these challenging times
- Team participation is encouraged, as this will increase and multiply your Return On Investment in the Currency of Intelligence
**TONY BUZAN: MIND MAPS – AN INTRODUCTION**

**Programme Outline**
- Understanding why and how Tony Buzan invented Mind Mapping
- Radiant thinking: Mind Mapping best practice
- Why Mind Mapping works
- Synergistic thinking: Left and right cortical skills
- The Human Language: Image and association
- Hand drawn versus computer-based Mind Maps
- Understanding mistakes people make with Mind Maps
- Business applications of Mind Mapping
- The living brain cell

**Programme Leader**
Professor Tony Buzan

**Duration:** 1 Day

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

**Contact:**
+65 6248 9418
exec@sim.edu.sg

**Who must attend?**
- Those who want a brain fit company or team in this increasingly challenging and competitive business environment
- Professionals and executives at all levels will benefit greatly from Mind Maps
ACTIVITY-BASED COST MANAGEMENT

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. Participants need not have any accounting or finance background. It will be even more effective for accounting and non-accounting managers to attend the workshop together as this provides an immediate ground for initiation and/or improvement of ABCM upon return to the workplace.

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

Programme Leader
Grace Chow

BUSINESS FINANCIAL MANAGEMENT

To determine a company’s health, look no further than its financial statements. That underscores the importance of financial management. Understand the principles of financial management and you are on your way to creating the systems and practices required for a healthy business.

Benefits to You
• Evaluate the profitability and financial condition of a business
• Understand the effects of sales growth upon a company’s cash flows and financing requirements
• Forecast and evaluate a company’s short-term and long-term financing requirements
• Assess a company’s debt capacity

Programme Outline
• Business profitability analysis
• Financial statement analysis
• Why some borrowers become ‘profit rich and cash poor’
• Financing sales growth: short-term versus long-term borrowing
• Forecasting a company’s financing requirements
• Sustainable growth: How much growth can a borrower afford?
• Debt capacity: How much debt can a borrower afford?

Programme Leader
Professor George Kester
THE FINANCIAL FUNDAMENTALS OF CORPORATE MERGERS: COMPANY VALUATION AND FINANCING

This programme provides a basic understanding of mergers and acquisitions, company valuation and financing decisions.

Benefits to You
• Understand the various motives and rationale for mergers and acquisitions
• Use different valuation methods, including discounted cash flow analysis, to value companies
• Understand how to make financing decisions that take into account returns to shareholders, risk, control, financing flexibility, timing and other considerations

Programme Outline
• Types of mergers
• Rationale for mergers
• Company valuation
  - Trading and transaction multiples
  - Discounted cash flow analysis
  - Liquidation value
• Terms of Exchange: Financing Mergers

Programme Leader
Professor George Kester

Duration: 1 Day

$588.50 (SIM Members)
$695.50 (Non-members)
(inclusive of 7% GST)

+65 6248 9407
exec@sim.edu.sg

Who must attend?
Executives, managers and analysts interested in gaining an understanding of the fundamental concepts and analytical tools related to mergers and acquisitions, business valuation, and financing decisions.

COMPANY PERFORMANCE AND SHAREHOLDER VALUE

A practical focus in financial strategy

This practical finance programme will equip you with the relevant skill sets to make the correct financial decisions that would enhance and not destroy shareholder value. The programme will provide commercial insights into the critical twin objectives of cash flow and market value that drives the valuation of any business.

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 optimize a firm’s short-term assets and liabilities.

Programme Leader
Mervyn Lim

Duration: 2 Days

$1,412.40 (SIM Members)
$1,626.40 (Non-members)
(inclusive of 7% GST)

+65 6248 9407
exec@sim.edu.sg

Who must attend?
Executives, managers and analysts across the corporate finance & investment management who are interested to gain a practical understanding of the elements that impact corporate financial performance and increase shareholder value.
FINANCIAL LITERACY: A TOOL FOR ADMINISTRATIVE PROFESSIONALS
Understanding how you can impact your business’ bottomline

A key objective of most businesses is to create value add for stakeholders. Unfortunately, few employees understand their roles in value creation apart from mere cost-cutting measures. This problem is compounded further by the communication gap which commonly exists between financial and non-financial personnel. It is vital for employees to see the link between their day-to-day actions with the achievement of business objectives.

Benefits to You
• Understand your roles in financial management
• Acquired a sufficient level of financial literacy to enhance communication and value creation

Programme Outline
• What is ‘Finance’ and its importance to administrative professionals?
• Overview of Financial Statements
• Key Financial Performance Indicators
• Key Elements of Budgeting
• Key Elements of Cashflow Management
• Key Elements of Capital Investment Decisions
• Key Elements of Costing

Programme Leader
Grace Chow

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

Programme Leader
Chan Kieng Jin
MANAGEMENT ACCOUNTING TOOLS FOR EFFECTIVE DECISION-MAKING (FOR NON-FINANCE MANAGERS)

Learn management accounting techniques used by accountants for effective management decision making and control to improve business performance and profitability.

Benefits to You
Use management accounting tools to:
- enhance operational management decision making ability
- improve performance management and control capability
- improve working capital effectiveness

Programme Outline
- Understand basic financial statements and terminology
- Learn to play a business simulation game called “Insight”
- Understand the use of absorption costing in decision-making
- Sales planning and forecasting
- Effective working management

Programme Leader
Chan Kieng Jin

Who must attend?
For all non-finance managers and executives in every functional management area and industry.

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

Programme Leader
Anthony Moore

Who must attend?
Directors, managers and executives who use financial information in their work and do not have any specialised training in understanding financial information.
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

Programme Leader
Anthony Moore / Tan Shu Hong

COLOR ACCOUNTING™

Color Accounting™ is a revolutionary breakthrough in accounting literacy, 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
You will grasp the ‘big picture’ of business and be able to:
- 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
3 levels of learning:
- Telling the story of a business from its numbers
  - Introduction to the key characters: assets, liabilities and equity
  - A closer look at the nature of each element
  - The value cycle of a business
- The story in action
  - Structure – a framework for telling a financial story
  - Language – demystifying the jargon e.g. accruals, depreciation
  - Movement – numbers in action
- Application of learning
  - Interpreting financial statements - balance sheet, income statement and cash flow statement
  - Understanding key financial ratios
  - Judging a company’s performance: good, bad or other

Programme Leader
James Leong
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

Programme Leader
Professor William J Rothwell

APPLYING COMPETENCY-BASED HUMAN RESOURCE MANAGEMENT

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

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

Programme Leader
Professor William J Rothwell
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.

Programme Outline
- Ten ways to get people to open
- 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 skenectics, skinectics, brainstorming and Podolinsky's power thinking
- 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

Programme Leader
Michael Podolinsky

HOW TO SET UP A STRUCTURED MENTORING PROGRAMME

Structured mentoring offers organisations an effective and cost-efficient means of people development. It is a deliberate transfer of existing experience, mindset, skills and knowledge within the organisation and is linked to organisational goals. If successfully implemented, it leads to the strengthening of learning and people values in an organisation's culture.

Many world-class organisations like Intel, Microsoft and Standard Chartered Bank have established mentoring schemes and credited mentoring as a major reason for improved people performance.

