



ODC
Building Connections,
Bridging Perspectives

WSQ COURSES

SKILLSFUTURE FUNDED COURSES



L5

FOR SENIOR MANAGEMENT /
LEADERS MANAGING MANAGERS

- **Vision Leadership (Level 5)**
- **Personal Effectiveness (Level 5)**
- **People Development (Level 5)**



**Strategy
&
Direction**

VISION LEADERSHIP (LEVEL 5)

Course Reference Number :TGS-2019504787

Valid from 7/2/2020 to 6/2/2027

INTRODUCTION

The 2-day (16 hour) programme is designed to support managers and senior management to develop competency in their ability to demonstrate visionary leadership and to lead managers while working with business leaders. Designed to be experiential and practical, this course has multiple case studies that aims to share experiences and insights to facilitate peer learning. There will also be skills practices to equip participants to lead managers in developing organisational strategies and review corporate governance management to meet organisational needs.

KEY COMPETENCIES

The programme focuses on three core competencies of leadership:

- Plan for Organisation Excellence
- Engage Stakeholders for Support and Buy-in
- Evaluate Self for Continuous Improvement in Strategic Planning

TARGET AUDIENCE

Senior managers and heads of department with people and organisation development related roles and responsibilities.

COURSE OUTLINE

PLAN FOR ORGANISATION EXCELLENCE

- Ways of working with and collaborating with stakeholders
- Relating organisational strategies with the development and implementation of business plans and processes
- Implications and impact of organisational communication processes
- Approaches to influence stakeholders for obtain support and buy-in

ENGAGE STAKEHOLDERS FOR SUPPORT AND BUY-IN

- Importance of complying with organisation policies and procedures
- Demonstrating organisation's values and ethics through communication

EVALUATE SELF FOR CONTINUOUS IMPROVEMENT IN STRATEGIC PLANNING

- Reflecting on strengths and areas for improvement
- Platforms for further development to optimize performance



COURSE FEES & FUNDING DETAILS

Full Course Fee : \$959.20 (Inclusive of GST \$79.20)

From 1st Jan 2022, Absentee Payroll will be adjusted to \$4.50 per trainee-hour, capped at \$100,000 per year

Type	Category of Individual		
	Singapore Citizens and Singapore Permanent Residents	SkillsFuture Mid Career Enhanced Subsidy	SkillsFuture Enhanced Training Support for SMEs
Funding Source			
	SkillsFuture Funding (Baseline)	SkillsFuture Mid Career Enhanced Subsidy	SkillsFuture Enhanced Training Support for SMEs
Course Fees	\$880.00	\$880.00	\$880.00
SkillsFuture Funding	\$440.00	\$616.00	\$616.00
Total Nett Fees	\$440.00	\$264.00	\$264.00
GST (9% x \$880)	\$79.20	\$79.20	\$79.20
Total Fees Payable	\$519.20	\$343.20	\$343.20

Funding Requirements

- Learner must achieve at least 75% attendance
- Learner must successfully attain a 'Competent' (C) grading for the final assessment result



**Fortitude
&
Stewardship**

PERSONAL EFFECTIVENESS (LEVEL 5)

Course Reference Number : TGS-2019504786 |

Valid from 5/2/2020 - 4/2/2027

INTRODUCTION

This 2-day (16 hour) programme is designed to support managers, senior management to demonstrate emotional intelligence in the workplace while using opportunities for reflection on one's work performance and leadership style, and to display effective communication techniques and behaviours that demonstrate the organisation's values and ethics. Designed to be experiential and practical, the course has multiple case studies that aims to share experiences and insights to facilitate peer learning and to shape mindsets to equip learners to be effective leaders.

KEY COMPETENCIES

The programme focuses on three core competencies of leadership:

- Collaborating with Stakeholders in Development of Strategic Priorities and Communication Plan
- Communicate with Stakeholders Effectively in Promoting Organisation
- Develop Awareness of Self to Maintain Integrity and Alignment of Ethics and Values

TARGET AUDIENCE

Senior managers and heads of department with people and organisation development related roles and responsibilities.

COURSE OUTLINE

COLLABORATING WITH STAKEHOLDERS IN DEVELOPMENT OF STRATEGIC PRIORITIES AND COMMUNICATION PLAN

- Trends and factors of strategic planning
- Relationship between the mission and objectives of organisation and strategic planning
- Consulting with stakeholders for mission and objectives of organisation
- Involving management team for aligning organisation strategies to business goals
- Compliance with corporate governance and social responsibility requirements
- Reviewing systems and processes for compliance management

COMMUNICATE WITH STAKEHOLDERS EFFECTIVELY IN PROMOTING ORGANISATION

- Obtaining support and buy-in from stakeholders
- Engaging employees to guide implementation of organisation plan
- Influencing stakeholders for business goals achievement and role modelling of leadership and behaviours

DEVELOP AWARENESS OF SELF TO MAINTAIN INTEGRITY AND ALIGNMENT OF ETHICS AND VALUES

- Issues and trends that may affect decision-making
- Methods of maintaining integrity in decision making
- Aligning personal ethics and values with the organisation's for leadership style development
- Factors to consider when identifying professional development opportunities for self



COURSE FEES & FUNDING DETAILS

Full Course Fee : \$959.20 (Inclusive of GST \$79.20)

From 1st Jan 2022, Absentee Payroll will be adjusted to \$4.50 per trainee-hour, capped at \$100,000 per year

