2014 SCHOOL OF MANAGEMENT TRAINING (CHINA)

MARCO POLO CONSULTING

Partnering with: Camera di Commercio Italiana in Cina 中国意大利商会 China-Italy Chamber of Commerce; FESCO·Adecco

	TITLES	OBJECTIVES	CONTENTS
1	Leadership Development	•Understand what is leadership, the roles of leadership & the difference between leadership and management •Master coaching skills and become a coaching style leader •Learn how to bring out the best in people – motivating skills •Master how to delegate effectively •Sharpen the saw and become an effective leader	•Leadership Basics What is leadership?The evolution of leadership theory.The roles of leaders. The difference between leadership and management. The elements of leadership effectiveness. The 5 levels of leadership. Challenges on leadership development •Leadership skills - Coaching What is coaching. Coaching process and steps. GROW coaching model. Effective feedback skills. Listening skills. Questioning skills. Recognition skills Role Play: Coaching Practice •Leadership skills - Motivating how to motivate different groups of people (Generation X & Generation Y). Motivating theories and applications. Exploring motives – fundamental values & beliefs. Motivating strategy & measures. Motivating effectiveness & employee engagement •Leadership skills - delegation Why delegate? – the importance of delegation. Barriers for delegation. 8 mistakes of delegation. How to delegate – the principle, steps & skills of delegation.
2	Coaching skills	•Understand what is coaching and its critical importance •Learn to know the fundamental beliefs of powerful coaching •Master core coaching skills to maximize personal & organizational performance •Explore core values so as to bring out the best in people •Become a leader in the 21st century leading organization transformation & development	•**The 'Tao'of coaching** The change of leadership in 21th century. What is coaching? Why is coaching so important? Leaders as a coach. Five beliefs of powerful coaching. •**Coaching core skills** Observation – acute & neutral observation with no preoccupied judgment. Listening – emphatic listening to reflect thoughts and feelings. Questioning – powerful thought-provoking questions to inspire potential. Feedback – positive & constructive feedback •**Structured coaching session** The process & steps of coaching – contracting, defining outcome, exploring options and actions, inspiring commitment. Planned logical questions – Vision Walk Exercise. GROW Coaching Model – using GROW questions •**Explore core values** Values exploration exercise. Values wheel

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3	Management Skills for New Managers/Supervisor	•Understand the role of a leader vs the role of a manager, transiting from individual contributor to manager of others and understand the next transition steps •Learn how different team member may need different leadership styles •Understand the role that managers can play in driving the engagement of their teams, meaning employees satisfaction/motivation and team performance •Understand the importance of performance & team management •Learn how to align individual objectives with company strategy, how to set SMART objectives & break them down to sub-objectives •Master the skills of performance coaching & feedback as well as performance appraisal and engagement conversation •Learn how to help employees make individual development plan and performance improvement plan •Understand team development process & judge where your team is and what to do •Learn how to push the team forward and maintain team high performance •Learn which are the 5 team dysfunctions and how to overcome them	**DAY 1: The role of leader** Who is a manager, why you? The leader transitions. Manager Vs leader. The competencies of a good leader. Exercise: Clarify the leader responsibilities. Which are your strengths and Gaps as a leader today. Situational leadership. Where your team members are positioned in the situational leadership matrix? Individual transition plan **DAY 2: Engagement** What is engagement and why it is important. "The engagement and performance" matrix. The 5 levels of engagement. Engagement analysis and discussion. The engagement and motivation drivers. Self-case analysis & discussion. Exercise: Who is responsible for engagement in the company and how? Exercise: the psychological contract. The importance of one-to one conversation. Role play: One-to-One engagement conversation. One-to One career conversation **DAY 3-4: Performance management** • Why performance management? • Setting performance objectives • Performance coaching • Performance appraisal interviews • Differentiate performance – linking performance to rewards & development **Day 5-6: Team building and team working** The traits of high performance team. The four stages of team development. Understand team development process. Analyze and judge where your team is and what to do as a team leader. The roles in a team: people and action oriented roles. The 5 dysfunctions of a team. Your team status today. Activities to improve the 5 Dysfunctions: 1st dysfunction: Lack of Trust. 2nd dysfunction: Lack of Conflict. 3rd dysfunction: Lack of commitment. 4th dysfunction: Lack of accountability. 5th dysfunction: inattention to team results. The meeting plan. The role of the leader in building an high performing team
4	Drive company engagement & performance	Learn the important of employees engagement and the motivation drivers Understand what each person in the organization can do in order to improve it Learn technique for one-to-on conversation to improve employee engagement	What is engagement and why it is important. "The engagement and performance" matrix. The 5 levels of engagement. Engagement analysis and discussion. The engagement and motivation drivers. Self-case analysis & discussion. Exercise: Who is responsible for engagement in the company and how? Exercise: the psychological contract. The importance of one-to one conversation. Role play: One-to-One engagement conversation. Guidelines. One-to One career conversation; How to measure engagement