Benefits to You
- Promote the benefits of a structured mentoring programme
- Identify the elements of a structured mentoring process
- Design and initiate a structured mentoring programme
- Manage and assess a structured mentoring programme
- Handle potential implementation challenges of the programme
- Understand the relationship between mentor and mentee

Programme Outline
- Essentials of mentoring
- Are you ready for mentoring?
- The structured mentoring process
- Real life case study of a structured mentoring programme
- Mentoring relationship cycle
- Etiquettes of mentoring – Dos and don'ts
- Introduction to mentoring competencies and skills
- Implementation challenges in structured mentoring
- Implementation tools

Programme Leader
George Quek
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

Programme Leader
Robin Robbins

IDENTIFYING LEARNING AND TALENT DEVELOPMENT NEEDS

Benefits to You
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.

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
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

Programme Leader
Robin Robbins

Leaders As Effective Coaches

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

Benefit 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 motivate 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
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

Programme Leader
Robin Robbins

PERFORMANCE APPRAISAL
Engaging and Harnessing the Best from your Staff

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

Benefits to You
- Plan, manage, develop & 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 & benefits of performance appraisal
- The performance management process
- Planning Performance
- Managing Performance
- Developing Competency
- Evaluating & rewarding performance
- Roles and responsibilities of supervisors and staff
- The performance review and appraisal

Programme Leader
Goh Wee Lee
RECRUITER’S 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 headcount 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

Duration: 5 Days

Who must attend?
- Those who are new to training delivery.
### THE ULTIMATE TRAINER COURSE:
**How to make training EASY, FUN, EFFECTIVE and STICK**

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
- Why trainees are not the same
- How to engage employees one-on-one
- The essentials of room set-up
- Creative uses of props and visuals
- Presentation to different size group sizes
- 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™
- Career development as part of performance appraisals
- Stories

**Programme Leader**
Michael Podolinsky

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**Duration:** 2 Days

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**Who must attend?**
Managers, trainers, training managers, team leaders and supervisors who realise their job is not just to work but to develop their people.

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### WORKPLACE BIG FIVE PROFILE™ CERTIFICATION PROGRAMME

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
- Effectively use training dollars

**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

**Programme Leader**
George Quek

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**Who must attend?**
For human resource and organisation development practitioners who are responsible for the people and talent selection and development function in their organisations.
CONDUCT YOUR OWN MARKETING RESEARCH
Understanding the research process to improve decision-making

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

DEVELOPING EFFECTIVE MARKETING STRATEGIES
How to get your customers to keep coming back to you

This is a practitioner-oriented seminar which focuses on the thinking processes and tools needed to develop practical marketing plans to build sustainable competitive advantage for enduring customer loyalty and long-run profitability for the organisation. This programme provides a foundational approach to making customers repeatedly buy from you.

Benefits to You
At the end of this programme, you will be:
• more aware of the process and key components in developing a strategic marketing plan
• able to link the business strategy with each marketing strategy
• able to identify the relevant tools, techniques and thoughts for their marketing issues

Programme Outline
• Strategic implications of marketing for business growth
• Marketing analytical framework and tools
• Competitive strategies
• Strategic positioning and branding
• Pricing strategies
• Channel strategies
• Communication strategies
• Net Marketing Contribution
• Implementation and control
• Marketing ROI and metrics

Programme Leader
Spencer Chan
DEVELOPING WINNING BUSINESS PLANS
How to sell and get your ideas approved

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: Be equipped with a practical framework to develop and present winning business plans to convince management or financiers of the commercial viability of your proposal
- For evaluators and financiers: 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

Programme Leader
Grace Chow

INTEGRATED BRAND PROMOTION
Integrating marketing communication and social media to reach markets today

The world of marketing has changed dramatically in the last decade. While the new media robs attention from traditional media, they present exciting opportunities to marketers to influence buyers as never before. Reaching markets today demand an integrated brand building approach that combines marketing communication tools and social media that pervades buyer lifestyles.

Benefits to You
- Integrate marketing communication and social media to maximise brand building
- Define your target audience clearly
- Integrate corporate and brand values to present a consistent image and message to stakeholders and in all media
- Integrate media to achieve lower cost and higher reach
- Integrate staff to deliver total customer communication satisfaction
- Integrate an effective 5M framework of strategic marketing communications

Programme Outline
- Assessing Integrated Brand Promotion (IBP)
- Influencing Purchase: The IBP Approach
- Executing an IBP Communication Strategy
- Enhancing Buyer Response

Programme Leader
Dr Mark Loo
STRATEGIC KEY ACCOUNT MANAGEMENT
Maximising growth opportunities from your account portfolio

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
• Prioritise your key accounts for focus and development
• Recognise the different phases of relationship building
• Establish deep and wide listening posts in your account’s organisation
• Strategically analyse complex issues and win the customer’s respect
• 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
• Analysing your position in the key account position with a 360 view
• 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

Programme Leader
Regina Chua

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
MANAGING BRAND EQUITY AND POSITIONING
Understanding how to deliver on your brand values and promises

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

MEDIA MANAGEMENT - PROMOTING
Write to sell anything

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
You will be able to:
• 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

Programme Leader
Paul Carr
UNCOVER CONSUMERS’ BUYING BEHAVIOUR
Get to know them better

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 your products and services
• Knowledge of consumer behaviour concepts to get into the mindsets of consumers, which will in turn contribute to the long-term success of your business

Programme Outline
• Uncover the Consumer’s 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

Programme Leader
Dr Patricia Lui

Duration: 2 Days

S$695.50 (SIM Members)
S$802.50 (Non-members)
(inclusive of 7% GST)

+65 6248 9422
exec@sim.edu.sg

Who must attend?
• Marketing professionals who want to use their knowledge of consumer behaviour to get into the minds of their consumers
• Non-marketing professionals who want to understand how consumers think and behave
ADVANCED NEGOTIATIONS:
Deploying proven strategies in mastering the negotiation dialogue for successful outcomes

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

Programme Leader
Regina Chua

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
You will be able to 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

Programme Leader
Khaleel Namazie
**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

**Programme Leader**
Regina Chua

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**NEGOTIATING AND 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

**Programme Leader**
Khaleel Namazie
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

Programme Leader
Khaleel Namazie

May 9 & 10
Sep 12 & 13

Duration: 2 Days

$642.00 (SIM Members)
$749.00 (Non-members)
(inclusive of 7% GST)

+65 6248 9499
exec@sim.edu.sg

Who must attend?
Business owners, company directors, HR directors and managers, corporate legal counsel, administrative officers and company secretaries.
CUSTOMER RELATIONS SKILLS FOR ADMINISTRATIVE PROFESSIONALS

Secretaries, administrative professionals and all front-line staff constantly come into contact with customers and colleagues. It is thus crucial to communicate with greater professionalism and empathy when dealing with customers, peers, superiors and subordinates. The programme will help you understand that you have a critical role to play in augmenting your company’s image and sales.

Benefits to You
- Conduct yourself in a manner that reflects well on you as a professional and as a whole for the company
- Manage difficult customers and win them over
- Improve working relations with your co-workers and allow them to help you become more effective in your job

Programme Outline
- Projecting the Right Image of Yourself and Your Company
- Practical Human Relations Techniques and EQ Techniques
- Art of Communicating Empathy and Feels to Satisfy Customers’ Needs and Enhance Customer Relations
- Effective Listening Techniques to Show That You Really Care
- Handling Difficult Customers and Complaints Effectively and Positively
- Positive Attitude and Working Relationships and its Impact on Customer Relations
- Six Best Ways to Keep Customers Coming Back and Win Loyalty
- Why Customers Buy You First and Your Products Second

Programme Leader
Tan Teck Huat

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 competences 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
At the end of the programme, you will be able to:
- 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

Programme Leader
Dr Mark Loo
MANAGEMENT SKILLS FOR SENIOR / EXECUTIVE SECRETARIES AND ADMINISTRATIVE PROFESSIONALS

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 a 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

Programme Leader
Paul Loftus

MANAGING RELATIONS @ WORK FOR ADMINISTRATIVE PROFESSIONALS

Harnessing the power of people to achieve excellence at work

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
• 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
PEAK PERSONAL PERFORMANCE

This programme provides employees in a non-supervisory/support position with the knowledge, skills and attitudes to perform at peak levels both in their professional and personal lives.