Type	Category of Individual		
	Singapore Citizens and Singapore Permanent Residents	SkillsFuture Mid Career Enhanced Subsidy	SkillsFuture Enhanced Training Support for SMEs
Funding Source			
	SkillsFuture Funding (Baseline)	SkillsFuture Mid Career Enhanced Subsidy	SkillsFuture Enhanced Training Support for SMEs
Course Fees	\$880.00	\$880.00	\$880.00
SkillsFuture Funding	\$440.00	\$616.00	\$616.00
Total Nett Fees	\$440.00	\$264.00	\$264.00
GST (9% x \$880)	\$79.20	\$79.20	\$79.20
Total Fees Payable	\$519.20	\$343.20	\$343.20

Funding Requirements

- Learner must achieve at least 75% attendance
- Learner must successfully attain a 'Competent' (C) grading for the final assessment result



PEOPLE DEVELOPMENT - LEVEL 5 (Classroom)

Course Reference Number :TGS-2019504785

Valid from 3/2/2020 - 2/2/2027

INTRODUCTION

This 2-day (16 hour) programme is designed to provide practical insights, know-how and skills to empower managers and senior management in building and developing their organisation' capability. Through case studies, skills practice and discussion, the participants will be equipped with new perspectives and skillsets to develop a robust and structured people development plan that will include the review of their current talent capability, develop high potential employees to meet organisational requirements, and how to engage and support line managers in their capability development.

KEY COMPETENCIES

The programme focuses on three core competencies of leadership:

- Assess talent pool to place high potential employees in critical organisation position
- Lead managers in planning and developing of capabilities for performance
- Review talent capability development process

TARGET AUDIENCE

Managers, heads of department and senior management with talent management and organisation development related roles and responsibilities.

COURSE OUTLINE

ASSESS TALENT POOL TO PLACE HIGH POTENTIAL EMPLOYEES IN CRITICAL ORGANISATION POSITION

- About Talent Management
- Talent management strategies and the development and implementation of business plans and processes
- Organisation policies and processes in accordance to codes of practice and legal and ethical considerations
- Critical positions in the organisation and vacancy risks
- Ways of assessing capabilities and capacities of talent pool
- Categorising high potential employees for placement in critical positions

LEAD MANAGERS IN PLANNING FOR AND DEVELOPING OF CAPABILITIES FOR PERFORMANCE

- Development and career plans for high potentials
- Working with managers to build competencies for performance improvement
- Giving autonomy to managers in taking responsibilities for personal development
- Promoting employee engagement by working through managers
- Approaches in mentoring high potentials for progression and development

REVIEW TALENT CAPABILITY DEVELOPMENT PROCESS

- Importance of reviewing effectiveness of organisational talent capability development processes
- Ways of reviewing effectiveness for areas for improvement



COURSE FEES & FUNDING DETAILS

Full Course Fee : \$959.20 (Inclusive of GST \$79.20)

From 1st Jan 2022, Absentee Payroll will be adjusted to \$4.50 per trainee-hour, capped at \$100,000 per year

Type	Category of Individual		
	Singapore Citizens and Singapore Permanent Residents	SkillsFuture Mid Career Enhanced Subsidy	SkillsFuture Enhanced Training Support for SMEs
Funding Source			
	SkillsFuture Funding (Baseline)	SkillsFuture Mid Career Enhanced Subsidy	SkillsFuture Enhanced Training Support for SMEs
Course Fees	\$880.00	\$880.00	\$880.00
SkillsFuture Funding	\$440.00	\$616.00	\$616.00
Total Nett Fees	\$440.00	\$264.00	\$264.00
GST (9% x \$880)	\$79.20	\$79.20	\$79.20
Total Fees Payable	\$519.20	\$343.20	\$343.20

Funding Requirements

- Learner must achieve at least 75% attendance
- Learner must successfully attain a 'Competent' (C) grading for the final assessment result



L4

FOR PEOPLE LEADERS, MANAGERS

- **Vision Leadership (Level 4)**
- **Personal Effectiveness (Level 4)**
- **People Development (Level 4)**
- **People Change Management (Level 4)**
- **People Performance Management (Level 4)**



Strategy & Governance

VISION LEADERSHIP (LEVEL 4)

Course Reference Number : TGS-2019503876 | Classroom & Asynchronous | Valid from 21/1/2020 - 19/6/2027

INTRODUCTION

This 2-day (16 hour) programme aims to equip the learners with the skillsets to lead managers in the development of business unit strategies, operational plans and corporate governance management to meet organisational needs. It includes providing direction and guidance to managers through regular engagement, modelling of leadership and expected behaviours.