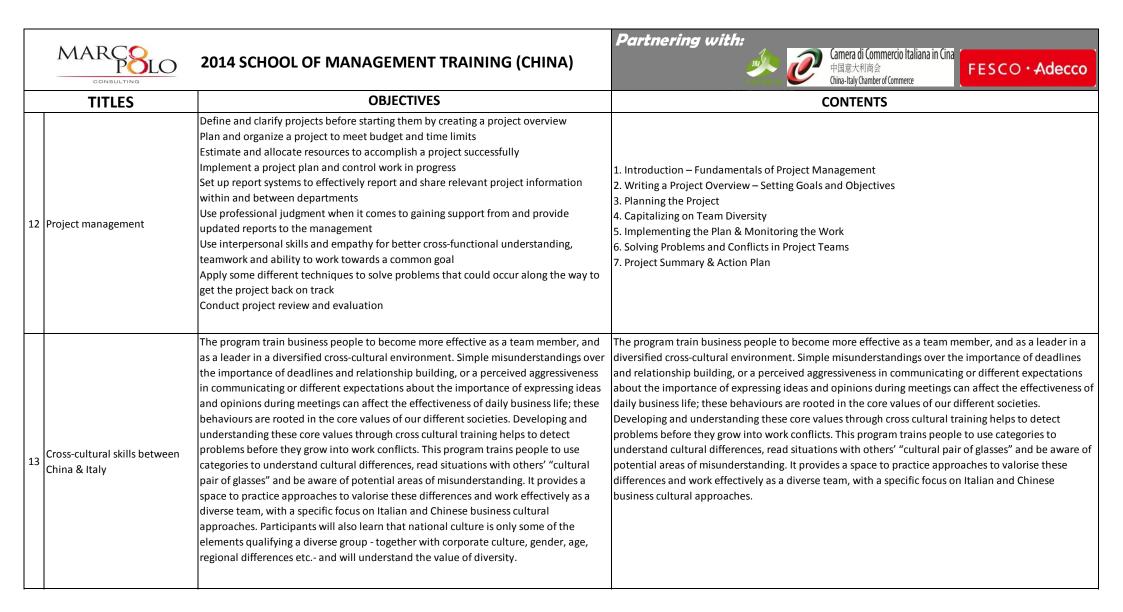|	TITLES	OBJECTIVES	CONTENTS
5	Communication skills	Understand the concept and basic principles of communication Learn the process and steps of effective communication Overcome interpersonal communication barriers so as to avoid conflicts Use effective communication skills to develop good relations and win better cooperation	1. The Basic Principles of Communication 2. Steps of Effective Communication 3. Effective Communication Skills * self assessment of communication skills * Overcome barriers, create win-win communication * Empathic listening * Pay attention to body language * Questioning skills * The art of Praise * Email & Telephone Communication (Conference Call)
6	Influencing skills	Deeply understand how we are influenced by others so as to enhance influencing skills	I. Influencing Basics 1. What is influencing? 2. The foundation of influencing – personality, trust & respect 3. Types of influencing：Expert, Network, Reputation, Legal, Rewards & Recognition, Information, Coerce 4. Influencing behaviors questionnaire II. Unleash Influencing Power 1. Influencing power of self: think about a period when you have influencing power 2. Your influencing role model: who brings you positive, significant transformation? 3. Three influencing strategies 4. Enhance your influencing power on sb. you care a. What your influencing role model will do? b. What you need to do to enhance your influencing power on this person?