By understanding the difficult roles your supervisors and managers undertake day-to-day, you will be further motivated to support them in the timely completion of your delegated assignments.

Benefits to You
- Provide you with the knowledge, skills and attitudes to perform at peak levels both in professional and personal lives
- Helps you understand the difficult roles your supervisors and managers undertake in the day-to-day supervision and motivation of subordinates
- Encourage subordinates to support your supervisors and managers in the timely completion of all delegated assignments

Programme Outline
- Being a holistic person
- Developing a healthy self-image
- How to turn one’s weaknesses into strengths
- How to think positive always
- Motivating oneself
- Living a balanced life
- Communicating effectively with each other
- Resolving interpersonal conflicts
- Understanding the roles and responsibilities of a supervisor’s job
- How to adapt and support one’s supervisor
- How to work as a collaborative team

Programme Leader
Michael Lee

PRACTICAL MANAGEMENT SKILLS FOR THE EXECUTIVE AND SENIOR SECRETARIES

As an important member of the team, an effective secretary must maintain high levels 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 of 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

Programme Leader
Tan Teck Huat
# TELEPHONE ETIQUETTE MASTERY
Improving the performance of customer contact staff over the telephone

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

## Programme Leader
Maxine Teo

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<td>Mar 11 &amp; 12</td>
<td>2 Days</td>
<td>S$481.50 (SIM Members)</td>
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<td>Jun 20 &amp; 21</td>
<td></td>
<td>S$556.40 (Non-members) (inclusive of 7% GST)</td>
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| +65 6248 9499 exec@sim.edu.sg |

Who must attend?
Customer contact professionals who use the telephone for daily business transactions with internal or external customers.
FINANCIAL MODELLING
Charting your business growth strategically

The bottomline 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

Programme Leader
Dr Ian Beaman

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 for 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

Programme Leader
Richard Ball
SOFTWARE TESTING AND QUALITY ASSURANCE

Most modern day businesses rely heavily on highly sophisticated software to achieve optimum operational efficiencies. This programme will help provide IT professionals and end-users with the knowledge and skills to be successful software testers. State-of-the-art software testing and quality assurance techniques covering the entire software lifecycle will be presented and discussed.

Benefits to You
You will acquire a practical perspective in software testing and quality assurance, dealing with issues such as deadline-driven and budget-constrained testing efforts.

Programme Outline
- Lifecycle Approach to Testing and Quality Assurance (QA)
- Testing and QA during Software Requirements and Design
- The Software Testing Lifecycle
- 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

STRATEGIC SUPPLY CHAIN MANAGEMENT

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

Programme Leader
Professor Nallan C Suresh
BRAIN@WORK
Power perpetual productivity

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

Programme Leader
Annie Lim

BREAKTHROUGH STRATEGIES FOR INCREASING PRODUCTIVITY AND PERFORMANCE

Staff engagement is crucial to higher productivity and performance in any company. This programme shows you how to engage your employees and encourage them to become productive and innovative in their current positions. You will also learn how to use technologies from peak performance coaching and positive psychology to bring your individual staff and teams from good to great.

Benefits to You
• Strategies for happier staff and better staff engagement
• Increased productivity strategies

Programme Outline
• Social Networks and Networth
• Using new strategies like REBT, MPS, Locus of Control, Maslow Hierarchy of Needs and Strengths Inventory
• Self and Others in a Team
• Company HR and Culture
• Why individuals, teams, and companies resist Massive Positive Change

Programme Leader
Marion Neubronner

Duration: 2 Days

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

+65 6248 9418
exec@sim.edu.sg

Who must attend?
Anyone who wants to actively engage their own brain growth for perpetual professional excellence.

Duration: 2 Days

$ S$599.20 (SIM Members)
S$727.60 (Non-members)
(inclusive of 7% GST)

+65 6248 9418
exec@sim.edu.sg

Who must attend?
HR managers, senior executives, line managers and team leaders who need to lead and achieve results through their people
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

Programme Leader
Gaik-Lim

FISH™ EXPERIENCE: BRINGING PASSION TO WORK AND LIFE

FISH™ Experience is a unique experiential learning event based on the best-selling series of FISH™ books which have sold four million copies in 34 languages. The FISH™ Philosophy has helped thousands of organisations and individuals around the world to catch the energy, release their potential, improve service, enhance performance and boost morale.

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

Programme Leader
Andrew Chua / Jimmy Tan / John Toh
ORGANISING YOURSELF FOR MAXIMUM EFFECTIVENESS

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

Programme Leader
Lynn Hayden

PRODUCTIVE TIME AND STRESS MANAGEMENT
How to double your productivity and triple your effectiveness

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 to 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

Programme Leader
Michael Podolinsky
Effective problem solving requires a sound foundation in situation and problem analysis. This programme provides a practical approach to ‘tear’ a problem down to manageable parts and systematically resolve issues of concern.

**Benefits to You**
- Learn to analyse and find solutions to problems
- Improve your productivity with a set of templates as a valuable resource tool

**Programme Outline**
- Situation Appraisal
- Problem Analysis
- Identify Options
- Decision Making

**Programme Leader**
Kelvin Ong

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**REVERSING FORWARD**
Understanding emotions and directing motivational states

Know thyself, advised renowned philosopher Plato. Understanding our emotional and motivational states and how they operate within each of us is one of the keys to communication effectiveness and productivity. Know why you react or behave in a particular way, learn to manage your behaviour and emotions, and begin to comprehend the behaviour of others to encourage and motivate more effectively.

**Benefits to You**
- Gain insights with Michael Apter’s Reversal Theory of human personality, motivation, and emotion to understand the suppleness and pliability of human nature
- Learn how to move (reverse) back and forth between emotional states, enhancing your ability to adapt to changes in situation or circumstance to respond in the most effective way
- Improve communication and team effectiveness
- Minimise procrastination and maximise personal productivity

**Programme Outline**
- Identifying and Reviewing the 4 Domains and 8 States of Reversal Theory
- Understanding How and When We Move Between (Reversing) States

**Programme Leader**
Lynn Hayden
SIM TOOLKIT® FOR NEXT GENERATION EXECUTIVES

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 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 optimize 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

Programme Leader
Arul John Peter

UNDERSTANDING AND WORKING EFFECTIVELY WITH ALL PERSONALITY TYPES

This programme helps you sort out and identify the various personalities in any group situation that will fit together and form the great personality puzzle of life. By understanding people’s temperaments and using the recommended tools, you will be able to enlighten and improve every facet of your life – be it personal or professional.

Major improvements in communication and relationships are possible when we know each other’s temperament style better. Understanding of the basic types is a tool that is universally applicable in helping people examine themselves and make positive changes quickly. This programme is designed to embrace and celebrate the differences between and among people.

Benefits to You
• Acquire tools to identify each temperament type
• Recognise the distinct value of each temperament type
• Appreciate that the differences are valuable and necessary for team effectiveness
• Access language that can help you adapt common ground communication when needed

Programme Outline
• Fundamentals
• Understanding Yourself
• Strategies for Understanding and Working Effectively with Others
• Understand the Impact of your Personality / Temperament in the following areas

Programme Leader
Lynn Hayden
ESSENTIAL TOOLS AND TECHNIQUES OF PROJECT MANAGEMENT

Smart project managers know how to plan and draw upon their resources to make the most effective decisions. They are also powerful motivators and are able to inspire the best performances from their team members. Learn how you too can master the art of project management from this insightful programme.

