



Example for a

Junior Leadership

**Corporate Training Program
(How modules can be combined)**

2008

Junior Leadership Program

Vital techniques and skills for managers and future leaders in the 21st century

Over the past years we have all had to face increasing competition and growing complexity in business – challenges that undoubtedly called for everyone's best. During the same time, psychological research of work behavior accelerated and our understanding increased remarkably. Now, for the first time in history, we are in a situation in which we can take full advantage of scientific understanding of human achievement and performance at work.

HRO Training Programs are designed for companies that want to utilize the full range of available knowledge in building up enduring teams, increasing motivation and work satisfaction.

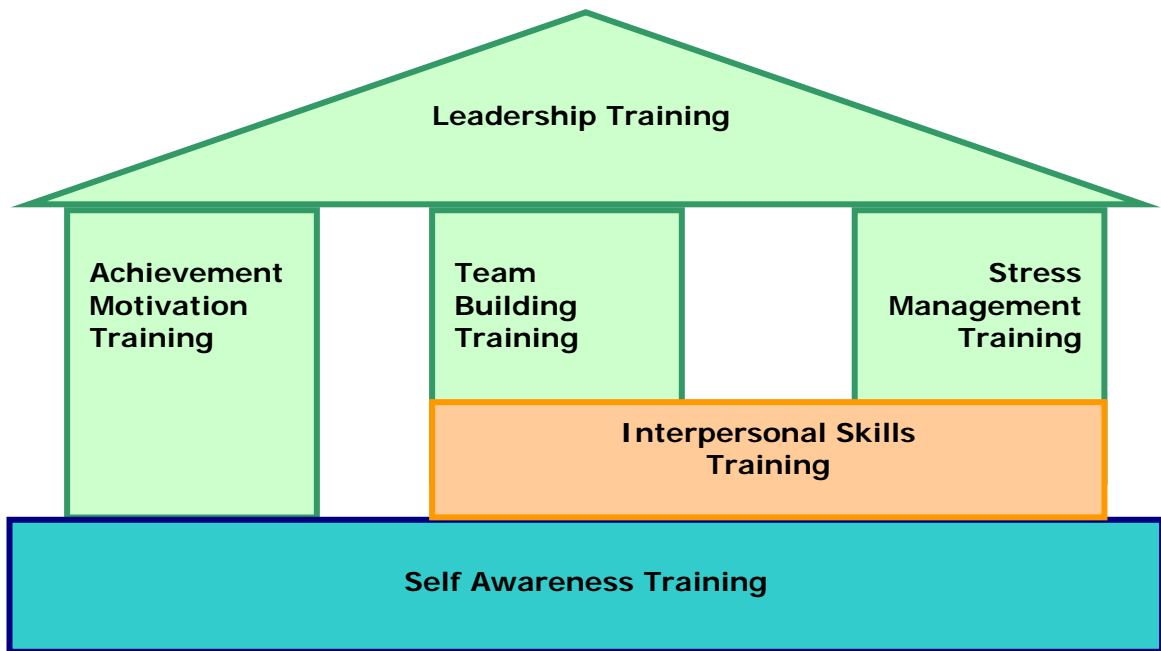
All HRO courses are designed in China, with the unique needs of multinational companies operating in China in mind. An international team of psychologists and consultants works on our assessment tools, course design, and materials for cognitive learning, games, exercises and role plays, to ensure that each participant in our HRO Training Program receives maximum benefit.



In this example:

- ❑ **Self Awareness**
- ❑ **Achievement Motivation**
- ❑ **Team Building**
- ❑ **Interpersonal Skills**
- ❑ **Stress Management**
- ❑ **Leadership**

Program Modules:



Program Example

Companies can choose modules independently according to their specific needs. However, our modules are designed to reinforce and complement each other, and become more powerful when applied jointly.

The Self Awareness module intensifies all other modules by providing a solid foundation for self assessment.

The Interpersonal Skills module can be taught independently, but the Team Building course would be incomplete without training in Interpersonal Skills as well.

Composition

Customized Courses

For optimal results, we always provide customized training programs, with a wide range of services in analysis, course design, evaluation and feedback.

Customized courses give you the advantage of fully aligning the course with your corporate culture, strategy and current challenges. Also, skills learned during a customized HRO training course can be transformed to the job more easily, thus providing the best return on training investment and efforts.