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7	Teamwork	•Understand the importance of teamwork and the root cause of team problems •Find out the traits of high performance team •Learn how to reach a win-win agreement •Learn how to creatively solve problems •Take action to form effective team	What is a team? The importance of Teamwork. The difference between team and group. The root cause of team problems The traits of high performance team. The four stages of team development. The key elements (5P) and foundation of team work. Skills for effective teamwork. Knowing self & others – communicate with different types of people. Self assessment of communication styles. Win-win mindset – types of interpersonal relationship. Approaches to resolve conflicts. Solving problems – approaches and process of creatively solving problems. Making decisions – ways to reach consensus
8	Highly effective management team	•Understand which are the main dysfunctions of a team •Understand own team status •Understand how our engagement and the one's of others is driven also by effective team working •Understand the cultural impact on team working effectiveness and learn how to improve cross-cultural working relationship •Learn how to increase trust in the team in order to feel free to be "Vulnerable" and do not play politics •Learn how to accept positive conflict in team meetings in order to really analyze problems, assess solutions and avoid useless and boring meetings •Learn how to feel committed on team decisions because our opinion has been listened and discussed, decision taken and communicated clearly without ambiguity •Learn how holding others accountable is our role in a team in order to maintain high standards •Learn how to avoid cross-functional boundaries (Silos) and how to be driven by company results instead of department or individual goals. •Learn how to prepare an action plan and meeting schedule to make work effective	•**The impact of teamwork on engagement** What is engagement and why it is important. "The engagement and performance" matrix. The 5 levels of engagement. Engagement analysis and discussion. The engagement and motivation drivers. Self-case analysis & discussion on values. The impact of effective team working on engagement •**Team work approach and the 1st dysfunction (Lack of TRUST)** The traits of high performance team. The four stages of team development. Understand team development process. Analyze and judge where your team is and what a team leader should do. The roles in a team: people and action oriented roles The 5 dysfunctions of a team. Your team status today. 1st dysfunction: Lack of Trust •**The 2nd and 3rd dysfunctions:"Fear of CONFLICT and Lack of COMMITTMENT"** Conflict continuum. Conflict profiling. Conflict norming. Conflict resolution model. 3rd dysfunction: Lack of commitment. Listening skills. Align the understanding and effective communication •**The 4th and 5th dysfunctions:"Lack of ACCOUNTABILITY and Inattention to TEAM RESULTS"** Feedback. Keep others accountable. Video:example of a dysfunctional Team. Video: example of a perfect team. How to overcome Silos (Departments boundaries) and individual objectives. The 5S: strategic anchors. Exercise: Fresbee preparation. The meeting plan

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9	Presentation skills	This course will help the participant to build the skills needed to prepare and deliver effective presentations so as to • Tailor your content to your audience • Communicate with clarity & conviction • Learn a skill to think clearly on your feet and control nervousness • Project impressive image with voice, posture and gestures • Use visual aids to the best effect • Stay relaxed and handle challenging questions	I. Understand the key elements of high impact presentations 2. Organize your content 3.The lecturer's presentation skills 4.Use visual aids 5. Interact with your audience 6. Practice makes perfect
10	Exploring Yourself – MBTI	•Know the definition of personality type •Learn the knowledge of Myer Briggs Type Indicators (MBTI) •Better understand self & others' thoughts & behaviors •Learn to solve problems by constructively using the knowledge of MBTI	Warm-up Activity: Who am I? Discuss self image – a healthy self image is the key to success. Preparation for the assessment (breathing exercise to relax) + assessment. Introduction to Personality Type. Overview of MBTI. Understand your personality type – the analysis of assessment result + group discussion & team activities. How to use MBTI constructively
11	Stress Management	•Understand the sources of stress •Learn to know our own stress •Master the principles, strategies and techniques of stress management	•**Understanding stress** The sources and root causes of stress. The physical, mental and behavioral indicators of stress. Distinguish the pros and cons of stress •**Learn to know our own stress** The characters of mental health. Life Event Scale. A Type and B Type Personality Self Assessment •**The principles of stress management** •**The strategies and techniques of stress management** Three strategies of stress management: Reaction, Action and Ideal Strategy. CALM Stress Management Techniques. Stress Management at Individual Level. Stress Management at Work. Stress Management at Organizational Level •**Stress Management Skills Self Assessment**