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

Participants will also learn how to manage and control the project execution, project communications and reporting.

Programme Leader
Gavin Oh / Colin Millward / Lu Kee Hong

INTRODUCTION TO PROJECT MANAGEMENT

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
- The Project Management Method
- Essential Planning Behaviour
- Project Risk Management
- Implementing and Controlling Project Plans
- Workshops: Structuring and organising a project

Programme Leader
Gavin Oh / Colin Millward / Lu Kee Hong
MANAGING PROJECTS SUCCESSFULLY
Improving productivity, achieving results and reducing risk

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

Programme Leader
V Ravindran

MANAGING PROJECTS WELL
The behavioural science of project management

This unusual and intense programme discusses the “real world” of projects – “what they do not teach you in project management school”. Poor cooperation, inefficiency, conflict, lack of initiative, and unmotivated stakeholders have plagued many projects. This programme will address all these issues. Real reasons for project success and failure are discussed, with many options for practical solutions. You are taught specific powerful Neuro-Linguistic Programming (NLP) techniques to rapidly change your own methods and behaviours in the right way for your projects. One-on-one coaching, the author’s text, workbook, stress CD, seminar audio, and follow-up WEBinar are all included in the programme.

Programme Outline
• Definition of projects and roles of team members and project managers
• Doing the thing right: Project Quality
• Technical and behavioral project pressures
• Technical project management review
• Getting your own house in order
• Handling change, dealing with the unexpected, and making the best first impression
• Stress management
• Getting other’s houses in order: Working with others - one on one
• Written communication quality
• Working with others - groups - meetings and presentation effectiveness
• Handling conflict, dealing with criticism
• Doing the right thing: creativity techniques and requirements gathering
• Effective staffing and work, and motivation

Programme Leader
Stephen A Bender
MANAGING THE PEOPLE SIDE OF PROJECT MANAGEMENT

Earn 16 Professional Development Units (PDUs) upon successful completion of this programme.

Smart project managers know how to plan and draw upon their resources to make the most effective decisions. They are also powerful motivators and are able to inspire the best performances from their team members. Learn how you too can master the art of project management from this insightful programme.

Benefits to You
- Understand cultural differences and their impact on the project team
- Learn about cognitive styles and how to compensate for different team members
- Establish effective communications and manage conflict.
- Learn about the different leadership styles and how to adapt these according to goals and objectives
- Determine your own primary and secondary leadership styles

Programme Outline
This programme expands on the Essential Tools and Techniques of Project Management programme. It uses the behaviours established in developing the tools with the project team to demonstrate some of the finer points of leadership and how, and when, to apply them in project situations. You will also learn about effective communications like running good project meetings, managing conflict and handling multi-cultural project teams.

Programme Leader
Gavin Oh / Colin Millward / Lu Kee Hong

PMP® CERTIFICATION TEST PREPARATION COURSE

Earn 24 Professional Development Units (PDUs) upon successful completion of this programme.

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. This programme will 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.

Programme Leader
Colin Millward
**PROJECT RISK MANAGEMENT**
*Earn 16 Professional Development Units (PDUs) upon successful completion of this programme.*

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**
This is a specialty programme dealing with identification, assessment, mitigation and contingency planning of risk in projects. It 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.

**Programme Leader**
Colin Millward

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**THE ART OF PROJECT MANAGEMENT® FOR IT/IS PROJECTS**
*Earn 24 Professional Development Units (PDUs) upon successful completion of this programme.*

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

**Programme Leader**
Colin Millward

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5 STEPS TO SUCCESSFUL CUSTOMER RELATIONSHIP MANAGEMENT

Successful Customer Relationship Management (CRM) implementation can make a real difference to your organisation’s performance. It differentiates your company from your competitors.

CRM implementations should always be holistic, recognising its strategic, collaborative, analytical and structural perspectives. Organisations should always ensure that the value of their offer, their staff motivational approach, their organisational structure, and the customer metrics they are using are consistent with their CRM strategy.

Benefits to You
This programme will help participants implement CRM in their organisation successfully by addressing its implementation holistically. You will see the link between the various perspectives of CRM. More importantly, this programme integrates these perspectives into five most crucial steps to ensure the success of its implementation.

Programme Outline
- Knowing the real meaning of CRM
- Implement good CRM initiatives according to the five-step approach
- Creating new value for customers using customer value models
- Learn the different ways in which customers can be differentiated so that appropriate CRM strategies can be applied
- Learn to relate the financial goals to customer goals
- Learn how they can improve on the organisational structure, develop a culture, and motivate their employees to achieve CRM goals
- Learn to determine the customer metrics that they should be monitoring

Programme Leader
Dr Raymond Teo

CUSTOMER AND COMPETITOR INTELLIGENCE: ENHANCING COMPETITIVENESS
Knowing Competitors, Winning Customers

Increasing competition, decreasing differentiation and continuing environmental uncertainties have compelled marketers to work harder to win customers. Social media has further fueled 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
After the programme, you will be able to:
- 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

Programme Leader
Dr Mark Loo
EXPAND YOUR ASIAN MARKETS THROUGH DISTRIBUTORS
Cost effective way to grow your business in the region

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 to 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

Programme Leader
Gary Lim

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<td>$695.50 (SIM Members) $802.50 (Non-members) (inclusive of 7% GST)</td>
<td>+65 6248 9407 <a href="mailto:exec@sim.edu.sg">exec@sim.edu.sg</a></td>
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Who must attend?
Those who are responsible for marketing their company’s products internationally and are keen to increase their sales in the Asia Pacific.

IMAGE PLUS! CUSTOMER CARE EXCELLENCE
Using impact, style and enthusiasm to delight your customers, and build profitable business

This programme will explore the variety of ways that you can make an impact, be it face to face or on the telephone, and will show you how to ensure colleagues within your organisation support you effectively in supplying an added value service to every customer.

This will ultimately result in better customer retention, and the opportunity to build new business relationships through the efficient effective handling of new customers.

Benefits to You
• Enhance your customer relationship management skills
• Develop your style and professional image in your business environment
• Create a good impression with your co-workers in order to receive the internal support and service you require to satisfy the needs and expectations of the external customer
• Be recognised for the talented individual that you are, for career enhancement opportunities
• Maximise the building of an ongoing profitable business

Programme Outline
• Overview of Customer Service
• The Plus Factor face to face
• Image management
• Image on the telephone
• Handling complaints effectively
• Liaising with colleagues in your organisation to get what you need and want
• Developing your communication skills
• Building for the future

Programme Leader
Pat Wellington

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Who must attend?
All staff in a customer facing role, be that face to face or on the telephone, who wish to fine tune and develop their customer care skills, in order to create opportunities for increased business growth and profitability.
LURING THE TIGER DOWN THE MOUNTAIN
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

Programme Leader
Brian Huntley

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
Janvin Sidhu / Jenny Graham
PRACTICAL CUSTOMER SERVICE KUNGFU - SMILE!

Participants will be equipped with a systematic approach using the acronym S.M.I.L.E. which is a reliable and memorable process to help them to achieve excellent customer service at their workplace.

