



A 2-DAY INTENSIVE COURSE FOR
SENIOR EXECUTIVES & MANAGERS

Major Strategies for High Impact Managerial Delegation

16 - 17 June 2008 ■ JW Marriott Hotel, Kuala Lumpur

COURSE HIGHLIGHTS

MODULE 1: COMING TO GRIPS WITH DELEGATION ISSUES

MODULE 2: GET PREPARED WITH EFFECTIVE MANAGEMENT TOOLS

MODULE 3: MAJOR DELEGATION STRATEGIES - TOOL APPLICATIONS

Part 1 : Delegate Accordingly And Proportionately

Part 2 : Delegate Using Motivation Techniques

Part 3 : How To Forecast Delegation Success/Failure

Part 4 : Delegate According To Role Aptitude

Part 5 : Delegate Without Causing Misunderstanding

MODULE 4: LEADERSHIP TECHNIQUES IN DELEGATION

MODULE 5: COMMUNICATION TECHNIQUES FOR EFFECTIVE DELEGATION

MODULE 6: MANAGING SPAN-OF-CONTROL ISSUES

SPECIAL LEARNING METHODOLOGIES

Interesting blend of practical hands-on approaches and close interactions between Course Leader and Participants, psychometrics, cases, how-to exercises, role plays and group dynamics with lecture backups.

Over last the 30 years, Trainer's methodologies have benefited more than 10000 participants from over 300 companies.

INTRODUCTION

The environment is changing so quickly that managers everywhere are (negatively) affected by the demands for fast and good results, and in fact, getting things done 'yesterday'.

Truth is, most of these managers have not been able to get things done by yesterday, and the failures to meet quality and timelines are becoming more frequent. This situation not only puts great pressure on the manager, but also jeopardizes his work tenure and prospects in the company. Within this stressed situation, lies a big if not the biggest problem, that of effective delegation.

Effectiveness and efficiency immediately come into question. Those who treat proper delegation as 'so simple' and 'can be ignored' are at high risk.

This course is specifically designed to equip participants with new high-impact approaches (and workable and well-tested short-cuts) to positively transform their delegation results and thereby greatly improve the quality of life for them and their subordinates.

OBJECTIVES

- **Obtaining A Quick Grasp Of Delegation Problems And Understanding Major Ways Of Overcoming Them.**
- **Developing And Applying New Management Tools For Managing Delegation Effectively.**
- **Managing Various Subordinate Personalities So As To Exploit Potentials While Delegating.**
- **Gaining Leadership Techniques To Increase Teamwork And Creating Opportunities For Growth.**
- **Optimising Resources And Increasing Productivity Using VSR:3P Model.**

Day 1 - Monday, 16th June 2008

9.00 **MODULE 1: COMING TO GRIPS WITH DELEGATION ISSUES**

- Emerging Trends In Today's Work Culture
 - Recognising Difficult Delegation Situations / Processes
- Major Reasons Why Delegation Fails
 - Obstacles, Stumbling Blocks And Various Other Issues Ranging From Poor Planning, Distrust, Reverse-Delegation To Power Abuse And Politicking
- Major Ways To Delegate Effectively
 - From 'Letting Go', Leadership And Coaching To Staff Development

10.30 Morning Coffee

10.45 **MODULE 2: GET PREPARED WITH EFFECTIVE MANAGEMENT TOOLS**

- Problem Solving-Decision Making: Kepner-Tregoe Tool, Creativity / Innovation
- Delegation Objective Setting: VSR:3P (Effectiveness / Efficiency Model) & SWOT Tools
- Fastrack Planning, Monitoring And Control: OISA Tool
- High-Impact Work System To Meet Delegation Objectives: 3K Tool With Feedback (3K = Key Performance Indicator or KPI, Key Result Area or KRA, Key Success Factor or KSF)
- Manage Different Personalities (from Timid to Aggressive): Exercise - Psychometric Tool
- Power Of Focus: 20-Minute, 5-Minute and 1-Minute Manager Tool
- High-Impact Delegation: How To Combine The Tools
- Case: "Dilemma! All Urgent - Which To Do First?"

1.00 Lunch & Zohor

WHO SHOULD ATTEND

Executives, Managers, General Managers And All Those Who Have Subordinates From All Industries.