KEY COMPETENCIES

The programme focuses on three core competencies of leadership:

- Facilitate implementation of organisation strategies
- Promote compliance with corporate governance requirements
- Provide direction and guidance to team leaders

TARGET AUDIENCE

Department Manager, Manager and High Potential Executive

COURSE OUTLINE

ALIGN WITH ORGANISATIONAL GOALS, CULTURE AND VALUE

- Corporate Guideposts
- Types of Organisational Plans
- Trends and Issues Affecting Organisation and Team

DEVELOP BUSINESS UNIT STRATEGIES AND TEAM PLANS

- Develop Process for Business Strategies
- Situation Analysis
- SWOT
- BCG Matrix (Business Strategies)
- P.O.L.A.R. (Operational Plans)



APPLY EMOTIONAL COMPETENCE TO PROVIDE GUIDANCE AND SUPPORT

- IQ versus EQ
- 4 Domains of Emotional Intelligence
- Applying Emotional Competence
- Engaging with Stakeholders
- Methods of Engaging Stakeholders

DEVELOP AND MANAGE GOVERNANCE PROCESSES

- Corporate Governance
- Develop Governance Processes for Corporate Compliance Management
- My Role in Governance
- Implement Governance Processes
- Non-Compliance and Risks
- Being a Role Model
- Option for Self-Improvement

COURSE FEES & FUNDING DETAILS

Full Course Fee : \$708.50 (Inclusive of GST \$58.50)

From 1st Jan 2022, Absentee Payroll will be adjusted to \$4.50 per trainee-hour, capped at \$100,000 per year

Type	Category of Individual		
	Singapore Citizens and Singapore Permanent Residents	SkillsFuture Mid Career Enhanced Subsidy	SkillsFuture Enhanced Training Support for SMEs
	Funding Source		
	SkillsFuture Funding (Baseline)	SkillsFuture Mid Career Enhanced Subsidy	SkillsFuture Enhanced Training Support for SMEs
Course Fees	\$650.00	\$650.00	\$650.00
SkillsFuture Funding	\$325.00	\$455.00	\$455.00
Total Nett Fees	\$325.00	\$195.00	\$195.00
GST (9% x \$650)	\$58.50	\$58.50	\$58.50
Total Fees Payable	\$383.50	\$253.50	\$253.50

Funding Requirements

- Learner must achieve at least 75% attendance
- Learner must successfully attain a 'Competent' (C) grading for the final assessment result



**Clarity
&
Influence**

PERSONAL EFFECTIVENESS (LEVEL 4)

Course Reference Number :TGS-2019503878 | Classroom & Asynchronous | Valid from 27/1/2020 - 12/6/2027

INTRODUCTION

This 2-day (16 hour) programme is designed to equip leaders and managers with the ability to communicate and influence decision making from a managerial perspective, taking in considerations and the expectations of the various stakeholders. This programme also provides managers with the context on how to continually develop their skills in the ever-changing workforce landscape.

KEY COMPETENCIES

The programme focuses on three core competencies of leadership:

- Communicate effectively
- Influence decision-making
- Demonstrate commitment to self-development

TARGET AUDIENCE

Department Manager, Manager and High Potential Executive

COURSE OUTLINE

MANAGE AND LEAD IN AN ORGANISATION

- Organisation: Vision, Mission, Values, Strategies, Plans & Processes
- Managers' Role in Organisations
- Leadership Styles
- Influence Team Leaders to Support Strategic Priorities

COMMUNICATE FOR SUCCESS

- Communication in Organisations
- Legal and Ethical Considerations
- Organisational Policies and Procedures
- Implications and Impact of Communication Processes on Stakeholders
- Addressing Barriers to Communication
- The Myers-Briggs Type Indicator
- Communication Techniques and Behaviours

MAKE BETTER DECISIONS

- Introduction to Decision-Making
- Challenges to Decision-Making
- Clarifying the Problem or the Opportunity
- Decision-Making in Organisations
- Rational & Non Rational Decision-Making Model
- Facilitate the Decision-Making Process
- Legal and Ethical Considerations in Decision-Making

COURSE FEES & FUNDING DETAILS

Full Course Fee :\$741.20 (Inclusive of GST \$61.20)

From 1st Jan 2022, Absentee Payroll will be adjusted to \$4.50 per trainee-hour, capped at \$100,000 per year



Type	Category of Individual		
	Singapore Citizens and Singapore Permanent Residents	SkillsFuture Mid Career Enhanced Subsidy	SkillsFuture Enhanced Training Support for SMEs
	Funding Source		
	SkillsFuture Funding (Baseline)	SkillsFuture Mid Career Enhanced Subsidy	SkillsFuture Enhanced Training Support for SMEs
Course Fees	\$680.00	\$680.00	\$680.00
SkillsFuture Funding	\$340.00	\$476.00	\$476.00
Total Nett Fees	\$340.00	\$204.00	\$204.00
GST (9% x \$680)	\$61.20	\$61.20	\$61.20
Total Fees Payable	\$401.20	\$265.20	\$265.20

Funding Requirements

- Learner must achieve at least 75% attendance
- Learner must successfully attain a 'Competent' (C) grading for the final assessment result



**Capability
Development
&
Coaching**

PEOPLE DEVELOPMENT (LEVEL 4)

Course Reference Number : TGS-2019503871 | Classroom & Asynchronous | Valid from 27/1/2020 - 19/6/2027

INTRODUCTION

This 2-day (16 hour) programme is designed to equip leaders and managers within the organisation with the skillsets to develop team leaders to perform effectively through identifying their team leaders' skills requirements, facilitating their learning opportunities and coaching them for performance.

