

**LEADERSHIP
DEVELOPMENT
PROGRAMMES**

**A CURRICULUM THAT
IS INTERNATIONALLY
DEVELOPED AND
NATIONALLY RECOGNISED**

How can Develop Future Leaders?



**SPECIALIST
DIPLOMA IN
LEADERSHIP
& PEOPLE
MANAGEMENT**



**FUTURE
LEADER**

CONDUCTED BY



ACADEMIC PARTNER

PEPPERDINE UNIVERSITY
Graziadio School of Business and Management

Vision –

**To be a leader
in human and
organisational
development.**

Mission –

**To maximise human
potential through
Superior Knowledge,
Best Practices and
an Innovative Mindset.**

Training Vision is a leading training provider and human capital consulting firm that was established in Singapore in 1991.

We pioneered competency-based training programmes and initiated blended learning to drive flexible learning.

One of our partners is Workstream Inc., one of the fastest growing Human Resource solutions and Talent Management technology solutions providers in the United States.

We are a Continuing Education and Training Centre (CETC) for Workplace Literacy, Workplace Skills and for Executive Development and Growth for Excellence (EDGE).

We are a programme partner for Service Excellence and an approved training organisation for the Leadership and People Management programmes.

Our academic partnerships with world-renowned institutions such as the Pepperdine University, SMU Wee Kim Wee Centre and PACIBER (Pacific Asian Consortium for International Business Education and Research) keep us on the forefront of research.

**“A leader who
develops people adds;
A leader who develops
leaders multiplies.”
– John Maxwell**

**Good leaders are born but
great leaders are made.
All leaders need to learn,
understand and apply a wide
variety of skills in order for
them to be truly effective.**

Training Vision’s Leadership and People Management (LPM) Level 5 programme aims to impart the practical and necessary skills needed for leaders to become more effective within their organisations.

The LPM Level 5 programme is targeted at Senior Managers, Directors or Department Heads within any organisation.

To accommodate busy schedules of these executives, the LPM Level 5 programme has been kept short and flexible. Each unit takes 1.5 days and executives can complete all six units over a 9-12 months period.

WORLD-CLASS DEVELOPERS

The six units within the LPM Level 5 programme are developed and delivered by the distinguished faculty of Pepperdine University. They are highly accomplished in their fields with real-world experiences working and consulting with global organisations in a wide variety of industries. They are Dr Gary L. Mangiofoco, Dr Julie A. Chesley, Dr Kevin S. Groves, Dr Mark Allen, Dr Kent Rhodes and Dr Teri C. Tomkins.

CERTIFICATION BY TOP US UNIVERSITY IN LEADERSHIP PROGRAMMES

Pepperdine University is world renowned for its organisational leadership programmes. Its Master of Science in Organisational Development has been consistently ranked among the top 20 leadership programmes in the United States and it also offers a well reputed Doctor of Education in Organisational Leadership for practising leaders.

Upon completion of the LPM Level 5 programme, the executives will receive certification by Pepperdine University and Training Vision.

COMPLETE LEARNING AND CONSULTING

The LPM Level 5 programme is highly customised to suit leaders in senior management. Taking a complete learning and consulting approach, our consultants and trainers actively engage with them before, during and after the programme. This includes a detailed self-assessment, 360° feedback, structured e-coaching sessions and personal action plans. In addition, all learners participate in class lectures and discussion; and apply and contextualise their learning through pre-reading, case assignments, and classroom activities.

LEVEL
5

LEADERSHIP AND PEOPLE MANAGEMENT

UNIT
1

Lead Managers



UNIT
2

Facilitate Change



UNIT
3

Foster Business Relationships



UNIT
4

Facilitate Achievement of Results



UNIT
5

Engage People



UNIT
6

Develop Personal Effectiveness



CERTIFICATE OF SUCCESSFUL COMPLETION FROM PEPPERDINE UNIVERSITY AND TRAINING VISION.

UNIT 1

Lead Managers

KEY BENEFITS:

1. Learn to align vision, mission and values of the organisation through strategic development
2. Develop strategies to comply with corporate governance requirements
3. Instill skills for advocacy and influencing others

“The task of the leader is to get his people from where they are to where they have not been.” – Henry Kissinger

21st century leaders are finding it challenging to build trust in a **diversified** workforce and consistently fast paced nature of their businesses. They need to constantly communicate clear, inspiring goals and priorities to ensure stakeholder support and buy-in. With a more effective set of leadership qualities, successful leaders are **futuristic** in approaching business challenges and demonstrating application of organisational values, behaviours and governance priorities in all their actions. By embracing these complexities and engaging their

employees, they are able to better lead their businesses into a promising future and deliver sustainable growth that increases business value.

