



A 2+2-day course on: *A Competency Framework Course*

# Mastering 8-STAR COMPETENCIES of a Manager

Course One : 16 & 17 March 2009 | JW Marriott Hotel Kuala Lumpur

Course Two : 18 & 19 March 2009 | JW Marriott Hotel Kuala Lumpur

Be an 8-Star Master Rated Manager! Acquire the knowledge and behavioral complexity to increase effectiveness as a managerial leader.

## Effectiveness of Managerial Leaders Identifying Key Competencies of MANAGERIAL LEADERSHIP

### 8 STAR COMPETENCIES OF A MANAGER:

#### COURSE 1

- \* MENTOR
- \*\* FACILITATOR
- \*\*\* MONITOR
- \*\*\*\* COORDINATOR

#### COURSE 2

- \*\*\*\*\* DIRECTOR
- \*\*\*\*\* PRODUCER
- \*\*\*\*\* BROKER
- \*\*\*\*\* INNOVATOR

#### 8-STAR COMPETENCIES Course Objective:

- A prime course for new managers, and for seasoned managers who want to make a difference in their organizations
- Transform management from the old style, command and control, to the new style inspiring leadership
- Inspire and lead managers on a journey toward mastery of managing people
- Build practical skills in every area of managerial competency

#### METHODOLOGY

- Guided & Visual Learning
- Analysis
- Self-Assessment
- Application
- Practice

## COURSE ONE - Day 1

Monday, 16 March 2009

### 8-STAR MASTER RATED MANAGER

- Need For New Competencies •

#### 9.00 INTRODUCTION: MANAGERIAL LEADERSHIP (ML)

- Growth of Management
- Your People must believe in YOU - trust!

#### THE NEED FOR NEW COMPETENCIES

- Four Values framework
- Eight Roles

*Discussion on the role types - Class explore & Share Learning*

*Activity Exercise:*

*Leadership Effectiveness Profile Assessment*

*Debriefing session*

#### FIRST STAR : MENTOR

##### 1. UNDERSTAND SELF AND OTHERS

- What are your Anchors and Oars
- Increase Your Self-Awareness
- Asking for Feedback
- Practicing Empathy

*Activity Exercise:*

*Self - Personality Portrait Working Style*

*How to make use of the knowledge gained for improved effectiveness?*

10.30 Morning Coffee

#### 10.45 2. COMMUNICATE!

- Barriers - interpersonal communication
- Practices for effective communication

*Visual Learning - ASK-CLARIFY-EVALUATE*

*Analysis and Practice Exercise*

1.00 Lunch

#### 2.00 3. DEVELOP EMPLOYEES

- Keys to Effective Delegation
- Uses and Problems of Performance Evaluations
- Guide to follow - Giving Feedback

*Visual Learning - Exploratory discussion on Key Points*

3.30 Afternoon Tea

3.45 *Analysis Exercise – Explore discussion questions*

*Action Steps to Put Into Practice*

5.00 End of Day 1

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](http://www.cmtevents.com) for the most up-to-date information.

## COURSE ONE - Day 2

Tuesday, 17 March 2009

#### 9.00 SECOND STAR : FACILITATOR

Key Competencies:

##### 1. BUILD TEAMS

- Self assessment - Examine your behavior as a team member in organizational settings
- Formal and informal approaches to team building
- Barriers to team building

*Analysis exercise - Explore discussion questions*

*Visual Learning: 'The Power of Positive Relationships' (WD)*

##### 2. PARTICIPATIVE DECISION MAKING (TEAM PROBLEM-SOLVING & DECISION MAKING)

- Assessment - Meeting Evaluation
- Decision-making Strategies
- Advantages and Disadvantages of PDM

*Analysis exercise - Explore discussion questions*

*Case Study*

10.30 Morning Coffee

#### 10.45 MANAGING CONFLICT

- Assessment - How do you handle conflict
- Managing naturally emerging conflict
- Five conflict management strategies and usage
- How to use collaborative approaches to conflict management
- How to stimulate conflict and manage agreement