Benefits to You

- Provide a proactive service that consistently meets or exceeds customer expectations
- Differentiate the organisation from its competitors based on the quality of service experience
- Enhance customer service and loyalty
- Have greater confidence in handling customer requests effectively face-to-face or over the phone by applying appropriate styles to match different personalities
- Better understand ways to manage customer expectations especially when they are not always right

Programme Outline

- Experiential learning: “Speedy Gonzales”
- Professor Albert Mehrabian’s Communication Model: 3Vs
- Reflecting on the current challenges faced in customer service situations
- Introducing “SMILE” Systematic Approach to achieve excellent customer service
- SMILE - Smile, Manage, Influence, Listen, Engage
- SMART planning

Programme Leader
Maxine Teo

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.

Benefits to You

Apply the latest techniques to sell more creatively and professionally.

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
- Skills in Handling Difficult Objections with Confidence
- Skills in Closing More Sales
- Film Presentations on Selling Techniques
- Your Selling Problems - Discussion with your Programme Leader

Programme Leader
Tan Teck Huat

SALES & CUSTOMER RELATIONSHIP
Managing people, and especially clients, is a constant challenge as every one has his or her own way of thinking and behaving. By understanding the mindsets of different people and what makes each of them tick, you can leverage the powers of this knowledge 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

Programme Outline
- Brain Dominance and Thinking Preferences
- Applying Whole Brain Thinking to Relationships
- Probing and Questioning Skills
- Listening Skills
- Taking it All Back to Work

Programme Leader
Rob Devine

SELLING WITH PASSION & POWER™

Learn how to bring creativity, enthusiasm and passion to the job of selling. This programme will motivate your sales people and more importantly, it will give your salespeople a solid foundation to succeed.

Benefits to You
- Embrace steps to staying motivated and focused as a sales professional
- Master quick sales techniques you can implement right away
- Get tips to improving your closing ratio
- Utilise proven ideas to build your sales pipeline
- Discover the art of maximising your profit

Programme Outline
- The DNA of sales superstars concept
- The power of an ideal sales identity
- Foundation of your sales intelligence
- The emotional needs of sales people
- Implication of your emotional needs on your ideal identity
- Breaking down mediocre habits and pillars of personal sales deficiencies
- Demystifying the core value system of sales professionals
- Five essential competencies of sales superstars
- Brand differentiation in every salesperson
- Influential communication that get and keep your customers time and attention
- Crafting a dynamic value proposition that motivates your customer to buy now!
- Key lessons from sales success strategies for sales professionals, business owners and entrepreneurs
- Success planning, role-play and personalised action plan

Programme Leader
Raymond Phoon
Customer service self-efficacy has been shown to be a reliable factor in determining levels of motivation with applications to service employee’s service delivery. Self-efficacy of service employee refers to beliefs in their capabilities to do what is required to successfully perform the service. As self-efficacy increases, service employees exert more effort, take initiatives and choose the desirable actions when faced with challenges in their service delivery.

**Benefits to You**
- Recognise the importance to transform you in delighting customers to create the differentiation
- Identify the information cues involved in the formation of your customer service self-efficacy to increase your motivation to deliver service excellence
- Design and communicate using service language C.R.M.™ to influence the customers
- Master empathetic communication through attending, listening and observational skills to content, intent and feeling

**Programme Outline**
- Increase Your Customer Service Self-efficacy – Assessment of Personal Resources
- Assessment of Situational Resources
- Analysis of Service Experiences
- Analysis of Service Tasks
- Practising Superior Service Microskills
- Service Language C.R.M.™
- Beyond Words – Non-verbal Communication
- Managing Difficult Situations

**Programme Leader**
Dr Seow Bee Leng

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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

**Programme Leader**
Maxine Teo

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- Managing Difficult Situations

**Programme Leader**
Dr Seow Bee Leng
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”
- Interpersonal Relationship Skills
- Delegation
- Leadership
- Managing Your Boss
- Teambuilding

Programme Leader
Dr Seow Bee Leng

THE WINNING PITCH

Target your presentation at the heart of the prospect

A ‘pitch’ is a sales presentation where you attempt to persuade another person to do something – to take an action. The goal of this programme is to improve your business and personal results by making your pitches more relevant, impactful and memorable.

Benefits to You
- Increase the success rate of your new business pitches
- Qualify new business more thoroughly
- Use a common language and consistent approach to winning business
- Prioritise effort when developing a pitch
- Deliver relevant, persuasive and targeted messages during your pitch

Programme Outline
This programme explores in detail the key steps necessary to win a pitch. The pitch planner is a tool you can use as a check list to ensure that no stone is left unturned. The following are some of the steps in the process:
- Customer History
- Strengths / Weakness Analysis
- Qualifying opportunities
- Identifying team roles / responsibilities
- Persuasive messages
- Understanding the prospect
- Developing a pitch
- Team presenting
- Understand the client’s Power Map

Programme Leader
Jeff Woodard
POWER TOOLS FOR SUPERVISORY EFFECTIVENESS

Managing people is a constant challenge with the different personalities, behaviours, workstyles 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
- teambuilding
- 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

Programme Leader
Wayne Kwan

SKILLS FOR SUPERVISORY MANAGEMENT

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
You will learn how to improve your people and management skills, as well as gain practical ideas to optimise the most important resource in your organisation – people.

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

Programme Leader
Michael Lee
SUPERVISORY MANAGEMENT

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

Programme Leader
Gaik-Lim

THE SUPERVISOR AS AN INSPIRING LEADER

To thrive in the new economy, all supervisors must see themselves as leaders and motivators of their respective teams. Learn the difference between being a manager and leader and how you can become a more effective leader by developing your own personal Leadership Action Plan.

Benefits to You
- Motivate employees to contribute fully and deliver inspired performances
- Encourage employees to make a difference and rise above mediocrity
- Advance innovation within an organisation – in every task, in every project
- Collaborate with vast networks of people: customers, employees, investors, and more

Programme Outline
- Map your Leadership Strengths and Vulnerabilities through a Leadership Profiling System Using Psychological Types
- Know the Difference between Managing and Leading
- Apply the Five Practices of Successful Leadership Developed by Kouzes & Posner
- Build Collaboration, Teamwork and Trust
- Have Fun while Leading Others
- Apply the Practices of Successful Leadership through a Fun-filled and Engaging Simulation and Experiential Exercise
- Develop a Personal Leadership Action Plan

Programme Leader
Wayne Kwan
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

ASSERTIVENESS SKILLS FOR MANAGERS

Effective managers are not afraid to say “no” when necessary to their staff members. Learn how to be a better manager by not shying way from influencing upwards and managing conflicts.

Benefits to You
- Take charge of your job
- Handle conflicts with strength and decisiveness
- Get tasks accomplished while maintaining effective relationships
- Make requests and refuse others
- Negotiate diplomatically
- Influence others without being coercive or manipulative

Programme Outline
- What is Assertiveness?
- How did we become non-assertive?
- Becoming Assertive
- Verbal Assertion
- Assertive Management
- Managing Relationships at Work
- Influencing Skills

Programme Leaders
Alison Lim / Gaik-Lim
BRIDGING THE GAP BETWEEN LEADERS, MANAGERS AND THE PEOPLE WHO GET THINGS DONE

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

Programme Leader
Robert Evangelista

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
HOW TO MANAGE, MOTIVATE AND LEAD A WINNING TEAM

If you want to improve your employee morale, get them motivated, accomplish projects easier and on time, reduce your employee costs by lowering your staff turnover while boosting their productivity, this programme is for you. Leadership essentials, communication skills, motivational psychology, problem solving essentials, effective delegation and a host of other soft people skills are the basis for this highly interactive programme.