2.00 **MODULE 3: MAJOR DELEGATION STRATEGIES - TOOL APPLICATIONS Support Case And Role Plays: "What's In It For Me?"**

Part 1: Delegate Accordingly And Proportionately

- How To Manage Delegate's Situational Variables, Negative Mind-Sets
- Define Purpose, People, Process (Tasks / Activities), Optimize Resources

Part 2: Delegate Using Motivation Techniques

- How To Use Motivation And Empowerment Techniques

3.30 Afternoon Tea

3.45 **MODULE 3 ... cont'd**

Part 3: How To Forecast Delegation Success/Failure

- Why Some Subordinates Under-perform / Abdicate Delegated Work
- Expectations Vs Rewards - Poor Attitudes / Confidence, Skill-Level Issues
- How To Get Agreement On Delegated Issues, How To Remove Excuses
- Summary / Integration / Q&A

5.00 End Of Day 1

Day 2 - Tuesday, 17th June 2008

9.00 **MODULE 3 ... cont'd**

Part 4: Delegate According To Role Aptitude

- Subordinate Not Fit In With The Job, And Vice-Versa
- Job Enrichment And Rotation

Part 5: Delegate Without Causing Misunderstanding

- Reduce / Remove Problems Of Inaccuracy, Ambiguity, Conflict And Doubts

- Define Job Expectations, Allocate Resources, Give Authority, Give Credit

10.30 Morning Coffee

10.45 **MODULE 4: LEADERSHIP TECHNIQUES IN DELEGATION**

- Major Leadership Techniques: Credibility, Respect And Avoid Over-Supervision
- Pro-Active Leadership: How To Counsel, Guide, Encourage, Discipline
- Case / Discussion Exercise: "The Holiday Man"

1.00 Lunch & Zohor

2.00 **MODULE 5: COMMUNICATION TECHNIQUES FOR EFFECTIVE DELEGATION**

- How To Present And Communicate When Delegating, Time And Timing
- How To Negotiate And Communicate When Delegating, Attention And Patience
- Role Plays / Discussion Exercises On Previous Cases

3.30 Afternoon Tea

3.45 **MODULE 6: MANAGING SPAN-OF-CONTROL ISSUES**

- Span-Of-Control (SOC): No. Of Subordinates – Better With More Or Less?
- Role Plays: Issue - How To Delegate When SOC Is One, Ten Or One Hundred
- Lack Of Resources, Risks Management, Damage Control - Track Delegation Results
- Issue: Your Own Lack Of Skills In A Fast-Changing Environment, Moving Forward
- Master Summary / Integration / Q&A

5.00 End Of Course

Program topics, speakers and schedules published herein are confirmed as at printing time. Please refer to the event's timetable page at www.cmtevents.com for the most up-to-date information.

REGISTRATION

Major Strategies For High Impact Managerial Delegation

Name _____
 Position _____
 Email _____
 Name _____
 Position _____
 Email _____
 Tel _____ Fax _____

Company _____
 Address _____
 City/Postcode _____ Country _____
 Approving Manager's Name _____
 Position _____
 E-mail _____

Fees: The full Registration Fee includes cost of all sessions, luncheon, coffee/tea & documentation.

	1 Person	Group fee for 3 or more* (from the same company)
Regular Fee	RM1,795	RM1,595 (MIN SAVINGS OF RM600)

* Terms and conditions apply.

Cancellations, Refunds & Transfers: A full refund will be promptly made for all written cancellations 3 weeks before the meeting. Thereafter, cancellations are not refundable. A substitute may be made at any time.

Cheques : Crossed & payable to
"Centre for Management Technology Sdn Bhd"

Photocopy Registration Form to Preserve Brochure Copy. June 2008

TELEGRAPHIC TRANSFER

Account Name: **Centre for Management Technology Sdn Bhd**
 A/C No: **3 - 0903390 - 12**
 Bank: Public Bank Berhad
 Branch: Grd Floor, Menara Public Bank Jalan Ampang
 Swift Code: PBBEMYKL
TT must include additional RM10 for Beneficiary's Bank charges. Delegates must bear all bank charges and local taxes (if applicable). Fees must be NETT of ALL charges.