KEY COMPETENCIES

The programme focuses on three core competencies of leadership:

- Identify team leaders' skill requirements
- Facilitate learning opportunities of team leaders
- Coach team leaders

TARGET AUDIENCE

Department Manager, Manager and High Potential Executive

COURSE OUTLINE

UNDERSTAND THE BIG PICTURE

- People Development
- Impact of Strategies and Plans on Capability Requirements
- Training Needs Analysis
- Emerging Trends and Development

IMPROVE COMPETENCIES

- Review Current Skills
- Establish Learning Priorities and Learning & Development Plans
- Identify Learning & Development Opportunities and Provide Resources and Support
- Coaching and Mentoring
- Implications and Impact of Coaching and Mentoring
- Review Coaching Outcomes
- Review Capability Development Approach
- Legal and Ethical Considerations
- Organisational Policies and Procedures
- Professional / Industry Codes of Practice and Standards



TALENT MANAGEMENT

- Introduction to Talent Management
- Models, Methods and Tools for Identifying, Assessing and Managing Talents
- Professional / Industry Codes of Practice and Standards
- Line Manager Roles and Accountabilities

COURSE FEES & FUNDING DETAILS

Full Course Fee :\$708.50 (Inclusive of GST \$58.50)

From 1st Jan 2022, Absentee Payroll will be adjusted to \$4.50 per trainee-hour, capped at \$100,000 per year

Type	Category of Individual		
	Singapore Citizens and Singapore Permanent Residents	SkillsFuture Mid Career Enhanced Subsidy	SkillsFuture Enhanced Training Support for SMEs
Funding Source			
	SkillsFuture Funding (Baseline)	SkillsFuture Mid Career Enhanced Subsidy	SkillsFuture Enhanced Training Support for SMEs
Course Fees	\$650.00	\$650.00	\$650.00
SkillsFuture Funding	\$325.00	\$455.00	\$455.00
Total Nett Fees	\$325.00	\$195.00	\$195.00
GST (9% x \$650)	\$58.50	\$58.50	\$58.50
Total Fees Payable	\$383.50	\$253.50	\$253.50

Funding Requirements

- Learner must achieve at least 75% attendance
- Learner must successfully attain a 'Competent' (C) grading for the final assessment result



**Innovation
&
Adaptability**

PEOPLE CHANGE MANAGEMENT (LEVEL 4)

Course Reference Number :TGS-2019503873 | Classroom & Asynchronous | Valid from 27/1/2020 - 7/8/2027

INTRODUCTION

This 2-day (16 hour) programme is designed to provide the participants with the skillsets to facilitate innovation at the workplace, manage implementation of change strategies and processes and monitor and evaluate impact of change on team leaders. Through practical examples and role play, the participants will be equipped with the essential skillsets and mindset to effectively facilitate innovation and lead team leaders to implement change.

KEY COMPETENCIES

The programme focuses on three core competencies of leadership:

- Facilitate innovation at the workplace
- Manage the implementation of change strategies and processes
- Monitor and evaluate impact of change on team leaders

TARGET AUDIENCE

Department Manager, Manager and High Potential Executive

COURSE OUTLINE

FRIGHT, FLIGHT , FIGHT or FREEZE

- The “VUCA” World
- How to manage VUCA
- Innovation
- Types of Innovation
- Legal and Ethical Considerations in Change Management
- Organisational Policies and Procedures in Change Management
- Professional or Industry Codes of Practice and Standards

WORK WITH THE BIG PICTURE IN MIND

- Knowledge
- Tacit vs Explicit Knowledge
- Learning Organisation
- Creating a Learning Organisation
- Factors Driving change
- Behaviours and Systems Supporting/Limiting Effective of Change
- Theories and Principles of Change Management
- Kotter’s 8-Step Change Management Model
- PROSCI’s Change Management Model
- Addressing Individual Needs of Team Leaders

Uplift.Inspire.Encourage.Challenge



MANAGING CHANGE PROCESSES WITH CARE

- Tracking the Progress and Ensuring Success of Change Initiatives
- Qualitative and Quantitative Data
- Data Analysis Methods
- Making Use of the Results
- Positive and Negative Risks
- Learning from Change Initiatives
- Support Enterprising Behavior and Risk Taking

COURSE FEES & FUNDING DETAILS

Full Course Fee : \$708.50 (Inclusive of GST \$58.50)

From 1st Jan 2022, Absentee Payroll will be adjusted to \$4.50 per trainee-hour, capped at \$100,000 per year

Type	Category of Individual		
	Singapore Citizens and Singapore Permanent Residents	SkillsFuture Mid Career Enhanced Subsidy	SkillsFuture Enhanced Training Support for SMEs
Funding Source			
	SkillsFuture Funding (Baseline)	SkillsFuture Mid Career Enhanced Subsidy	SkillsFuture Enhanced Training Support for SMEs
Course Fees	\$650.00	\$650.00	\$650.00
SkillsFuture Funding	\$325.00	\$455.00	\$455.00
Total Nett Fees	\$325.00	\$195.00	\$195.00
GST (9% x \$650)	\$58.50	\$58.50	\$58.50
Total Fees Payable	\$383.50	\$253.50	\$253.50

Funding Requirements

- Learner must achieve at least 75% attendance
- Learner must successfully attain a ‘Competent’ (C) grading for the final assessment result



Performance & Coaching

PEOPLE AND PERFORMANCE MANAGEMENT (LEVEL 4)

Course Reference Number :TGS-2019503877 | Classroom & Asynchronous | Valid from 27/1/2020-1/8/2027

INTRODUCTION

This 2-day (16 hour) programme is designed to equip leaders and managers within the organisation with the skillsets to plan and measure performance. The programme will also look into the implementation of plans and how to manage performance. The programme will also look into the review and rewards for performance.