FACULTY

Dr Teri Tompkins

Professor of Applied Behavioural Science

Dr Kent Rhodes

Professor of Organisational Change and Leadership

Entrepreneur of a Coaching and Consulting Practice

Course Outline

TOPIC 1

Contribute to Strategy Development

- Researching and reporting on trends and factors of strategic value or significance to the organisation through environmental scanning
- Describing leadership concepts, principles, and models; modeling, inspiring, challenging, enabling and encouraging
- Explore concepts of a business strategy model that fosters an attitude of openness towards the incorporation of social value generation in businesses

TOPIC 2

Complying with Corporate Governance Requirements

- Overview of Corporate Social Responsibility and corporate governance, and management systems
- The strategic planning process including measurement, analysis and implementation
- Evaluating methods of implementing and managing change

TOPIC 3

Guidance and Direction to Line Managers

- Getting managers involved – mentoring in a hypercompetitive world
- Exploring the new rules of mentoring and how to build mentoring in an organisation
- Storytelling – Advocating for your organisation and influencing others through words

UNIT 2

Facilitate Change

KEY BENEFITS:

1. Address the skills and knowledge required to facilitate change at senior levels within organisations
2. Build an environment that supports enterprise and is not risk-averse
3. Applying systems thinking and identifying opportunities for innovation

“The greatest danger in times of turbulence is not the turbulence; it is to act with yesterday’s logic.” – Peter Drucker

Change itself is not a new phenomenon. However, the rate at which leaders are forced to adapt to change is unprecedented and requires today’s leader to be the driving force for that change. The future leader needs to take advantage of the **opportunity** this change presents for its stakeholders and be engaged with them to facilitate enterprising and risk taking behaviours. The overall development of the organisation depends strongly on these leaders to build systems that are coherent and that are strategically linked to the mission, vision, and core values of the organisation.

FACULTY

Dr Gary L. Mangiofico

Associate Dean of Fully Employed and Executive Programmes
Practitioner Faculty of Organisational Theory and Management

Dr Teri Tompkins

Professor of Applied Behavioural Science

Course Outline

TOPIC 1

Facilitate an Environment Conducive to Taking Risks

- Identify the pillars of a Learning Organisation
 - Systems Thinking
 - Personal Mastery
 - Mental Models
 - Building Shared Vision
 - Team Learning
- Foster a climate of Personal Mastery and problem solving
- Understand and use Mental Models to improve work processes

TOPIC 2

Identify Opportunities for Change and Innovation

- Drive performance and innovation
- Promote enterprise behaviours and create a risk-friendly culture
- Identify factors in building a shared vision
- Identify the positive impact of team learning

TOPIC 3

Applying Systems Thinking to Facilitate Change Models

- Identify steps for implementing Organisational Change
- Lead Change; Why, What, When, Where & How
- Manage and Measure Change
 - Mission and Vision alignment
 - Identifying the resistance to change
 - Change Management activities
 - Change Measurement systems

UNIT 3

Foster Business Relationships

“The most important single ingredient in the formula of success is knowing how to get along with people.” – Theodore Roosevelt

Any business relationship is unique to every pair of individuals and it evolves over time. It grows stronger with experience and matures into **trust** and **commitment**. Today’s leader needs to continually assess their professional networks, understand constraints and be able to reflect on the value provided to the organisation, while focusing on the strategic nature of the contributions. All successful businesses, regardless of who they are, should encourage workplace diversity and be well equipped in managing and negotiating conflicts among their employees. When fully realised, fostering such business relationships creates a workplace environment that is mutually rewarding and thus self-perpetuating.

FACULTY

Dr Mark Allen

Practitioner, Faculty of Organisational Theory
and Management

KEY BENEFITS:

1. Address the skills and knowledge required to build and nurture strong relationships in the workplace
2. Develop business and professional networks, while encouraging tolerance in the workforce diversity, and manage conflicts
3. Managing conflicts to maximise outcomes

Course Outline

TOPIC 1

Encourage Workforce Diversity

- Explore the different types of diversity and how they can benefit organisations
- Examine diversity as a strategic initiative
- Adjust interpersonal style to adapt to business and social contexts

TOPIC 2

Develop and Maintain Business and Professional Networks

- Learn the true meaning and value of team
- Differentiate between internal and external networks
- Explore your networks and how they add strategic value
- Identify the opportunities and constraints of networks

TOPIC 3

Manage Conflict

- Define conflict and explore sources and causes of conflict
- Apply proven techniques for managing conflict
- Explore the differences between good and bad conflict
- Use negotiation as a conflict resolution tool

UNIT 4

Facilitate Achievement of Results

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“Insanity: doing the same thing over and over again and expecting different results.” – Albert Einstein

A key role of a successful leader is to communicate a vision and to guide strategic planning. Clear and consistent communication, from developing business plans, mapping desired outcomes and designing performance measures seem to be essential to an organisation’s success. Leaders who have successfully implemented business plans have involved their stakeholders at all levels of strategic planning. In addition, successful businesses that clearly define key performance measures and continually assess and monitor their employee performance are preparing their leaders to lead through **inspiration** in the 21st century.

