



Centre for
Management
Technology®
into our 26th year

A 2-day intensive course on

Mastering the Art of Managing Difficult People

25-26 March 2009 | JW Marriott Hotel, Kuala Lumpur

FOCUSING ON

- Basics Of Conflict
- Causes Of Conflict
- How To Resolve Any Conflict?
- Approaches To Conflict Management
- Resolving Conflict Between Yourself And Another
- Resolving Conflict Between Others
- How To Resolve Team Conflict
- How To Mediate All The Time To Prevent Conflict
- Getting Started
- Coaching And Mentoring
- Counseling
- Communicating With Difficult People
- How To Discipline For Results

COURSE INTRODUCTION

Difficult people are everywhere, but when they are work colleagues we all need to develop skills and behaviours to minimize disruption. Robert Bacal (2000) writes: **“You can’t smack them or sack them but you can... manage difficult people and ensure you don’t become a victim.”**

When doing more work with fewer resources, individual stress increases, personalities clash more easily and people take feedback more personally. When you add passive, defiant, cynical or explosive personalities, it can be a combustible mix.

Understanding the underlying emotional vulnerability and the need for recognition and self-worth are keys to building trust, positive motivation and productive work relations. Seeing problems not just in individuals, but between people and within a situational context is a vital management skill. Perhaps most important is an awareness of our own emotional “hot buttons” when engaging challenging problems and people.

AFTER ATTENDING THIS COURSE, YOU WILL RETURN TO YOUR JOB...

1. Understanding and managing conflict effectively.
2. Addressing difficult personality types.
3. Identifying communication barriers.
4. Communicating effectively with difficult people.
5. Understanding the need for monitoring a difficult person.
6. Taking a proactive approach towards managing difficult people.
7. Learning to coach or mentor effectively.
8. Taking effective counselling measures.
9. Taking effective disciplinary actions.
10. Recognizing when to dismiss a difficult person.

WHO SHOULD ATTEND

All Managers, Executives And Supervisors Who Have Difficulty in Managing Difficult People.

METHODOLOGY

- Simulations
- Interactive Activities
- Experiential Activities
- MDP(Managing Difficult People) Tools
- Case Studies

Day 1 **Wednesday, 25 March 2009**

9.00 BASICS OF CONFLICT

- Understanding conflict
- Beginnings of conflict
- Conflict indicators
- The ingredients of conflict
- Ways to sense conflict
- Skills to manage conflict successfully

9.45 CAUSES OF CONFLICT

- Difficulties in finding the causes of conflict
- Behaviours that cause conflict
- Understanding your own behaviour
- Understanding others’ behaviour
- Understanding and accepting conflict
- The conflict paradigm

10.30 Morning Coffee

10.45 HOW TO RESOLVE ANY CONFLICT?

- Steps to successful conflict management
- Ways to uncover the real problem
- Asking the right questions and impartial listening skills
- Creating action plans and effective follow-up
- Techniques for avoiding and/or resolving conflict

11.45 APPROACHES TO CONFLICT MANAGEMENT

- Counseling
- Mediation
- Negotiation
- Conciliation
- Arbitration
- Conflict management strategies

1.00 Lunch & Zohor

2.00 RESOLVING CONFLICT BETWEEN YOURSELF AND ANOTHER

- Being proactive and not reactive
- Managing your own defensiveness
- Assertiveness versus passiveness and aggressiveness
 - How to be assertive without aggression

- The importance of building rapport and how to do it
 - Giving feedback constructively – a formula
 - Ways people deal with conflict
 - Manage a conflict within yourself and others

2.45 **RESOLVING CONFLICT BETWEEN OTHERS**

- Functions of third party mediator
- Handling difficult people
- Applying negotiation skills to resolve conflict

3.30 Afternoon Tea

3.45 **HOW TO RESOLVE TEAM CONFLICT**

- Understanding the personalities in your team
- Deciding what will constitute a win-win outcome
- Procedure for team mediators

4.15 **HOW TO MEDIATE ALL THE TIME TO PREVENT CONFLICT**

- Preventive mediation is a tool for resolving conflicts before they become a problem
- Shifting the paradigms on traditional conflict management by managerial mediation and self mediation

5.00 End of Day 1

Day 2 Thursday, 26 March 2009

9.00 **GETTING STARTED**

- What is coaching & mentoring and what is counseling?
- Defining the role of both coaches and counselors
- When to coach & mentor and when to counsel?