KEY COMPETENCIES

The programme focuses on three core competencies of leadership:

- Set goals & develop team plans
- Implement plans & manage performance
- Review & reward performance

TARGET AUDIENCE

Department Manager, Manager and High Potential Executive

COURSE OUTLINE

SET GOALS & DEVELOP TEAM PLANS

- Introduction to Performance Management and Remuneration
- Setting S.M.A.R.T Goals
- Management By Objectives (MBO), Management By Wandering Around (MBWA)
- Developing Team Plans and RASCI
- Identifying, Requesting and Allocating Resources Required to Implement the Team Plans

IMPLEMENT PLANS & MANAGE PERFORMANCE

- Performance Management Theories
 - > Expectancy Theory, McGregor's Theory X and Theory Y
 - > Frederick Herzberg's Hygiene and Motivational Factors Theory
- Leading a High-Performance Team
 - > Selecting The Right Team Mix
 - > Leadership and Focus
 - > Moving the Team Towards High Performance
 - > Monitoring Team Performance
 - > Managing Emotional States
 - > Methods To Improve Team Performance
- Managing Risks
 - > Manager's Role in Managing Risks
 - > Sources of Risks
 - > Assessing Risks



REVIEW & REWARD PERFORMANCE

- Criteria of Successful Teams
- Data Sources to Review Performance
- Providing Feedback
- Common Pitfalls in Assessing Performance
- Professional or Industry Codes of Practice and Standards
- Legal and Ethical Considerations relating to Performance Management
- Market Trends and Developments in Relation to Remuneration and Performance Management
- Supporting Team Leaders
 - > Coaching (GROW Model), Mentoring, Instructing
- Termination
- Reward Team Performance

COURSE FEES & FUNDING DETAILS

Full Course Fee : \$708.50 (Inclusive of GST \$58.50)

From 1st Jan 2022, Absentee Payroll will be adjusted to \$4.50 per trainee-hour, capped at \$100,000 per year

Type	Category of Individual		
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Funding Source			
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SkillsFuture Funding	\$325.00	\$455.00	\$455.00
Total Nett Fees	\$325.00	\$195.00	\$195.00
GST (9% x \$650)	\$58.50	\$58.50	\$58.50
Total Fees Payable	\$383.50	\$253.50	\$253.50

Funding Requirements

- Learner must achieve at least 75% attendance
- Learner must successfully attain a 'Competent' (C) grading for the final assessment result



L3

FOR SUPERVISORS, EXECUTIVES, TEAM LEADERS

- **Vision Leadership (Level 3)**
- **Organisational Relationship Building (Level 3)**
- **Workplace Communication to Improve relationships and Resilience (Level 3)**
- **Problem Identification and Solutioning Techniques (Level 3)**



Strategy & Operations

VISION LEADERSHIP (LEVEL 3)

Course Reference Number :TGS-2019503875
Course Reference Number :TGS-2021004690

Face to Face
Synchronous E-Learning

Valid from 27/1/2020 - 19/6/2027
Valid from 7/5/2021 - 6/5/2027

INTRODUCTION

This 2-day (16 hour) programme aims to equip the learners with the skillsets to lead team planning activities to develop operational plans so as to achieve team objectives. It also includes building team support and commitment towards the defined objectives and demonstrating leadership and organisation values through one's actions.

KEY COMPETENCIES

The programme focuses on three core competencies of leadership:

- Conduct team planning activities
- Demonstrate organisational values
- Build support and commitment within the team

TARGET AUDIENCE

Supervisor, Assistant Manager, Team Leader, Leaders whom wanted to better manage team development and team conflicts

COURSE OUTLINE

ALIGN WITH ORGANISATIONAL GOALS, CULTURE & VALUES

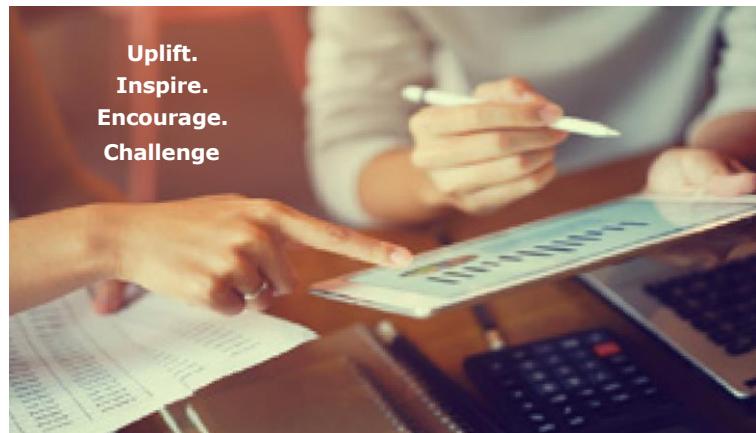
- The pyramid of plans
- Trends affecting organisation
- Issues affecting organisation and team
- Organisation *Vision, Mission and Values*
- Organisational Culture

BUILD TEAM COMMITMENT AND SUPPORT

- Work team
- Communication techniques
- Communication channels

CRAFT OPERATIONAL PLANS - THE P.O.L.A.R. FRAMEWORK

- Craft operational plans – The P.O.L.A.R framework
- Planning
- Organising
- Leading
- Analysing and review



DEVELOP EMOTIONAL COMPETENCE

- IQ versus EQ
- Domains of Emotional Intelligence
- Organisational Governance Practices
- Options for self-improvement