Self Awareness Training

- The first step towards effectiveness -

Who should attend:	All managers and knowledge workers that want to improve their professional and personal effectiveness
What you will learn:	<ul style="list-style-type: none"> ❑ Factors shaping self-image ❑ Introduction to “self-concepts” and how “self-concepts” effect communications ❑ Individual personality assessment by Objective Personality Profile instrument* ❑ Exercises and discussion ❑ Course assessment ❑ Individual counseling and follow up* ❑ Follow up sessions*
Methods used:	Handouts, slides, teamwork, exercises, games
Course duration:	16 hours (over 2 days) + optional follow up sessions, or optional individual assessment, counseling and follow up
How you will benefit:	<ul style="list-style-type: none"> ✓ Improve your sense of self-worth, self-confidence and self-management ✓ Enable yourself to be aware of your strengths and weaknesses, which is the basis for further personal development ✓ Facilitate communication and foster trust in teams ✓ Enable you to influence others effectively ✓ Release strength and untapped potential ✓ See yourself more realistically in relation to others ✓ Assess your value orientation to understand how it affects your choices and relationships with others

This program is based on the concept that self-awareness is the key not only to a happy life but also to professional success and to powerful leadership. One must first learn how to master and lead him/herself before leading others. The Self Awareness Training lays a great foundation for other training program packages, such as Motivation, Team Building, Interpersonal Skills, Leadership, etc training.

Achievement Motivation Training

- How to keep motivated and focused on achieving goals -

Who should attend:	All managers/supervisors and knowledge workers
What you will cover:	<ul style="list-style-type: none"> <input type="checkbox"/> What is achievement motivation <input type="checkbox"/> How motivation effects decision making and performance <input type="checkbox"/> Individual assessment by Objective Personality Profile instrument* <input type="checkbox"/> Goal setting skills <input type="checkbox"/> Achievement thinking techniques <input type="checkbox"/> Personal action plan and implementation <input type="checkbox"/> Course assessment and follow up sessions <input type="checkbox"/> Individual counseling and follow up*
Methods used:	Handout, slides, exercises, teamwork, role play, games
Course duration:	16 hours (5 or more days, spread over 1 month or more) + optional follow up sessions, or optional individual assessment, counseling and follow up
How you will benefit:	<ul style="list-style-type: none"> ✓ Participants will be able to relate their attitudes, behavior and self-image to high achievers ✓ Participants' thinking patterns will change into achievement thinking ✓ Participants will better understand themselves and will become more clear with regards to their goals ✓ Participants will become more mature and strategic ✓ Participants will become more driven and optimistic ✓ Participants will cope with difficulties and problems better ✓ Performance of participants will improve (researched by many scientists, and especially by Professor David C. McClelland)

Psychological research on achievement is inseparably linked to the works of Harvard Professor David C. McClelland. He has spent more than 40 years of his outstanding scientific career on developing the perhaps most comprehensive knowledge of "achievement" and "motivation". He has carried out surveys relating to almost every work setting in many professions, from banking and managing to mining geology, sales, and health care. You will find his achievements – among others - specified to your needs in our trainings.

Team Building Training

- Nobody is perfect – but your team can be -

Who should attend:	Everyone who needs to work in a team
What you will cover:	<ul style="list-style-type: none"> ❑ The benefits of teamwork ❑ Types and development stages of teams ❑ Understanding of team roles and individual differences ❑ Individual Team Role assessment by Objective Personality Profile instrument* ❑ Conflict management in groups ❑ Selected games and exercises ❑ Follow up sessions*
Methods used:	Handouts, slides, exercises, role play, games
Course duration:	8 hours + optional follow up sessions, or optional individual assessment, counseling and follow up
How you will benefit:	<ul style="list-style-type: none"> ✓ Participants will become more cooperative ✓ Participants will understand and trust each other better ✓ The understanding of team roles will help team members to appreciate their own deficiencies and to appreciate how other members can fill the gaps ✓ Commitment of team members will increase ✓ The team will become more mature

Teams and teamwork represent powerful mechanisms to get results and achieve organizational changes. However, not all teams are effective, and all teams need to go through a process - from forming to performing. The Objective Team Building Training provides integrated learning for the mind, body and soul for both immediate and lasting impact.

Team Leadership Training

- Nobody is perfect – but your team can be -

Who should attend:	Managers/Supervisors who need to facilitate teams
What you will cover:	<ul style="list-style-type: none"> <input type="checkbox"/> When are teams appropriate – and when not <input type="checkbox"/> Types and development stages of teams <input type="checkbox"/> Team climate assessment quiz <input type="checkbox"/> Team effectiveness model <input type="checkbox"/> Team facilitator responsibilities <input type="checkbox"/> Understanding of team roles and individual differences <input type="checkbox"/> Individual Team Role assessment by Objective Personality Profile instrument* <input type="checkbox"/> Best practices for high performance teams (guidelines for meetings, discussions, decision making, ...) <input type="checkbox"/> Popular techniques (brainstorming, nominal group, mind map, ...) <input type="checkbox"/> Tools and tips (checklists, team performance assessment sheet, practical tips & tricks) <input type="checkbox"/> Selected games and exercises <input type="checkbox"/> Follow up sessions*
Methods used:	Handouts, slides, exercises, role play, games
Course duration:	16 – 24 hours + optional follow up sessions, or optional individual assessment, counseling and follow up
How you will benefit:	<ul style="list-style-type: none"> ✓ Learn the most up-to-date concepts for organizing and facilitating teams and task forces ✓ Obtain practical tools and techniques that you can use immediately to increase team effectiveness ✓ Avoid common stumbling blocks to team performance ✓ Participants will gain hands-on practice in simulation exercises ✓ The understanding of team roles will help team members to appreciate their own deficiencies and to appreciate how other members can fill the gaps ✓ Commitment of team members will increase ✓ The team will become more mature ✓ Interpersonal Skill Training available for further enhancing team capabilities