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12	Project management	Define and clarify projects before starting them by creating a project overview Plan and organize a project to meet budget and time limits Estimate and allocate resources to accomplish a project successfully Implement a project plan and control work in progress Set up report systems to effectively report and share relevant project information within and between departments Use professional judgment when it comes to gaining support from and provide updated reports to the management Use interpersonal skills and empathy for better cross-functional understanding, teamwork and ability to work towards a common goal Apply some different techniques to solve problems that could occur along the way to get the project back on track Conduct project review and evaluation	1. Introduction – Fundamentals of Project Management 2. Writing a Project Overview – Setting Goals and Objectives 3. Planning the Project 4. Capitalizing on Team Diversity 5. Implementing the Plan & Monitoring the Work 6. Solving Problems and Conflicts in Project Teams 7. Project Summary & Action Plan
13	Cross-cultural skills between China & Italy	The program train business people to become more effective as a team member, and as a leader in a diversified cross-cultural environment. Simple misunderstandings over the importance of deadlines and relationship building, or a perceived aggressiveness in communicating or different expectations about the importance of expressing ideas and opinions during meetings can affect the effectiveness of daily business life; these behaviours are rooted in the core values of our different societies. Developing and understanding these core values through cross cultural training helps to detect problems before they grow into work conflicts. This program trains people to use categories to understand cultural differences, read situations with others' "cultural pair of glasses" and be aware of potential areas of misunderstanding. It provides a space to practice approaches to valorise these differences and work effectively as a diverse team, with a specific focus on Italian and Chinese business cultural approaches. Participants will also learn that national culture is only some of the elements qualifying a diverse group - together with corporate culture, gender, age, regional differences etc.- and will understand the value of diversity.	The program train business people to become more effective as a team member, and as a leader in a diversified cross-cultural environment. Simple misunderstandings over the importance of deadlines and relationship building, or a perceived aggressiveness in communicating or different expectations about the importance of expressing ideas and opinions during meetings can affect the effectiveness of daily business life; these behaviours are rooted in the core values of our different societies. Developing and understanding these core values through cross cultural training helps to detect problems before they grow into work conflicts. This program trains people to use categories to understand cultural differences, read situations with others' "cultural pair of glasses" and be aware of potential areas of misunderstanding. It provides a space to practice approaches to valorise these differences and work effectively as a diverse team, with a specific focus on Italian and Chinese business cultural approaches.

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14	HR as Business Partner	•Understand what it means as a HR business partner so as to increase awareness •Know the competencies required and development path for a HR business partner •Master the skills to establish trusted relationship with line managers •Explore how to facilitate organization change and craft & personalize corporate culture so as to contribute to the business sustainable growth •Use effective consultative and facilitative interventions to add value to the business •Benchmark with best practices from other companies	•**Human Resources in Change** Forces of change and the business environment in change What CEO/Line really wants from HR. HR's role change – difference between traditional HR & new HR management Strategic HR Transformation：Business Partner + Excellence Center + Shared Services. Group discussion: Does your HR structure match with your business environment? What and how to do? •**Dave Ulrich HR Competency Model** Roles & responsibilities of HR business partner. Competencies required for HR business partner. How to add value to business – areas of focus, analyze HR issues behind business issues MNC HR Competency Model Sharing. Individual assessment & group discussion •**Understand business environment and develop business acumen** Business strategy's impact on HR management. How to make strategic HR plan based on business strategy. Deeply understand business environment using PEST & SWOT analysis Product marketing strategies matrix analysis. Organization & business knowledge assessment •**Establish trusted relationship with line managers** The definition of trust. Traits of a trusted advisor. Steps to establish trusted relationship. High impact communication skills •**HRBP consulting & facilitation skills** Process of consultancy. Consulting & facilitation skills. Role play: discuss with line manager on people issues •**Foresee, plan & facilitate change** ADKAR change model. HR's role in change management – catalyst & change agent. Organization change readiness assessment. Organization change case sharing and discussion •**Craft & personalize corporate culture – become culture steward & communicator** What is corporate culture. The culture process. Culture change case sharing and discussion •**Individual development plan – HR's career development**