COURSE FEES & FUNDING DETAILS

Full Course Fee :\$599.50 (Inclusive of GST \$49.50)

From 1st Jan 2022, Absentee Payroll will be adjusted to provide \$4.50 per trainee-hour, capped at \$100,000 per year

Type	Category of Individual		
	Singapore Citizens and Singapore Permanent Residents	SkillsFuture Mid Career Enhanced Subsidy	SkillsFuture Enhanced Training Support for SMEs
Funding Source			
	SkillsFuture Funding (Baseline)	SkillsFuture Mid Career Enhanced Subsidy	SkillsFuture Enhanced Training Support for SMEs
Course Fees	\$550.00	\$550.00	\$550.00
SkillsFuture Funding	\$275.00	\$385.00	\$385.00
Total Nett Fees	\$275.00	\$165.00	\$165.00
GST (9% x \$550)	\$49.50	\$49.50	\$49.50
Total Fees Payable	\$324.50	\$214.50	\$214.50

Funding Requirements

- Learner must achieve at least 75% attendance
- Learner must successfully attain a 'Competent' (C) grading for the final assessment result



**Collaboration
&
Diversity**

ORGANISATIONAL RELATIONSHIP BUILDING (LEVEL 3)

Course Reference Number :TGS-2019503874 | Classroom & Asynchronous | Valid from 27/2/2020 - 19/6/2027

INTRODUCTION

This 2-day (16 hour) programme is designed to provide the participants with the skillsets to build effective networks and build team relationships to support organisational and team priorities. Through practical examples and role play, the participants will be equipped with the essential skillsets to develop team cohesiveness, as well as managing workplace diversity and be able to manage workplace conflict.

KEY COMPETENCIES

The programme focuses on three core competencies of leadership:

- Participate in networks
- Develop team cohesiveness
- Resolve conflict within the team

TARGET AUDIENCE

Supervisor, Assistant Manager, Team Leader, Leaders whom wanted to better manage team development and team conflicts

COURSE OUTLINE

SEEK INPUTS FROM TEAM MEMBERS TO CULTIVATE SHARING OF INFORMATION

- High Level Strategies & Business Plans
- Divisional & Department KPIs
- Individual KPIs
- Strategies and Business Plans Change
- Workplace Relations and Work Performance
- Relationships between Staff and Supervisors
- Communicating Expectations
- Collaboration in the Workplace
- How to Improve Workplace Collaboration
- Sharing Responsibilities for Decisions and Actions
- Facilitate to Encourage Participation
- 4-Step Facilitation Methods
- What to do when Facilitating
- Using Facilitation Methods in Meetings



ENCOURAGE PARTICIPATION IN TEAM ACTIVITIES

- What is a Team
- Roles of Team Members and Team Leaders
- Stage 5: Termination/Ending/Adjournment
- Purpose of Team Building
- Communication Techniques and Channels
- Networking to Build Rapport
- How do We Network Effectively

MAINTAIN RESPECT FOR ONE ANOTHER TO PROMOTE WORKPLACE DIVERSITY AND INCLUSIVENESS

- Diversity and Inclusion
- Challenges in Managing a Diverse Team
- Why Diversity is Important in Organisations
- Promote Diversity and Inclusion
- Importance of Respect and Morals in the Workplace
- How to Show Respect in the Workplace

COURSE FEES & FUNDING DETAILS

Full Course Fee : \$599.50 (Inclusive of GST \$49.50)

From 1st Jan 2022, Absentee Payroll will be adjusted to provide \$4.50 per trainee-hour, capped at \$100,000 per year

Type	Category of Individual		
	Singapore Citizens and Singapore Permanent Residents	SkillsFuture Mid Career Enhanced Subsidy	SkillsFuture Enhanced Training Support for SMEs
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Total Nett Fees	\$275.00	\$165.00	\$165.00
GST (9% x \$550)	\$49.50	\$49.50	\$49.50
Total Fees Payable	\$324.50	\$214.50	\$214.50

Funding Requirements

- Learner must achieve at least 75% attendance
- Learner must successfully attain a 'Competent' (C) grading for the final assessment result



Trust & Communication

WORKPLACE COMMUNICATION TO IMPROVE RELATIONSHIP & RESILIENCE (LEVEL 3)

Course Reference Number:TGS-2021003430 | Synchronous E-Learning | Valid from 22/3/2021 - 21/3/2027

Course Reference Number:TGS-2021002747 | Face to Face Workshop | Valid from 22/2/2021 - 21/2/2027

INTRODUCTION

Workplace communication in our times of rapid change need to do more than just delivering message clearly. It is also about building and developing trust, strengthening team relations and fostering resilience. This 2 day (16 hour) workshop, learners will gain insights, know how on how to communicate effectively as a leader that is increasingly important to drive adaptability and change.

KEY COMPETENCIES

The programme focuses on the following competencies :

1. Establish target audience and communication channels in organisations
2. Comply with organisation & professional standards
3. Apply appropriate methods to promote effective communication in organisations

TARGET AUDIENCE

Supervisor, Assistant Manager, Team Leader, Leaders whom wanted to enhance their workplace communications.

