

SHRI, supported by DBM Asia Pacific, brings you upcoming

HR Plus™ Series Workshop 2010

Leadership That Gets Results

Tuesday, 20 July 2010, 9.00 am – 6.00 pm
Grand Park City Hall, Coleman Room, Level 2

Organised by



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Workshop Synopsis

Daniel Goleman brought the notion of "Emotional Intelligence" (EI) and "Emotional Quotient" (EQ) to prominence as an alternative to more traditional measures of IQ with his 1995 mega-best-seller *Emotional Intelligence*. According to Goleman, "A leader's singular job is to get results". But even with all the leadership training programmes and "expert" advice available, effective leadership still eludes many people and organisations. One reason, says Goleman, is that such experts offer advice based on inference, experience, and instinct, not on quantitative data.

Drawing on research of more than 3,000 executives, Goleman explores which precise leadership behaviours yield positive results. He outlines six distinct leadership styles, each one springing from different components of emotional intelligence.

Each style has a distinct effect on the working atmosphere of a company, division, or team, and, in turn, on its financial performance. The styles, by name and brief description alone, will resonate with anyone who leads, is led, or, as is the case with most of us, does both. Commanding leaders demand immediate compliance. Visionary leaders mobilise people toward a vision. Participative leaders create emotional bonds and harmony. Democratic leaders build consensus through participation. Pacesetter leaders expect excellence and self-direction. And coaching leaders develop people for the future.

Organisations need leaders to visualise the future, motivate and inspire employees, and adapt to changing needs. DBM research indicates that, with the right leadership development support including executive coaching, those with leadership potential can be developed into outstanding leaders. Emotional Intelligence competencies are perhaps the most challenging for leaders to develop effectively and yet it is the one that often has the most impact. As leaders rise through the ranks of an organisation, their profile becomes more visible to employees and their increased power can have subtle and direct ramifications.



Learning Outcomes

As a result of attending this workshop, each participant will be able:

- Understand the Goleman and BarOn Emotional Intelligence (EI) Competency Frameworks
- Make the Link between Emotional Intelligence and Leadership Effectiveness
- Utilise EI Techniques for Increasing their Level of Self-Awareness
- Understand how Emotions can Influence Thoughts, Behaviour, Goals, Decision-Making, and Work/Personal Relationships
- Develop a Personal Leadership Development Plan

Workshop Format:

This workshop will include theory, hand-outs of practical example deliverables for reference and to assist in learning, exercises, and reviews at the end of each stage including a question/answer session that would reinforce key concepts and learning.

Participants are grouped into teams that will work through the workshop together as in “real-world” operational and project environment. During the workshop, each team explores leadership concepts through practical exercises, enabling participants to practice making “real life” decisions and to earn from these decisions without the anxiety of putting “real company money” on the line or putting themselves at risk.

Workshop Participants:

The workshop is intended for supervisors and managers who want to further develop their leadership skills, enhancing their ability to effectively build and manage teams.

Workshop Outline:

Section 1 – Introduction & Objectives

- Introduction
- Review Workshop Objectives & S.C.O.P.E Approach
- Top 10 Lessons Learnt on Executive Derailment

Section 2 – Demystifying Emotional Intelligence (EI) & Emotional Quotient (EQ)

- Leadership of the ‘Heart’ and ‘Mind’
- The Emotional Intelligence (E.I) Competencies
- **Individual Exercise:** ‘Amygdala Hijack’

Section 3 – Developing Your Emotional Intelligence

- **Individual Assessment:** ‘How Emotionally Intelligent Are You?’
- **Individual Exercise:** EQ Quiz
- Review of HBR Article, ‘Leadership That Gets Results’ by Daniel Goleman
- The Six Leadership Styles and E.I Competencies
- **Group Exercise:** Case Study on ‘USS Florida’

Section 4 – Leadership Styles and Organisational Climate

- Dimensions of Organisational Climate - Creating an Environment That Fosters Motivation
- The Three Social Motives
- Relationship between Motives, Managerial Styles and Organisational Climate
- **Individual Exercise:** ‘What Is Your Motivation?’

Section 5 – Video Case Study

- This filmed case study, ‘Twelve O’ Clock High’ provides participants with real-life scenarios where a leader adapts his leadership style as the situation calls to suit the needs of his team
- This case study crystallises the concepts and ideas that were developed during the workshop

Section 6 – Summary and Personal Action Plan

- Review of the Key Concepts and Models
- **Individual Exercise:** Top Three Priorities for Implementation within the next 90 days

FACILITATOR'S BIO – PROFESSOR SATTAR BAWANY



Sattar Bawany is the Managing Director/Country Head Singapore and Head of Transition Coaching Practice for DBM Asia Pacific.

Sattar has over 25 years' international business management experience, including 15 years in executive coaching, group facilitation, and leadership development and training with global management consulting firms. In addition to his business and consulting career, Sattar has over 10 years of concurrent academic experience as an Adjunct Professor teaching senior executives international business strategies and human resource courses at various leading universities.

Sattar is an astute advisor to executives who need to know how they are perceived and want to focus on what is most important in their professional and personal lives. Sattar has coached a range of leaders, from CEOs, to senior vice presidents, and high potential managers. His current work in organisations focuses on encouraging individual initiative and leadership from a systemic perspective in order to achieve clearly defined business results. His specialty is effectively linking people processes to business outcomes.