10.00 **COACHING AND MENTORING**

- Coaching and mentoring - a strategy for success
- Understanding and setting the performance standards
- Performance coaching and mentoring
- How to have the right values to be a successful coach
- Strategies to be a successful coach

10.30 Morning Coffee

10.45 cont. **COACHING AND MENTORING**

11.30 **COUNSELING**

- Counseling strategies to achieve the desired results
- Strategies to deal with non-performance-related counseling
- Explore personal issues and problems through discussions in order to increase understanding and develop greater self-awareness
- Counselling to facilitate and develop personal effectiveness, self-understanding and problem-solving abilities

1.00 Lunch & Zohor

2.00 **COMMUNICATING WITH DIFFICULT PEOPLE**

- Understanding what makes people difficult
- Communicate clearly with a difficult person
- Identify communication barriers
- Overcoming resistance of others
- Use non-verbal aspects of communication effectively
- Understand how emotions can be detrimental to communication
- Listen effectively to a difficult person

3.30 Afternoon Tea

3.45 **HOW TO DISCIPLINE FOR RESULTS**

- What the law says – a quick guide to understand the do's and don'ts in discipline
- Strategies to discipline for performance related problems
- Steps to discipline for non-performance related problems
- Steps to taking disciplinary action

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

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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	RM1,595	RM1,295 (MIN SAVINGS OF RM900)

* Terms and conditions apply.

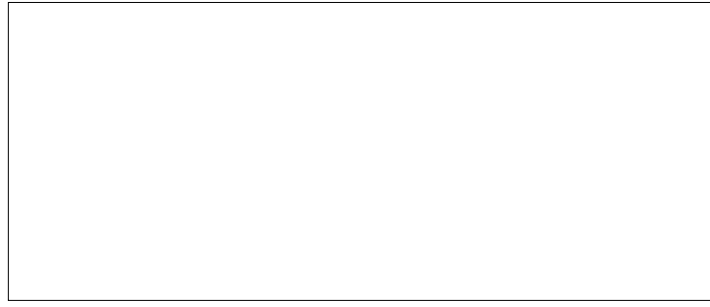
Cancellations, Refunds & Transfers: A full refund will be promptly made for all written cancellations 3 weeks before the meeting. Thereafter, cancellations are not refundable. A substitute may be made at any time.

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Photocopy Registration Form to Preserve Brochure Copy. March 2009

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TO REGISTER

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CERTIFICATE OF COMPLETION
 A Certificate of Completion will be awarded upon successful completion of each program. This serves as evidence of your personal and professional commitment to your career.

PROGRAM 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

MR. FABIAN SIDNEY THOMAS is currently a freelance consultant. He has more than 10 years of experience in Human Resource Management and Training and Development. He holds a Bachelor of Business (HRM) from Swinburne University of Technology, Melbourne, Australia. He has also obtained a certification in Train the Trainer with Corporate Training Australia, Australia and is a certified trainer in Australia.

In his experience as a HR Practitioner he has dealt with many difficult individuals ranging from executives to managers and dealing with different problems and issues.

More importantly, Fabian has helped resolve these issues by allowing individuals to maintain their characteristics and personality. Therefore, rather than challenging their perspective, he has develop effective techniques of "going around" these difficult people and "winning" their trust and respect.

Moreover, he has developed the art of handling difficult people, which includes a combination of coaching, counseling, psychology and NLP.

With these vast experience and techniques, Fabian is more than equipped and willing to share his knowledge with others via the "Managing Difficult People" programme, which is extremely relevant in these difficult times i.e Global Economic Crisis.

Fabian has trained many executives and managers from various industries and multinationals, bringing to them effective techniques and methods in improving their performance in the workplace. **His ability to bring out the best and his proven methodology makes his programs interesting, exciting and challenging. Participants are able to articulate and think out of the box, thereby increasing their creative thinking skills.**

Fabian is a vibrant and entertaining speaker and his training methodology is based on interactive lecture style interlaced with simulations, role-playing activities and brainstorming sessions.

To date, he has trained many individuals and made a positive difference in their lives, bringing out the best in them. Many of his clients have responded positively to his programs and sought his expertise for further training and development for their employees. The clients who have engaged his services include: Japanese Tobacco International Trading Sdn Bhd, Crocodile International, ABX Logistics Sdn Bhd, Elken Sdn Bhd, Tan Chong Motor Sdn Bhd, ST Microelectronics Sdn Bhd, Perodua Sales Sdn Bhd, Alumac Management Sdn Bhd, Honeywell Engineering, Union Paper Industries Sdn Bhd, 1ST Silicon (Malaysia) Sdn Bhd, The Prodigy Group, The Star Publications (Malaysia) Bhd, GE Plastics Malaysia Sdn Bhd, EDS Msc (Malaysia) Sdn Bhd, Hexion Speciality Chemicals Sdn. Bhd, ECX Container Line (M) Sdn Bhd, Malaysian Institute Of Accountants, Tourland Travel Sdn Bhd, Central Hypermarket Sdn Bhd.