Programme Outline
- 3 essential secrets of NLP to build your teams
- 2 things you can change to shape your team and change your people
- Retention
- 8 Step cognitive / behavioural approach to motivation
- 8 Low Cost / NO COST Motivators
- Identifying and motivating the 3 unique groups in any team
- 12 Leadership Secrets
- 5 mandatory components of teams and team building
- The Solution Finder
- 5 powerful steps to effective delegation
- Michael’s proprietary TEAM concept
- Why Visions and Missions DON’T WORK without a Quest Statement
- 10 Steps to better performance appraisals
- Getting on PARR™ for long term positive behaviour change
- 5 behavioural styles
- 9 Communication Secrets
- 8 proven methods to deal with difficult people
- Team versus Traditional Approach
- How to gain respect and keep it

Programme Leader
Michael Podolinsky

HUMAN RELATIONS SKILLS AND EQ TECHNIQUES

A practical approach

Want to connect more with your co-workers 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

Programme Leader
Tan Teck Huat
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

Programme Leader
John D Brian

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

Programme Leader
Tim Russell
LEADERSHIP BY METRICS
Gauge, articulate and boost your team's performance

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

Programme Leader
Robert Evangelista

MANAGING EFFECTIVE RELATIONSHIPS
ENHANCED

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

Programme Leader
Tim Russell
**Neuro-Linguistic Programming (NLP)** is the study and application of models of human excellence. This programme is an introduction to NLP, and focuses on the principles and techniques that are easily applicable to leadership, management, and change, in business, and at home. Its aim is to train you in the mindset and skills of an NLP Professional.

**Benefits to You**
You will 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 Teambuilding in Improving Individual and Organisational Performance
- Implementing Team Building
- Individual and Team Consensus Decision Making

**Programme Leader**
John D Brian

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**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**
You will 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 Teambuilding in Improving Individual and Organisational Performance
- Implementing Team Building
- Individual and Team Consensus Decision Making

**Programme Leader**
John D Brian

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**NLP FOR PROFESSIONALS**

Neuro-Linguistic Programming (NLP) is the study and application of models of human excellence. This programme is an introduction to NLP, and focuses on the principles and techniques that are easily applicable to leadership, management, and change, in business, and at home. Its aim is to train you in the mindset and skills of an NLP Professional.

**Benefits To You**
- Understand how our minds work and how we create our results
- Reframe or reposition a situation
- Communicate more effectively and influence others
- Build rapport quickly, especially in difficult situations
- Get the information you want
- Gain insights and wisdom through the understanding of a situation from multiple perspectives
- Define and make your goals compelling

**Programme Outline**
- Introduction to NLP
- Presuppositions
- Sensory Acuity
- Rapport
- Fish
- Perceptual Positions
- Precision Question
- Well Formed Outcomes
- Role Play
- Integration

**Programme Leader**
Roshini Ganesan

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**Who must attend?**
Managers and professionals who want to learn skills to connect and communicate effectively with colleagues and customers.
THE ART OF TEAMWORKING SUCCESSFULLY (VERSION 2013)

Success at the workplace depends very much on the ability of the individual to work effectively with others. This programme will enable the you to achieve exactly this.

Benefits to You
- Develop the right attitude towards teamwork
- Understand behavioural styles and assess your own and others’ behavioural styles
- Communicate and cooperate with people of different behavioural styles
- Communicate well
- Deal with the most challenging situations in team working

Programme Outline
- Attitude 1st
- Behavioural Style
- Building Trust
- Communication
- Office Politics
- Managing Conflict
- Problem Solving

Complimentary
- 20-page personalised behavioural style analysis
- Personalised communication skills assessment
- Comprehensive Workbook

Programme Leader
Günther Witt

THE CONFLICT & EMOTIONAL LITERACY WORKSHOP©
Turning bad situations good

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
- Handle emotions at work, at home and in society.
- Manage stress
- Deal with the most common sources of conflict
- Optimise decision making in tough situation
- Be more uplifted and more confident to face the tough situations

Programme Outline
- Afflictive emotions and antidotes
- Coaching each other to understand source of conflict
- Motivation, behaviour and the concept of overdone strengths
- Conflict sequence
- Stage 1-2-3, key questions as conflict rises?
- Group Coaching – 3rd person questions
- Samsara and conflict reaction options
- Conflict and culture
- Using dialogue, negotiating and mediation to resolve conflict
- Reading facial expressions, know it before they say it or lie

Programme Leader
Peter Nixon
WHY COMPETENCY?

Provide organisational focus...
- provide building blocks for HR systems
- certifying attainment of job skills

Directly link to...
- selection of employees
- job performance
- level of competence required for different levels of performance
- help set professional development goals

Benchmark...
- against industry
- against best practice

Define a measureable set of...
- what knowledge and skills are required to perform a particular job function
- what level of competence is required to perform the job

INFORMATION ON FUNDING

Up to 90% funding and absentee payroll funding available. Terms and Condition Applies. Fees stated are after funding support and applicable to Singaporeans and PR only.

- In order to obtain the funding support, participants must:
  - Achieve at least 75% of course attendance
  - Undertake the required assessments and achieve a COMPETENT status

- A Statement of Attainment (SOA) will be awarded once they achieve a COMPETENT status. In the event that a participant achieves a NOT YET COMPETENT status in the assessments, he/she will be reassessed until a COMPETENT status is achieved.

- If the participant does not wish to be reassessed then the individual or sponsoring company will be charged the full course fee. This also applies to participants who are company sponsored and who may have resigned or had been terminated by their employers during the training session will be charged the full course fee

- Participants must not have attended the same competency unit and obtained the funding before.
DEVELOPING AND ENGAGING YOUR TEAM 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 organisation grow to newer heights.

Programme Outline
- Encourage teamwork and foster commitment and sense of belonging 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 Leader
Edwin Sim / Arul John Peter

DEVELOPING SELF EFFECTIVENESS FOR IMPROVED PERFORMANCE

The course aims at building the team leader’s competency and capability in aligning one’s performance with that of the organization, while leading the team members in achieving the organizational goals.

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

Highlight
Takeaway a personal development plan

Programme Leader
Arul John Peter / Michael Tan
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

Programme Leader
Edwin Sim / Arul John Peter

Who must attend?
- Aspiring managers
- New managers
Alileen Tan has conducted several training sessions and workshops in the last 18 years. A highly interactive speaker, she is known for her self-developed seminars such as ‘The Power Of Eloquence’, ‘Landscaping Your Communication Skills’ and ‘Motivation – Whose Job Is That?’ and is co-instructor on ‘Don’t Just Hear, Listen Well’ and ‘Listen Up And Be Successful’. Ms Tan holds an MBA from University of Dubuque, USA. She is a Distinguished Toastmaster and a member of the International Listening Association of USA. An active toastmaster, Alileen was Division B Governor of Toastmasters District 51 (1996-7) and the past Club President of SIM Ii Toastmasters Club.

Alileen 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, teambuilding, 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.

Andrew Chua is a certified FISH! Presenter and a Consultant. He has conducted Change Management courses and SIM Toolkit for Managers for clients in Singapore and overseas. He has been Regional HR/Training Director for American and European multinationals in manufacturing, trading and hotel industries working in Singapore. His areas of interest are in Supervisory and Management Development, Talent Management, Career and Succession Planning and Change Management. He has trained and coached Supervisors and Managers representing a broad spectrum of nationalities in his corporate and consulting work. Andrew possesses tertiary qualifications in Education and Management. He has more than 30 years of public and corporate management experience in the electronics, manufacturing, hospitality and service industries, to bring greater relevance to his workshop participants at all levels.

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.