He is especially skilled at helping executives work through transition issues, whether individually or systemically. Sattar is adept at providing honest, nonjudgmental, real-time feedback to executives who want to lead courageously by creating an environment in which others can flourish. As a seasoned coach, Sattar truly cares about others, listens with an open mind, and adds value in unexpected ways.

Sattar uses a variety of approaches in his work, each tailored to the client's needs. He works with individual executives in a safe, confidential manner to help them sharpen their leadership skills, embrace feedback as an improvement tool, enhance work performance, balance work and life priorities, and manage stress and change. His approach to executive coaching encourages new insights into the key capabilities and unique strengths needed to sustain practical behavioural change over time, resulting in the executive's enhanced self-awareness, better decision making, and continuous performance improvement.

Sattar is a Graduate of Corporate Coach U and a Licensed Coaching Clinic Facilitator. He is certified in the administration and application of various psychometric instruments including the Myers-Briggs Type Indicator™ (MBTI), Bar-On EQ 360™ and EQ-i™. He is also certified in the administration and application of the MRG's suite of instruments including "Leadership Effectiveness Analysis™" (LEA 360 Assessment tool) and "Strategic Leadership Development". He is also accredited in the administration and application of the Apollo® Profile Career Assessment Instruments.

Prior to joining DBM, Sattar assumed the roles as Regional Business Leader, Practice Head & Executive Coach at Mercer Human Resource Consulting, The Hay Group and Forum Corporation.

Sattar holds an Executive MBA from Golden Gate University, US and a Bachelor in Business Administration (Marketing) from Curtin University, Australia. He is currently pursuing his PhD in Business Administration with Asia e University, Malaysia and his Doctoral Research is on "The Impact of Executive Coaching on the Personal & Professional Development of Leaders".

Sattar is a Fellow of the Singapore Human Resources Institute (SHRI) and Professional Member the Society of Human Resource Management (SHRM) and the Chartered Institute of Personnel and Development (CIPD). He is also a Practicing Member of the International Coaching Federation (ICF) and International Association of Coaching (IAC).

Sattar is a highly effective facilitator and coach and has been very well regarded by his clients for his practical "how to" approach, and for his ability to communicate with his audiences and to make workplace learning fun and a pleasurable experience.

Session/Modules	Time/Duration	Key Topics/Activities
1. Introduction & Objectives	0900 – 0930	<ul style="list-style-type: none"> ▪ Workshop Objectives & 'S.C.O.P.E.' Approach ▪ Top 10 Lessons Learnt on Executive Derailment
2. Demystifying Emotional Intelligence (EI) & Emotional Quotient (EQ)	0930 – 1030	<ul style="list-style-type: none"> ▪ Leadership of the 'Heart' and 'Mind' ▪ The Emotional Intelligence (E.I.) Competencies ▪ Individual Exercise: 'Amygdala Hijack'
	1030 – 1045	Coffee Break
3. Developing Your Emotional Intelligence	1045 – 1230	<ul style="list-style-type: none"> ▪ Individual Assessment: 'How Emotional Intelligent Are You?' ▪ Individual Exercise: EQ Quiz ▪ Review of HBR Article – 'Leadership That Gets Results' by Daniel Goleman ▪ The Six Leadership Styles & E.I Competencies ▪ Group Exercise: Case Study on USS Florida
	1230 – 1330	Lunch
4. Leadership Styles and Organisational Climate	1330 – 1500	<ul style="list-style-type: none"> ▪ Dimensions of Organisational Climate – Creating an Environment that Fosters Motivation ▪ The Three Social Motives ▪ Relationship Between Motives, Managerial Styles and Organisational Climate ▪ Individual Exercise: What's Your Motivation?
	1500 – 1515	Tea Break
5. Video Case Study	1515 – 1715	<ul style="list-style-type: none"> ▪ 'Twelve O'Clock High': Provides participants with real-life scenarios where a leader adapts his leadership style as the situation calls to suit the needs of the team ▪ The case study crystallises the concepts and ideas that were developed during the workshop
6. Summary and Personal Action Plan	1715 - 1800	<ul style="list-style-type: none"> ▪ Review of Key Concepts and Models ▪ Individual Exercise: Top Three Priorities for Implementation within the next 90 days ▪ Conclusion

Response Slip – By 15 July 2010

Kindly fax to +65 6299 4864 and attention to Chiah Yian

Name (Mr/Ms/Mrs/Prof/Dr) _____

Designation _____

Tel _____ Fax _____

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All correspondence will be made via email - please write clearly.

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SHRI / SPEC Mbr (# _____) DBM Client Public

Signature _____ Date _____

FEE[▲]: SHRI Member/Corporate Friend/DBM Client: S\$400*

Public: S\$ 600*

* Fees exclude 7% GST

Enquiries | please contact Adeline at adeline@shri.org.sg

Registration | please contact ChiahYian at chiahyian@shri.org.sg

[▲] As seats are limited, a no-show fee of S\$100 will be imposed on individuals who registered but fail to turn up for the event.