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15	Career Management	•Understand why we need to manage our career proactively and how •Learn to know the key elements and process of career management •Conduct effective career talks with employees – career coaching skills •Understand how to establish career management system	•What is career management and why career management? •What has changed in the way we think about careers – comparison of traditional and modern career values •How do I think about developing my career path – effective career positioning •Career management key elements and process Who am I? – Enhance self-awareness so as to choose the best career path. What are the options? How to realize? – Action Plan: Proactive attitude, Personal branding, Mobilize resources. Follow through and evaluate the process •Roles & responsibilities in Career Management •How to coach your employees' career development •How to establish career management system
16	Targeted Selection – Recruitment & Selection Skills	Understand the critical importance of effective selection Understand the role of line manager and HR in recruitment and selection Know the principle and key elements of interview and selection Familiar with the interview process and areas to focus on Master structured behavioral interview skills Know different selection approaches and techniques	• The importance of effective recruitment & selection •The Establishment of Recruitment Channels •The Foundation of Effective Recruitment & Selection: Defining Competencies • Candidate pre-selection •Structured behavioral interview skills • Hiring decision and the evaluation of hiring effectiveness • The application of other selection methods & skills

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17	Performance Management	•Understand the importance of performance management •Learn how to set SMART objectives & break them down to sub-objectives •Understand the importance of performance coaching •Master the skills of performance coaching & feedback •Learn how to help employees make individual development plan and performance improvement plan •Improve leadership skills to bring out the best in people & optimize performance	**Why performance management?** What is performance management? The difference between performance management & performance appraisal. The purpose & process of performance management system. Roles & responsibilities of key stakeholders in performance management process. Challenges & frustrations of performance management. Discussion: challenges & frustrations of performance management & solutions **Setting performance objectives** How to measure – quantitative + qualitative performance indicators. How to set SMART objectives aligned with company & department strategy. Mistakes on setting KPIs. How to break down objectives? Introduction to Business Balanced Score Card (BSC). Exercise: Setting SMART objectives **Performance coaching – following through the process of target achievement & bringing out the best in people** The importance of performance coaching. The focus of performance coaching. Performance coaching & feedback skills. Help employees to make performance improvement plan. Role play: performance coaching session **Performance appraisal interviews** Prepare for the performance appraisal interview. The process & skills of performance appraisal interview. Performance appraisal mistakes & bias and how to avoid. The politics in performance management. Role play: performance appraisal interview **Differentiate performance – linking performance to rewards & development** Forced distribution. Link performance to both fixed & variable pay. Applications of performance results. Coach employees to make individual development plan **Enhance leadership skills – bring out the best in people** Bring out the best in people to optimize performance. How to motivate effectively? Discussion: motivation strategy & tactics

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18	Learning & Development System	Understand the hidden values of learning for the organization Formulating a learning strategy meeting the needs of the organization Establish learning & development system adding value to business	I. Diagnose the learning layers of the organization 1. The hidden values of learning for the organization; levels of learning roles & responsibilities and the development trend of learning management 2. Four key elements of organizational learning 3. Diagnose the learning layers of the organization and create the learning environment with hidden values II. Design Learning Products 1. Learn to know the characteristics of learning organization and master the principles of designing learning products 2. Three approaches of learning & development 3. Develop curriculum framework – core, functional and technical 4. Design "Exposure" learning programs 5. Design 'Experiential'/Action Learning programs III. Create learning & development system 1. The development phases of learning management in the organization 2. Create learning and development brand and vision 3. Create capability inventory 4. Create integrated learning management system
19	HR Management for Non-HR Managers	Understand the state-of-the-art HR philosophy and positioning Create the awareness on the role of line managers as HR managers Master the core processes and skills of human resources management, such as recruitment & selection, job design, performance management, learning & development, coaching and motivating employees, etc. Deeply understand the HR function so as to build collaboration with HR Department and thus increase the effectiveness of human capital Enhance your leadership skills to improve operational effectiveness	I. The changing roles of human resources management II. The foundation of human resources management 1. Job analysis & design 2. Workforce planning 3. The optimization of department organization structure Group Discussion: How to redesign jobs to optimize organization structure? III. HR management strategy & skills * Recruitment & selection * Performance Management * Learning & Development * Retention –Employee motivation