Anthony Moore, who holds a Masters in Adult Learning, is Director of People & Change. He has many years of experience in advising major listed companies, statutory boards and international financial institutions on managing their businesses more effectively. Mr Moore is widely recognised as one of Asia’s leading financial trainers. He has conducted financial workshops for some of the worlds Fortune 500 companies, statutory boards and numerous organisations. Mr Moore has lived in Singapore for the past 18 years and is also an accredited facilitator for Effective Negotiations Services and Think On Your Feet®.

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, teambuilding, 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.

Catherine Claudepierre is a certified trainer, facilitator and coach with a strong international career in the corporate world and an extensive training and coaching record at senior level in the APAC region. She moved to Singapore in 2000 and since then has been facilitating customised individual and group cross-cultural, leadership and soft skills trainings for MNCs and individuals in the Asia Pacific region. She began coaching in 2005 as a post training need to consolidate learning. Since then she has been coaching mid level management and executives for MNCs and the Singaporean Civil Services.

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.

Claire Devine is a professional actress by training, having qualified from the Guildford School of Acting in the UK. She is exceptionally well known in the local theatre scene and was recently awarded the Best Supporting Actress 2003 by The Straits Times Life Awards, Singapore. With amazing energy and captivating presence, she is able to stimulate any audience whether in a theatre, meeting room, conference or classroom. When not appearing on stage, she is a most sought-after facilitator and educator.

Colin Millward is principal consultant and has 25 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 Cohen’s 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 programs 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 such topics 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.

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 mappers 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 (Dr) 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.

Elisabetta Franzoso is creator of Communication in 4Dimensions™ and Well-Being from the inside out, sharing her expertise in a series of workshops as well as public talks. She strongly believes that body and mind are interactive and powerful tools at the service of every individual, regardless of gender, age or educational background. Ms. Franzoso is a passionate advocate of the importance of building awareness and education in the field of authentic communication as well as EQ and emotional well-being. Her workshops are testimonials of her deep passion for motivating individuals and leaders to recognise and unleash their creative and emotional potential for success, well-being, and personal freedom.

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.

Gavin Oh is principal consultant at a US based consulting organisation where he is also the senior partner and managing director of its Asia-Pacific operations. With more than 10 years’ management experience with AT & T Bell Labs and Motorola, he has successful line and project management experience with various industries. Mr Oh has been providing project management training and consultation services to many organisations locally and around the region, such as Citibank, Credit Suisse First Boston, DSO National Laboratories, Health Promotion Board, MINDEF, Ministry of Foreign Affairs, Pepperl+Fuchs, Pfizer, Singapore Airlines; amongst many others. He is a member of Project Management Institute (PMI®), a Certified Project Management Professional (PMP®), and is proficient in both English and Mandarin.

George Kester (Professor) is the Martel Professor of Finance at Washington and Lee University in the US. During the summer months, he teaches postgraduate courses in corporate finance at the University of Melbourne and in Slovenia at the University of Ljubljana. He has also held visiting professorships at the National University of Singapore, the University of Malaya, Monash South Africa, and the University of the South Pacific. His previous experience includes president of Financial Analysis Systems, Inc., a financial consulting and computer software company, and various positions in management accounting, credit analysis and commercial lending with First Union National Bank.

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.

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 methodologies that 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 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 programs 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 a 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 Program) from the Sloan School of Management, Massachusetts Institute of Technology and an Advanced Certificate in Training & Assessment from WDA.

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 programs 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.

Heather Salmon is an international consultant in training and development, with more than 20 years experience. Based in Wellington, New Zealand, she has been responsible for developing and facilitating workshops and seminars for a wide range of organisations, including the public sector, financial institutions, manufacturing and entrepreneurial businesses. She is currently the chairperson of a not-for-profit Board of Trustees, and has served on a wide range of committees both as chairperson and participant. She has been training corporate professionals and local body representatives in effective meetings for over 10 years.

I Warton Ong is the regional managing director of an MNC based in Singapore. He has delivered numerous talks and workshops relating to the subject of effective listening skills. He was featured in the book released in the USA - Listening Leaders: The Ten Golden Rules to Listen, Lead and Succeed by Dr Lyman K Steil and Dr Richard Bommelje. His articles on the subject of listening have appeared in such publications as The Straits Times and Today’s Manager. He is a graduate engineer with an MBA from Pepperdine University, USA and a life member of the International Listening Association of USA.

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.

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®n 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, such as ST Engineering, Keppel Corp, SembCorp Industries, DBS Bank, CapitaLand and many others.

Janvin Sidhu holds a Bachelor of Arts & Social Science degree, majoring in Economics and Political Science from the National University of Singapore. Her experience includes advertising and public relations, marketing and communications, client management, and event management. She has worked in Singapore for local and international organisations as a marketing and business development executive, planning and overseeing the implementation of marketing and promotional projects and publications.

Jeff Woodard is an experienced executive coach, trainer, and facilitator. He has trained Precision Q&A across Asia for a number of years, facilitated conferences of several hundred people and has been a speaker at many industry trade shows. His focus today is executive coaching, targeted to changing behaviour and improving business results in the areas of leadership, team and business development, and presenting with impact. The author of the book Pitching to Win, Mr Woodard is a sought-after persuasive communications expert. He communicates well in a multi-cultural environment, and believes that creating a professional, yet fun and relaxed environment is the key to long-term success and growth. A Certified Life Coach, and member of the International Coach Federation, he is certified in the MBTI, GenosEI and LSI psychometric tools. Mr Woodard holds a Master of Business Administration (Highest Honours), from Southern Methodist University, Dallas, Texas and a Bachelor of Science in Electrical Engineering, from New Mexico State University.

Jennifer Goddard is one of only six master trainers in Buzan’s Mind Mapping™ technique. She manages a network of more that 70 trainers and has a passion for mental literacy, whole brain thinking, holanthropy (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 qualified administrator of the Herrmann Brain Dominance Instrument (HBDI™). She is the convener 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. Jenny 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.

John 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 organization 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 Management Centre. He also has 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.
John Toh is an independent management consultant. His forte lies in his versatility and ability to draw out the best from the participants at his seminars and training sessions. He has facilitated programs in the areas of Creativity & Innovation, Strategic Planning/Mapping, Team Effectiveness, Personal Effectiveness and Oral Communication. He is also a certified FISHI trainer. John has worked with several MNCS, local blue chip companies, and governmental agencies, such as OCBC, AIA, Singtel, Singapore Press Holdings, Singapore Tourism Board, Ministry of Defence, Ministry of Education, Temasek Polytechnic, PSA Corporation, People’s Association Singapore, and NTUC amongst others. John received his Masters degree in Human Resource Management & Training from the University of Leicester, UK. He is also a Fellow of the Chartered Institute of Management, UK.

Kelvin Ong has more than 20 years of adult learning experience. He is a certified workshop facilitator of Personal Dynamics Institute, USA and for The 7-Habits for Highly Effective People at National University Hospital. He also develops and conducts train-the-trainer programmes, personal development and customer-service courses for companies like Perkin Elmer Singapore, NHG Pharmacy, National University of Singapore, Nanyang Technological University, Ngee Ann Polytechnic and The Policy Academy. Prior to establishing his training company, Mr Ong was the training manager at the National University Hospital. He is the founder member of MENSAP Singapore and Honorary Secretary of Cheng San Community Club Management Committee and Adventures in Attitudes Alumni, Singapore. He is the First District Governor of the Pan-Southeast Asia Toastmasters District and is the only Asian member to be named to the President’s Circle, Toastmasters International Hall of Fame for his efforts and contributions.

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 teambuilding 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 specialises 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 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.