KEY KNOWLEDGE AND SKILLSETS

ESTABLISH TARGET AUDIENCE AND COMMUNICATION CHANNELS IN ORGANISATIONS

- Overview of Workplace communication
- Macro factors affecting Workplace Communication
- Organisational leadership style
- Organisational structure
- Organisational culture
- Channel of Workplace Communication
- Considerations for maintaining channels of communications

COMPLY WITH ORGANISATIONAL & PROFESSIONAL STANDARDS

- Organisational and professional standards governing workplace communications
- Communication policies and procedures
- Channels of communication to update staff on latest organizational information
- Monitor staff compliance with organizational policies and procedures
- Methods to evaluate channel communications
- Consequences of non-compliance

APPLY APPROPRIATE METHODS TO PROMOTE EFFECTIVE COMMUNICATION IN ORGANISATIONS

- Barriers to effective communication
- Techniques to promote effective communications amongst staff
- Promoting effective communication
- Benchmarks for effective communication



COURSE FEES & FUNDING DETAILS

Full Course Fee : \$490.50 (Inclusive of GST \$40.50)

From 1st Jan 2022, Absentee Payroll will be adjusted to \$4.50 per trainee-hour, capped at \$100,000

Type	Category of Individual		
	Singapore Citizens and Singapore Permanent Residents	SkillsFuture Mid Career Enhanced Subsidy	SkillsFuture Enhanced Training Support for SMEs
Funding Source			
	SkillsFuture Funding (Baseline)	SkillsFuture Mid Career Enhanced Subsidy	SkillsFuture Enhanced Training Support for SMEs
Course Fees	\$450.00	\$450.00	\$450.00
SkillsFuture Funding	\$225.00	\$315.00	\$315.00
Total Nett Fees	\$225.00	\$135.00	\$135.00
GST (9% x \$450)	\$40.50	\$40.50	\$40.50
Total Fees Payable	\$265.50	\$175.50	\$175.50

Funding Requirements

- Learner must achieve at least 75% attendance
- Learner must successfully attain a 'Competent' (C) grading for the final assessment result



PROBLEM IDENTIFICATIONS AND SOLUTIONING TECHNIQUES – LEVEL 3

Course Reference Number :TGS-2021002843 | Face to Face Workshop | Valid from 11/3/2021 – 10/3/2027

INTRODUCTION

Problem Identifications and solutioning techniques (Level 3) is a course that aims to equip participants with the skillsets, frameworks to handle workplace problems and be able to accurately identify root cause of problem and be able to establish an evaluation criteria that helps in the developing and selecting and recommendation of possible solutions.

KEY COMPETENCIES

The programme focuses on the following competencies:

1. Identify articulate exact problems clearly
2. Develop A Mental Model For The Problem-Solving Process
3. Analyse root causes & recommend solutions to resolve work issues

TARGET AUDIENCE

Supervisor, Assistant Manager, Team Leader, Leaders who wanted to sharpen their methods of structured problem solving techniques.

KEY KNOWLEDGE AND SKILLSETS

IDENTIFY ARTICULATE EXACT PROBLEMS CLEARLY

- Where Might Symptoms of Problems Appear?
- Sources of Problems at the Workplace
- What's the Problem got to do with Me?
- Anticipate and Detect Problems at the Workplace

DEVELOP A MENTAL MODEL FOR THE PROBLEM SOLVING PROCESS

- Types of Corrective Actions
- Develop Mental Model for Problem Solving
- Communicating the Problem
- Establish a Model - 7-Step Problem Solving Process
- 7-Step Process (Step 1) – Objective Reasoning
- 7-Step Process (Step 2) – Define Problem Statement



ANALYSE ROOT CAUSES & RECOMMEND SOLUTIONS TO RESOLVE WORK ISSUES

- 7-Step Process (Step 3) – Process Questioning- 5 WHYs
- 7-Step Process (Step 3) – Ishikawa Fishbone Diagram
- 7-Step Process (Step 4) – Diverge - Generate Ideas– SCAMPER
- 7-Step Process (Step 4) – Diverge - Generate Ideas– Brainstorming
- 7-Step Process (Step 5) – Converge – Select & Evaluate Ideas & Impact
- 7-Step Process (Step 6) – Implementation Plan
- 7-Step Process (Step 7) – Evaluating Effectiveness of Solutions
- Sources of feedback
- Gathering Feedback
- Methods of Analysing Feedback

COURSE FEES & FUNDING DETAILS

Full Course Fee : \$490.50 (Inclusive of GST \$40.50)

From 1st Jan 2022, Absentee Payroll will be adjusted to \$4.50 per trainee-hour, capped at \$100,000 per year

Type	Category of Individual		
	Singapore Citizens and Singapore Permanent Residents	SkillsFuture Mid Career Enhanced Subsidy	SkillsFuture Enhanced Training Support for SMEs
Funding Source			
	SkillsFuture Funding (Baseline)	SkillsFuture Mid Career Enhanced Subsidy	SkillsFuture Enhanced Training Support for SMEs
Course Fees	\$450.00	\$450.00	\$450.00
SkillsFuture Funding	\$225.00	\$315.00	\$315.00
Total Nett Fees	\$225.00	\$135.00	\$135.00
GST (9% x \$450)	\$40.50	\$40.50	\$40.50
Total Fees Payable	\$265.50	\$175.50	\$175.50

Funding Requirements

- Learner must achieve at least 75% attendance
- Learner must successfully attain a 'Competent' (C) grading for the final assessment result



L2

FOR INDIVIDUAL CONTRIBUTOR, FRONTLINE
EMPLOYEES

- **Workplace Communication
to Improve relationships and
Resilience (Level 2)**
- **Problem Identification and
Solutioning Techniques (Level
2)**



WORKPLACE COMMUNICATION TO IMPROVE RELATIONSHIP & RESILIENCE (LEVEL 2)

Course Reference Number:TGS-2021002644 | Face to Face Workshop | Valid from 1/3/2021 - 28/2/2027

INTRODUCTION

Workplace communication is an important factor that can help improve employee motivation, build team relationships and enculturate positive and resilient team morale. This course is designed for individual contributors to be open to receive and interpret information objectively.