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TO REGISTER

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 Tel: (603) 2162 7322
 Post to: Lot 7.03, 7th Floor, North Block, The Ampwalk,
 218 Jalan Ampang, 50450 Kuala Lumpur

CERTIFICATE OF COMPLETION

A Certificate of Completion will be awarded upon successful completion of each course. This serves as evidence of your personal and professional commitment to you career.

COURSE TIMING

Registration: 8.30 am, Course Begins: 9.00 am,
 Morning Coffee: 10.30 am, Lunch: 1.00 pm to 2.00 pm,
 Tea Break: 3:30 pm, Course Ends: 5.00 pm

Register online ~ www.cmtevents.com

LEARN FROM THE BEST

JAMES LOOK BSc (Hons), MBA (UK)
 Master Trainer/Lead Consultant, MULTISKILLS CONSULTING

Some feedback (sample extracts from evaluation forms) from participants about James:

"My skills jumped over 100% ... Am much more confident now ... James' seminar - the best I ever attended since 1990 ... James gives me a roadway to follow, supply the knowhow and most importantly the tools to tap my potentials that lie dormant ... Stimulates my enthusiasm that will power up my self confidence to become a winner ... You have practised what you preached ... Your words hit me with great impact ... that is what causes the message to go down deep ... Helpful, responsive and knowledgeable ... Down to earth and touches on the real world ... Very helpful, nice person and very responsive ... Real-world issues are highlighted... Able to go direct to the point without wasting valuable time ... Best course leader and performer I have ever attended..."

James Look, multi-talented Management Coach, Principal Consultant, Master Trainer (trained participants from 15 countries and coming from almost 300 companies) and Author (4books) in Management, Motivation and Peak/Team Performance - has a total of more than 30 years experience in training and business and management consulting in numerous industries (FMCG, industrial products, trading, services), both locally and internationally.

MORE THAN 30 YEARS OF EXPERIENCE

James has more than 30 years of work experience and has gone through the thick and the thin in management, work performance and managing the human factor. James continues today to go through the thick mazes, bending roads and sometimes straight ones in work and in life with as much enthusiasm as when he first started.

WORK AND BUSINESS BACKGROUND

Having had strong career backgrounds from big multinationals Procter & Gamble, Toray, Upali, Electrolux and two other regional groups, and now leading a consulting

company, James had gained many solid years of hands-on experiences in general management, people management and motivating for peak performance.

He had harnessed all such experiences and successfully transformed himself into a coach and specialist trainer. And after more than 16 years as a practising consultant and corporate trainer, he had created, developed and fine-tuned a number of **"killer applications"** for the benefit of his participants.

One such application is in the area of how to **greatly** improve work results (sometimes on an immediate basis!) through better effectiveness and efficiencies in planning and execution using his VSR:3P, OISA and **KKK Balanced Scorecard Models**. Thousands of people of different levels, many of whom are successful senior managers and business owners today have gained from his training methods. James' philosophy is clear - **create value!** This is underscored by many of his participants' positive ratings and comments in their evaluation of his training, such as **"excellent, very interesting and of high value"**, together with regular and enthusiastic citations of James' friendly and real-world hands-on approaches.

Among his long list of past and present clients are Shell, Pfizer Global, Panasonic, Celcom, Telekom, SDV Transport, UDA, Selangor State, many banks, Rovski, ScottPaper, SKBros, WarnerLambert, MIM, SAP Gp, Guthrie Gp, Sg Way Gp, Cement Ind, Philips, Arab-Malaysian Gp, K. Perangsang, IpMuda, TeleDynamics, Hong Leong-Yamaha, Multi-Purpose Gp, Bata, Sapura Hldgs, EauClaire, Lafarge-MCement, RoadBuilder, Seacera, FrontlineTech, AlliedDomecq, DBKuching, PhilipWain, Ajinomoto, HotelNikko, IT-365, Mutiara-Goodyear, ThongGuan, Radicare, RoadCare, BankNegara, Higashifuji, IJM, UCSI, Mavcap, Bt. Kiara, Convex, Scania, KGNS, Scomi Group and many others in the consumer, industrial, ICT, hotel, trading, MLM, service and property sectors.

A strong believer in multi-skilling, James is also a professional MC and conference panel speaker, and writes speeches for Ministers. James had appeared many times on TV, radio and in major newspapers.