1.00 Lunch

2.00 *Analysis exercise - Explore discussion questions*

*Case Studies - Group discussion - Share Learning*

#### 3.00 THIRD STAR : MONITOR

Key Competencies:

##### 1. MANAGING INFORMATION THROUGH CRITICAL THINKING

- Approach to mapping arguments
- Reacting to the arguments

##### 2. MANAGING INFORMATION OVERLOAD

- Assessment - Data overload and information gaps
- Establish information management habits and systems (TRAF - Toss, Refer, Act, File)
- Tool to compose to email messages

*Analysis exercise - TRAF to channel information*

*Share Learning*

3.30 Afternoon Tea

#### 3.45 MANAGING CORE PROCESSES

- Monitoring the value chain: How do we know how we are doing
- Keep the Ball in Play
- Look for the Limiting step

*Analysis - Can this process be improved?*

Explore the discussion questions

Application - Mapping and Improving a Process Yourself

5.00 End of Course 1 Day 2

## COURSE TWO - Day 1

### Wednesday, 18 March 2009

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#### 9.00 **FOURTH STAR : COORDINATOR**

Key Competencies:

##### 1. Managing Projects

- Planning: work requirements, quantity of work, resources needed
- Monitoring: tracking progress, making adjustments

Analysis exercise – Project Planning

Experiential Activity (1 ½ hr)

10.30 Morning Coffee

#### 10.45 **2. DESIGNING WORK (WHAT, WHY, HOW)**

- Job (Redesign): Motivational Criteria
- Strategies

##### 3. MANAGING ACROSS FUNCTIONS

- Challenges faced by cross-functional project teams
- Key steps for managing cross-functionally

Analysis exercise - Diagnose the errors made in managing across functions

CASE STUDY

Application: Experiential Activity

1.00 Lunch

#### 2.00 **FIFTH STAR : DIRECTOR**

Key Competencies

##### 1. DEVELOPING AND COMMUNICATING A VISION

- Vision - Powerful statements of Purpose and Passion
- Personal communication of the Vision - Express, Explain, Actions

Analysis exercise – Reflection and Discussion

##### 2. SETTING GOALS AND OBJECTIVES

- Goal setting - Building blocks
- Goals and Objectives - MBO Approach
- Action Strategies for Setting Goals and Objectives

Analysis exercise - Explore the discussion questions

#### **SIXTH STAR : PRODUCER**

Key Competencies

##### 1. WORKING PRODUCTIVELY

- What does productively measure?
- Practices for Optimal Performance
- Empowerment and Intrinsic Motivation

##### 2. FOSTERING A PRODUCTIVE WORK ENVIRONMENT

- Best place to work – Factors contributing to a PWE
- Motivation = expectancy x valence x instrumentality

Visual & Share Learning

3.30 Afternoon Tea

#### 3.45 **3. MANAGING TIME AND STRESS**

- Assessment: Organizational Stressors
- Sources of stress
- Strategies for managing stress
- Time Management – Bal. competing demands

Analysis exercise – Explore discussion questions

5.00 End Of Day1 - Course 2

## COURSE TWO - Day 2

### Thursday, 19 March 2009

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#### 9.00 **SEVENTH STAR : BROKER**

Key Competencies

##### 1. Building & Maintaining a Power Base

- Misconceptions about Power
- Sources of Broker Power
- Methods of Influence

Analysis Exercise

10.30 Morning Coffee

#### 10.45 **2. NEGOTIATING AGREEMENT AND COMMITMENT**

- Vital role & conditions of dialogue
- Negotiation principles

Assessment – How effective are you at negotiating agreement?  
Visual & Share Learning

##### 3. PRESENTING IDEAS: EFFECTIVE ORAL PRESENTATIONS

The Presenter's Touch

Presenting Ideas: Use SSSAP: Set, Support, Sequence, Access, Polish

Practical Exercise - Presentation

1.00 Lunch

#### 2.00 **EIGHT STAR : INNOVATOR**

Key Competencies

##### 1. COPING AND LIVING WITH CHANGE

- Conformity in a Changing World
- Personal Change and Negative Emotions
- Live with Change - 3 choices