Interpersonal Skills Training

- Powerful skills for effective communication -

Who should attend:	Managers/Supervisors/Knowledge workers
What you will cover:	<ul style="list-style-type: none"> ❑ Communication processes ❑ Individual behavior style assessment by Objective Personality Profile instrument* ❑ Communication skills: <ul style="list-style-type: none"> ❑ Listening and empathy response ❑ Surfacing resistance ❑ Constructive criticism ❑ Recognizing achievement ❑ Managing conflicts ❑ Assertiveness skills: <ul style="list-style-type: none"> ❑ Individual assessment by Assertive Response Discrimination Index (ARDI) ❑ DESC script, verbal assertiveness ❑ Follow up sessions*
Methods used:	Handouts, slides, behavior modeling, exercises, teamwork, role play, games
Course duration:	16 hours (2 days, spread over 1 month or more) + optional follow up sessions, or optional individual assessment, counseling and follow up
How you will benefit:	<ul style="list-style-type: none"> ✓ Enhance mutual understanding and respect ✓ Foster positive emotions in the workplace (joy, pride, appreciation) ✓ Reduce the negative impacts of conflicts ✓ Minimize feelings of resentment and anxiety ✓ Help participants to stand up without violating others ✓ Enhance interpersonal effectiveness and comfort in social situations

The contemporary Chinese society does not teach people how to raise and receive opposing opinions without “offending” others or feeling “offended”. Such communication problems limit efficiency and block optimal decisions in many companies, and also reduce employee commitment. Our Objective Interpersonal Skills Training teaches specific behaviors to the participants that can be used immediately for improving information circulation within organizations.

Stress Management Training

- Manage stress before stress manages you -

Who should attend:	All managers and knowledge workers exposed to stress
What you will cover:	<ul style="list-style-type: none"> <input type="checkbox"/> Concepts of stress and stress management <input type="checkbox"/> Individual stress assessment by Objective Personality Profile instrument* <input type="checkbox"/> Inventory to test your overall stress levels <input type="checkbox"/> Personal and organizational causes of stress <input type="checkbox"/> Typical reaction to stress <input type="checkbox"/> Introducing Locus of control, Type A and Type B personality <input type="checkbox"/> Coping techniques: <ul style="list-style-type: none"> <input type="checkbox"/> Challenging unspoken rules <input type="checkbox"/> Positive thinking <input type="checkbox"/> Progressive relaxation <input type="checkbox"/> Personal action plan <input type="checkbox"/> Course assessment <input type="checkbox"/> Individual counseling and follow up* <input type="checkbox"/> Follow up sessions*
Methods used:	Handouts, slides, exercises, teamwork
Course duration:	12 hours spread over 2-3 weeks (8 hours on the first day, then 4 hours in one to two weeks) + optional follow up sessions, or optional individual assessment, counseling and follow up
How you will benefit:	<ul style="list-style-type: none"> ✓ Reduce “nonproductive” employee stress and improve efficiency ✓ Reduce levels of dissatisfaction, absenteeism, and turnover ✓ Enhance self-confidence, self-control, communication, adaptability, creativity and efficiency

Stress management programs have become popular in the workplace over the last two decades. Evaluation research suggests that the ones that have been well-designed and carefully implemented not only reduce employee stress and improve health, but also improve the bottom-line.

Leadership Training

- Leading to commitment and performance -

Who should attend:	Supervisors, managers, high potential employees
What you will cover:	<ul style="list-style-type: none"> <input type="checkbox"/> Leadership Style Questionnaire <input type="checkbox"/> The Performance Management Process <input type="checkbox"/> Coaching <input type="checkbox"/> Mentoring <input type="checkbox"/> High Performance Teams <input type="checkbox"/> Managing Cross Cultural Teams <input type="checkbox"/> The Basics of Corporate Culture <input type="checkbox"/> Influencing: Push and Build <input type="checkbox"/> Assertiveness <input type="checkbox"/> Managing Conflict
Methods used:	Handouts, slides, games, role play, case study and exercises
Course duration:	24 hours over three days
How you will benefit:	<ul style="list-style-type: none"> ✓ Learn how to assess your leadership style ✓ Understand the importance of corporate vision and values ✓ Learn how to coach team members for improvement and development ✓ Understand the roles and styles of effective leaders ✓ Learn how to determine employee level of development ✓ Practice effective leadership communication techniques ✓ Learn how to delegate effectively ✓ Determine your role in the performance management process ✓ Learn how to set clear objectives

Most top organizations are committed to developing the leadership skills of their managers and supervisors. Companies can no longer rely on traditional methods of supervision and management. Instead, they need to inspire and motivate their employees. Top organizations have proven time and time again, that effective leadership results in improved performance and company commitment.