FACULTY

–
Dr Kevin Groves

Associate Professor of Organisational Theory and Management

KEY BENEFITS:

1. Learn to develop business plans that lead to successful outcomes according to the needs of the organisation
2. Acquire the skills and knowledge to analyse their organisation and find ways to optimise performance of their employees
3. Implement strategies to manage and monitor performance

Course Outline

TOPIC 1

Develop Business Plans to Achieve Success

- Describe various business plans, concepts, principles and models
- Conduct SWOT analyses, describe strategic factors and identify key performance measures
- Share a business plan process to implement organisational changes

TOPIC 2

Monitor Divisional Performance

- Describe models and methods for measuring business unit or divisional performance, share the balanced scorecard approach
- Develop communication and dissemination strategies for business plan development
- Describe the impact of national culture on the business planning and performance management processes

TOPIC 3

Strategies to Manage and Reward Performance

- Describe performance management trends, strategies and challenges in contemporary organisations
- Explain employee reward system design features and their relative advantages for driving employee performance

UNIT 5

Engage People

“One learns people through the heart, not the eyes of the intellect.”
– Mark Twain

It is widely accepted in business that companies excel when their employees are engaged and committed to their work. Leaders desire and crave connection and **empowerment**. Highly engaged employees are more passionate and committed on the job, which typically means that organisations need to know how to effectively manage the diverse talents of their employees. Coaching is one effective way that can be implemented to inspire empowerment and the development of competencies among employees. Continual assessments of employees along with developing timely support systems become a key factor in attaining higher retention rates of employees.



FACULTY

Dr Julie Chesley

Assistant Professor of Organisation Theory
and Applied Behavioural Science

Course Outline

TOPIC 1

Review Organisational Talent Capability

- Examine the skills to identify key positions and assess talent
- Identify best practices in Talent Discovery and Development
- Analyse and assess a talent management programme

TOPIC 2

Develop High Potential Employees

- Explain the role of coaching and feedback
- Create a development and assessment plan for high potential employees
- Discover keys to successful mentoring as a tool for employee development
- Evaluate and provide recommendations on a formal mentoring programme

TOPIC 3

Engage and Support Managers

- Discuss the benefits of employee engagement
- Explore the use of empowerment as a tool for employee engagement
- Discover and apply positive engagement practices to your organisation

KEY BENEFITS:

1. Examine the processes for identifying key positions, and assessing and managing talent within an organisation
2. Address the skills and knowledge required to engage managers in building and developing employees' skills
3. Develop high potential employees, and engaging and supporting line managers

UNIT 6

Develop Personal Effectiveness

KEY BENEFITS:

1. Evaluate personal effectiveness in order to maximise the potential for growth and development
2. Develop your leadership style, communication and decision making at a strategic level in the organisation
3. Implement effective communication techniques

“Effective leadership is putting first things first. Effective management is discipline, carrying it out.” – Steven Covey

Few businesses manage to get the best out of every employee. Such businesses encourage effective communication and ethical critical thinking amongst their employees at all times. Future leaders today are able to maintain integrity of self through the decision making process, apply emotional intelligence, and use opportunities for reflection on their own work performance. These leaders not only outperform others but also stay longer and deliver better service.

Investing in personal development for you and your team is one of the most effective ways to grow your business.

 **FACULTY**

Dr Teri Tompkins

Professor of Applied Behavioural Science

Course Outline

TOPIC 1

Influence Management Team and Decision Making

- Examine critical thinking and ethical decision making
- Outline underlying factors that affect stakeholder expectations and need
- Explain how credibility and trust are created
- Participate in an action plan to achieve the organisation’s strategic priorities and direction
- Assess integrity and realise how self-awareness impacts the decision making process

TOPIC 2

Develop Your Leadership Style and Capability

- Discover your emotional intelligence quotient (EQ) using a psychometric tool
- Practice observing emotional intelligence and leadership
- Develop self-awareness, and awareness of others
- Demonstrate alignment between personal ethics and behaviours

TOPIC 3

Communicate Effectively

- Demonstrate how to collaborate with stakeholders and illustrate how to effectively communicate for clear strategy and direction
- Select messaging and communication channels for an organisation
- Practicing a range of communication techniques and behaviours

Course Information

Upon completion of all six units in the LPM Level 5 programme, you will be awarded a **Certificate of Successful Completion from Pepperdine University and Training Vision.**

To obtain the **WSQ Specialist Diploma in LPM**, you will need to complete all six units in **LPM Level 5** and two electives.

Course Requirements

Bachelor's Degree and 3-5 years of working experience in a senior management role

Course Duration

1.5 days per unit

Course Fees*

(FOR 6 UNITS WITHIN LEVEL 5)

Before Skills Development Fund (SDF) subsidy,

\$S\$10,593 PER PERSON.

After SDF subsidy

\$S\$9,437 PER PERSON.

* Fees are inclusive of 7% GST. SDF funding is only for Singaporeans and Singapore Permanent Residents.

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