KEY COMPETENCIES

The programme focuses on the following competencies :

1. Build mutual trust within the workplace with effective communication techniques
2. Maintain positive relationships at the workplace with effective communication

TARGET AUDIENCE

Individual contributors who are interested to enhance their workplace communications.

KEY KNOWLEDGE AND SKILLSETS

KNOWLEDGE BUILDING

- 5Cs of effective communication
- The TRUST Equation
- Modes & tools of communication
- Cultural & social factors impacting communication
- Barriers to effective communications
- External information sources
- Internal information sources
- Types of workplace information
- Types of communication styles
- Organisational and professional standards relating to communication

DEVELOPING SKILLS FOR APPLICATION

- Use tools and methods to interpret information received
- Comply with response requirements & formats
- Use appropriate communication techniques and tools to suit different communication styles within formal and informal settings
- Use effective communication techniques to create clear lines of communication within the workplace
- Communicate effectively with diverse audiences



COURSE FEES & FUNDING DETAILS

Full Course Fee : \$381.50 (Inclusive of GST \$31.50)

From 1st Jan 2022, Absentee Payroll will be adjusted to \$4.50 per trainee-hour, capped at \$100,000 per year

Type	Category of Individual		
	Singapore Citizens and Singapore Permanent Residents	SkillsFuture Mid Career Enhanced Subsidy	SkillsFuture Enhanced Training Support for SMEs
Funding Source			
	SkillsFuture Funding (Baseline)	SkillsFuture Mid Career Enhanced Subsidy	SkillsFuture Enhanced Training Support for SMEs
Course Fees	\$350.00	\$350.00	\$350.00
SkillsFuture Funding	\$175.00	\$245.00	\$245.00
Total Nett Fees	\$175.00	\$105.00	\$105.00
GST (9% x \$350)	\$31.50	\$31.50	\$31.50
Total Fees Payable	\$206.50	\$136.50	\$136.50

Funding Requirements

- Learner must achieve at least 75% attendance
- Learner must successfully attain a 'Competent' (C) grading for the final assessment result



Techniques & Solutioneering

PROBLEM IDENTIFICATIONS AND SOLUTIONING TECHNIQUES – LEVEL 2

Course Reference Number :TGS-2021004397 | Face to Face Workshop | Valid from 26/4/2021 – 25/4/2027

INTRODUCTION

Problem identification process helps organisation reduce productivity lose and enhances workforce's employability. This course provides employees with the right mindset and skillsets to play an active role in problem solving through the identifications of problems to be able to frame the approach of problem solving and help generate solutions that meet the solution criteria that is set out.

KEY COMPETENCIES

The programme focuses on the following competencies:

1. Identify sources and impact of problems on job responsibilities
2. Frame the problem-solving approach
3. Generate & evaluate ideas

TARGET AUDIENCE

Individual contributors who are interested to enhance their problem solving skills

KEY KNOWLEDGE AND SKILLSETS

IDENTIFY SOURCES AND IMPACT OF PROBLEMS ON JOB RESPONSIBILITIES

- Definition of terms
- The problem-solving process
- Symptoms and sources of problems
- Define the problem
- What is root cause analysis?
- How to identify impact of a problem on one's job responsibilities and other parties involved

FRAME THE PROBLEM-SOLVING APPROACH

- Modes Of Communication During Problem-Solving
- Corrective Actions
- Reflective Mechanisms

GENERATE & EVALUATE IDEAS

- Generate Alternative Solutions
- Three Modes of Thinking, Brainstorming
- Evaluating and Selecting Solutions
- Areas Of Impact From Implementation Of An Action Plan



COURSE FEES & FUNDING DETAILS

Full Course Fee : \$414.20 (inclusive of GST \$34.20)

From 1st Jan 2022, Absentee Payroll will be adjusted to provide \$4.50 per trainee-hour, capped at \$100,000 per year

Type	Category of Individual		
	Singapore Citizens and Singapore Permanent Residents	SkillsFuture Mid Career Enhanced Subsidy	SkillsFuture Enhanced Training Support for SMEs
	Funding Source		
	SkillsFuture Funding (Baseline)	SkillsFuture Mid Career Enhanced Subsidy	SkillsFuture Enhanced Training Support for SMEs
Course Fees	\$380.00	\$380.00	\$380.00
SkillsFuture Funding	\$190.00	\$266.00	\$266.00
Total Nett Fees	\$190.00	\$114.00	\$114.00
GST (9% x \$380)	\$34.20	\$34.20	\$34.20
Total Fees Payable	\$224.20	\$148.20	\$148.20

Funding Requirements

- Learner must achieve at least 75% attendance
- Learner must successfully attain a 'Competent' (C) grading for the final assessment result