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20 Competency Modeling	•Understand the definition and critical importance of competency model •Learn to design competency model – process & techniques •Learn how to use competency model effectively in human resources management •Best practice sharing on the application of competency model	**I. The challenges of human resources management – defining success and formulating a competency based talent strategy** The purpose and meaning of building and deploying competency model – the competency based human resources management **II. The origin and development of competency model** **III. The definition and meaning of competency model** **IV. The classification of competency model** **V. Comparison of commonly used methods to build competency model** **VI. Key steps and methods of building competency model** **Key steps of building competency model** Build blueprint – purpose, objectives & KPIs. Background information collection – understanding corporate strategy & culture. Key stakeholders interview – defining performance criteria. Benchmark to acquire related data. Analyze, classify & integrate to build draft model. Focus group discussion to modify and polish competency model. Exercise: Defining core competencies aligning with corporate strategy **Methods of building competency model and case study** The process of critical incident behavioral interviews. STAR questioning techniques in critical incident behavioral interviews. The design of interview guide and follow-up questions. Other data collection methods: survey & questionnaire. From STAR to Competency Model: data analysis, classification & integration **VII. The application of competency model in human resources management** The application and case study of competency model in recruitment & selection. The application and case study of competency model in performance management. The application and case study of competency model in learning & development. The application and case study of competency model in talent assessment (assessment/development center) **VIII. The development and maintenance of competency model**

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21	Organizational Development practitioners workshop & change management	•Understand the meaning, value and trend of organization development •Understand the process of organization development and change management •Master the practical models and methods of organization development •Master the change management tools & interventions at organization layer, team layer and individual layer •Understand the roles and competencies of an organization development consultant •Master the consultative skills of an organization development consultant	•**Organization Development Overview** What is organization development? The difference between OD & HRM, OD & Training. Why organization development? How to understand the importance of organization development? •**The process and steps of organization development and change** The phases, structure and process of organization development. The process and steps of planned change. Kurt Lewin's Three-Step Change Management Model. 3H(Head,Heart,Hand）Change Model. John Kotter's Eight-Step Change Management Model. Case Study: Large MNC Organization Transformation Case Sharing •**The tools and methods of organization diagnosis** The typical consultative process of organization development. The system model of organization diagnosis. The tools and methods of organization diagnosis. Different methods of data collection and the analysis of their pros & cons. Exercise: application of organization diagnosis tool. Case study: organization diagnosis case sharing •**Organization change and development interventions** Interventions at individual layer. Interventions at team layer. Interventions at organizational layer. Case study: organization transformation case sharing and exercise •**Roles & Competencies of an OD consultant** Roles of an OD consultant. Required competencies of an OD consultant. Assessment: OD consultant competencies self assessment •**Consultative skills** Overview of consultative skills. Building trust relationship. Key elements of building trust. Defining trust. Steps to build trust relationship. Assessment: trustworthy traits self assessment. Role Play: consultative skills practice
22	People (talent) development	•Deeply understand the principles and new approaches of talent management •Be clear about the role of line manager in talent management process •Know the different approaches of talent development •Master the coaching skills so as to coach for development	•**Why talent management?** •**Talent Management Principles & New Approaches** Understand the role of line managers. •**Integrated talent development approaches** 3E Development Model. •**How to make Individual Development Plan** Activity: Facilitated brainstorming •**How to coach career development** Understand your direct report. Clarify their choices. How to realize – connect people & resources. Coach & take next step actions. How to coach for career development – career coaching role play. Activity: Role Play – coach for career development