Marion Neubronner graduated with honours from the National University of Singapore and a distinction from the National Institute of Education, Singapore. She obtained her Specialist Diploma in Counselling and Guidance from Temasek Polytechnic, Singapore, and her Masters in Education in Human Development and Psychology from Harvard Graduate School of Education, USA. From her background in coaching and counselling, her emphasis is on proactive problem resolution, resilience building and departmental communications. Managers trained in her transformative operational methods will increase employees' satisfaction with their jobs and working conditions. As a learning specialist with over 18 years experience and having trained over 2,500 adult learners, Marion informs the company's training and development through advances in learning theory.

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 programs 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.

Maxine Teo is a tri-lingual corporate facilitator, trainer and coach with a passion for colourfully impacting lives™ over 15 years of training experience working with diverse teams across Asia. Maxine has a knack of turning complicated concepts into practical and fun applications. Coming from years of working in the financial services industry, Maxine shares her experience and knowledge in Sales and Client Relationship topics like Effective Communication, Advisory Sales, Negotiation Skills, Presentation Skills and Customer Service Excellence. The skills imparted are especially applicable to relationship based industries like finance and banking, insurance, real estate and retail. Industrial and chemical industries have also benefited from her training. Maxine graduated with merit from National University of Singapore with a Bachelor of Business Administration. She holds a Professional Diploma in Training & Development, a Professional Certificate in Designing & Facilitating Experiential Learning and accreditations in various personality profiling tools like True Colors®.

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 Programs.

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 electronic 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.

Nallan Suresh (Professor) 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.

Nguyen Thi Binh is an English language and communication skills trainer and consultant for more than 15 years for companies, statutory boards and tertiary institutions. She has a master's degree in linguistics and English language from the University of York, England and a postgraduate teaching diploma. She has been involved in numerous practical training programmes. As a corporate trainer, she carries out needs-analysis, and develops and conducts customised training courses/workshops for companies. Her clients include secretaries, technicians, engineers, managers, executives and other professionals.

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 teams, time management, financial management and effective technical trading.

Pat Wellington is an internationally-renowned management consultant and author. Her areas of expertise encompass the management of change, customer care, interpersonal communication and business development. Her particular expertise within change management is how Kaizen (continuous improvement) can not only enrich peoples’ lives at all levels within an organisation, but also bring very tangible results in terms of increased production and productivity. Ms Wellington has many years of practical experience as well as thorough theoretical grounding. She started her working life as a General Manager in a manufacturing and retail organisation, and moved into management consultancy and training 15 years ago. She has headed the Management Development Unit, London Metropolitan University, the largest educational establishment in the UK capital, and held a senior management role at City University. Her training and consultancy assignments have included Coca Cola, various United Nations aid agencies in Rome and Geneva, Canon and Coats Viyella. In the Gulf, she has worked for the Government of Dubai and Zamil Steel.

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 Authority, Learning Vision International, DBS Bank, Dairy Farm, Ministry of Manpower, ACRA, Panasonic, etc.

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 teambuilding. 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.

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.

Raymond Phoon is one of Asia's leading speaker, trainer and transformation consultant. He has worked with professionals from leading MNCs to improve their leadership, business transformation, professional selling and team development abilities. He has spearheaded business improvement, developed professionals and inspired transformational growth in leading Fortune 500 organisations. He speaks regularly at large scale conferences, radio shows, business kick-off conventions, senior leadership programs as well as professional executive development seminars across the world.

Raymond Teo (Dr) is an author, thought-leader and practitioner of marketing-oriented customer insights. As a thought leader, he is regularly invited to speak at international conferences and conduct master classes in such fields. He founded his own consulting company in 2003 to address the weaknesses in the state of research in companies and research firms. In 2005, London Weekly Telegraph regarded his company as the “best-in-class, dynamic, exciting and shaking up the world of customer insights”. He has not only helped many companies improve their customer intelligence framework and customer relationship management implementation, but also global research giants to develop consumer competitive intelligence products in the region.

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 participants 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 (Dr) 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 programs. 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 Alan Black (Dr) is a creative workplace consultant and professional speaker. He specialises in the on-going development of creative thinking skills. His services include development of leading, communicating, teaming and creative thinking skills and styles along with assisting clients to generate ideas for specific problems or needs, facilitating idea generation, plus matching and training clients in the most appropriate techniques for generating ideas. Dr Black was a licensed architect for over 15 years and has one of the few doctorates in creative thinking in the world. Over the last 45 years, he has worked with diverse industries and companies of various sizes and geographical reach. Dr Black's sessions combine down-to-earth, useful content with enthusiasm, humour and highly interactive exercises.

Robert Davies (Professor) 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. Robert 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.
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 reengineering. 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 organisations. 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. As a facilitator, Bee Leng helps her participants maximise learning by contextualizing the learning pointers, fosters greater discussion and promotes greater ownership in learning. 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 also obtained a Master of Business Research (MBR) with the University of Western Australia and is currently pursuing a Doctorate in customer service research.

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 spokespersons, including diplomats, managers 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 programs 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.

Stephen A Bender is president of his own company since 1988. He is a management consultant, past Senior Examiner for New York State's Excelsior Quality Award, and an RPI graduate. He is a Certified Project Management Professional (PMP), Certified Software Quality Analyst (CSQA), and Certified Quality Examiner (CQE). He was listed in The Yearbook of Authorities, Experts, and Spokespersons and is a Life Member of the International Registry of Who's Who. He is responsible for a number of highly successful top-to-bottom overhauls in Fortune 500's of quality processes, project activities, interpersonal communication methods, requirements gathering techniques, and strategic planning methods based on new missions and visions. Over the past several years, his project work in government has been regarded by many to be “best in class.” He has edited and contributed material for numerous books, magazines, journals, and industry publications. He is author of How to Achieve a Total Quality Life, a nationally advertised Audio Tape series on the quality of personal and professional life (seen on CNN, Lifetime, and Channel America). He also authored the book Managing Projects Well, on “What they don't teach you in project management school.”

Stephen Wilkinson is a highly experienced professional facilitator, business & executive coach and workshop consultant. He has spent over 15 years working directly with a substantial group of organisations and individuals focusing on Leadership, Strategic Thinking, Development of People and the practical, realistic alignment of Organisational Performance. Stephen has coached individuals, workgroups and complete businesses, which originate locally or internationally in Singapore, Malaysia, the United Kingdom, Australia and New Zealand. He has specialised in serviced based industries with an emphasis on business to business. Stephen is the South East Asia Partner of Pharos Coaching.

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 Chee Teik has more than 25 years’ experience in editing, advertising, journalism, subediting, and print production. He is the editorial consultant to SIM. He has worked for newspapers, multination book publishers, and other media companies. He has conducted in-house programmes for the civil service, statutory boards and multinational companies in the pharmaceutical, automotive, and information technology industries.

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.

Terry Netto is the CEO of the consultancy firm with offices in Singapore and Malaysia. Its facilitators and coaches work across Asia, with occasional engagements in Europe, North America and Africa. Terry facilitates and consults with senior and middle managers in Leadership Development and Influencing Skills and has run workshops around the world, including financial centres like Wall Street, London, Frankfurt, Shanghai, Singapore and Hong Kong. In the 1990s, he was one of only six Master Trainers in the world for the “Think On Your Feet” programme. Currently, he is a member of the International Society for Performance Improvement and an adjunct faculty member of the Center for Creative Leadership. He was the main developer of The Case Maker™ workshop.

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 (Professor) 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. Wade’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 Creative 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 marvelous sense of humour to inspire and motivate people to learn.

William Rothwell (Professor) 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.
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