##### 2. THINKING CREATIVELY

- Develop CTS - 3 dimensions of creativity
- Individual barriers to creative thinking
- Brainstorming (Nominal Group Technique)

Analysis exercise – Creativity and Managerial Style

3.30 Afternoon Tea

#### 3.45 **4. MANAGING CHANGE: LIVING WITH CHANGE**

- Understanding resistance to planned Change
- Designing Change and How to Change
- Four Approaches for bringing Change

Visual Learning – Key Points

Analysis exercise – Reorganizing/Relocation

5.00 End of Course

Name \_\_\_\_\_  
 Position \_\_\_\_\_  
 Email \_\_\_\_\_  
 Name \_\_\_\_\_  
 Position \_\_\_\_\_  
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 Tel \_\_\_\_\_ Fax \_\_\_\_\_

Company \_\_\_\_\_  
 Address \_\_\_\_\_  
 City/Postcode \_\_\_\_\_ Country \_\_\_\_\_  
 Approving Manager's Name \_\_\_\_\_  
 Position \_\_\_\_\_  
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**TO REGISTER**

Online : [www.cmtevents.com](http://www.cmtevents.com)  
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 Fax : (603) 2162 6393  
 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 program. This serves as evidence of your personal and professional commitment to you 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

**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)
<b>Course 1</b>	<b>RM1,595</b>	<b>RM1,395 (MIN SAVINGS OF RM720)</b>
<b>Course 2</b>	<b>RM1,595</b>	<b>RM1,395 (MIN SAVINGS OF RM720)</b>
<b>Attend BOTH</b>	<b>RM2,870</b>	<b>RM2,580 (MIN SAVINGS OF RM870)</b>

\* 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. March 2009

**TELEGRAPHIC TRANSFER**

Account Name: **Centre for Management Technology Sdn Bhd**  
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**COURSE LEADER**

**NOR JULIA LAI** has been a professional trainer since 1993. She has extensive experience delivering soft skills training to managers, executives, supervisors and office administrators. Over 18,000 employees have benefited from her sharing knowledge, capabilities and skills. Her excellent communication skills and easy-going, motivational style have helped her to become a highly effective trainer. Having worked in various industries – manufacturing, banking, retailing, accounting, diplomacy and adult education – Julia has the credibility and confidence to influence and enable people to reach their true potential.

Training Qualification: Nor Julia is a certified trainer from the Master Trainer Institute of New York; PSMB certified trainer; certified Experiential Activity Based trainer, certified OJT (On-the-Job Training) trainer, certified productivity and office systems trainer, certified ESOL (English for Speakers of Other Languages) trainer.

Paper Qualification: Bachelor of Arts – Humanities, Advanced Diplomas: Administrative Management, Sales and Selling Management, Records Management, Secretarial Science, Higher Certificates: LCCI English Language, PITMANS Advanced Business Correspondence.

She designs customized courses for her in-house corporate clients who are players in the field of insurance, banking, hospitality, manufacturing, education, and service.

To name a few - Bank Pembangunan, Taylors School of Hotel Management, RZA Forwarding Sdn. Bhd, Gugusan Peremba Sdn. Bhd, Asean Bintulu Fertilizer, BP Chemical, Laku Management, INTAN, United Overseas Bank (Malaysia) Bhd, Institut Latihan TNB - ILSAS, Segamat Panel Boards Sdn Bhd, The South East Asian Central Banks (SEACEN), Strategi Tegas (M) Sdn Bhd, P & O Insurance, Alstom Power Asia Pacific, Sabah Softwoods Sdn Bhd, Heitech Padu Bhd, Sime Darby Engineering Sdn. Bhd, The Hing Yiap Group, Orient Overseas Container Line...