

## Leadership Discovery Series

The HKMA is offering a series of Leadership Discovery programmes to enable you and your team to understand better your:

- overall strength
- influencing strength
- decision strength and
- change strength

In these concise half-day programmes, you will be introduced to the framework of analysis and use the instrument and obtain your own report.

We could also arrange our programme leader to conduct a special session for individual companies.

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### Discover Your Strength via DISC Personality System powered by PeopleKeys® "Leverage Your Strength; Improve Your Weakness"



#### INTRODUCTION

Based on the well-known and widely used DISC Personality System, this specially designed half-day workshop will help you understand yourself and others better. It will equip you with a framework to understand the 4-dimensions of human behaviour more profoundly. Identify your strengths, motivations and how to relate effectively with others.

#### WHY SHOULD YOU ENROL

- This workshop is an investment in you, your organization and personal relationships. Equip yourself with the awareness and skills to better manage yourself and relate effectively with others of different styles
- You will complete and receive a personalized report which sheds light on your unique personality blend, as you tackle the vast question of "Who Am I?". Together with our trained consultants, unpack and understand your public, stress and private self as you unravel 3 DISC graphs that describe you
- Once you have identified your unique strengths, limitations, and motivations, the next question the workshop tackles is "Who Are You?". Imagine the advantage if you could read people like a book, learn to appreciate and relate effectively with different behavioural styles
- You will receive exclusive training materials and resources to help you utilize your new-found knowledge in understanding people better

#### COURSE BENEFITS

- Understand the 4 behavioural styles of Dominance, Influence, Steady and Compliance
- Identify your DISC profile along with your unique strengths, preferences and motivations
- Learn to relate better to someone of a different style
- Application of DISC in working and communicating with different styles



#### CONTENTS

- 1. Welcome & Introduction**
  - Ice breaker: your first impression
- 2. Fast Networking & Sharing**
  - Giving feedback
  - Iceberg model
- 3. Who Am I? Who Are You?**
  - Who Am I Cards?
  - Introduction to DISC personality system
  - 4 dimensions of DISC
  - Behavioural principles (task vs people. Initiate vs respond)
- 4. Unpacking of Personality Report**
  - Meaning of the graphs
- 5. Adapting**
  - 3 A's to positive relationship
  - Golden Rule, Platinum Rule



## INTRODUCTION

This programme deepens your understanding and ability to be even more influential and impact to people around you. It focuses on VERTICAL versus horizontal DEVELOPMENT. Horizontal Development is the adding of more knowledge, skills, and competencies. It is about what you know. Many leaders have been exposed to influencing skills. Vertical Development refers to advancement in a person's thinking capability. The outcome of vertical stage development is the ability to think in more complex, systemic, strategic, and interdependent ways. It is about how you think.

Influencing is the ability to convince and influence subordinates, peers and even superiors to get things done and move forward. In today's organisations where matrix and multiple-reporting structures are in vogue, the use of formal authority to get things done is less relevant and effective. Instead, an able leader must persuade, sell and convince his/her colleagues to influence outcomes.

## WHAT IS INFLUENCE STYLE INDICATOR™?

The Influence Style Indicator™ is an assessment instrument designed to understand an individual's preferred style as they influence others. Two primary orientations are defined: Advocating and Uniting. 5 dominant styles are considered: Rationalizing, Asserting, Negotiating, Inspiring and Bridging.

## PROGRAMME FEATURES

### Stretch Experiences

The participants will experience an influence challenge via a simulation that disrupts and disorients their habitual way of thinking. They then start to open and search for new and better ways to make sense of their challenge.

### Diverse Perspectives

The participants are exposed to different worldviews, opinions, and backgrounds. These both challenge one's existing mental models and increase the number of perspectives through which one can see the world.

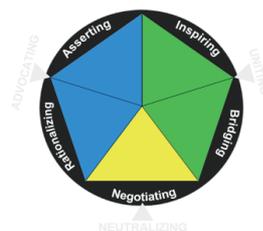
### Sense-Making

The participants complete a self-assessment to make sense of these perspectives and experiences from more elevated stages of development. A larger, more advanced worldview emerges and, with time, stabilizes.

## OUTCOMES

This programme focuses on a holistic big-picture framework on Influencing: **utilizing the right influencing strategies in the right situations with the right people.** If the participants learn and apply the knowledge and skill sets from this programme, they will be able to:

- Learn about one's influencing strengths based on five unique influencing styles
- Understand when one's personal style is best used and what the potential pitfalls may be
- Determine best opportunities for one to flex one's style to address a variety of situations
- Improve one's ability to connect with others using a variety of influencing styles
- Look beyond one's personal style to understand the preferred styles of others
- Develop and exercise one's ability to influence in and across teams



## CONTENTS

### 1. Sense-Making - Explore Own Influencing Preferences

- o 5 Influencing Styles:
  - Rationalizing
  - Asserting
  - Neutralizing
  - Bridging
  - Inspiring
- o Your Influence Styles - understanding individual Influencing Style Indicator™ results
- o Gallery Walk Exercise:
  - Pros and cons of each style
  - When to use each style

- o Express feelings that participants experienced during the simulation
- o Get feedback from peer participants on behaviors displayed during the simulation
- o Verbalize learning
- o Relate the simulation back to real life and real jobs

### 2. Stretch Experience - Simulation: The Exchange

- o Introduction
- o Team planning
- o 4 sessions of exchange

### 4. Applying Influence – 4 Step Influencing Process

- o Set influencing objectives
- o Evaluate context, personality and power relations
- o Determine the appropriate influencing tactics
- o Design and apply the influencing plan and sequence

### 3. Diverse Perspectives - Debrief of Simulation/ Perspective Sharing/Peer Feedback

- o Reflect on the experience, providing an opportunity to talk about what happened

### 5. What's Next? – Practice Template

- o The participants will be given an application template to use in planning and applying the coaching process and skills to at least one of their staffs after this programme

### 6. Action Planning & Sharing

- o Goal setting & sharing goals with one another



## INTRODUCTION

The Decision Style Profile® is a decision-making assessment that empowers leaders to make better decisions by enlightening them on how to choose the most effective and appropriate decision-making styles for given situations. Each participant is asked how they would make several real-world business decisions. A personalized report compares the participant's chosen decision-making style to the most appropriate styles, backed by extensive research and a current database of over 20,000 executives and managers. The Decision Style Profile evaluates the appropriateness with which participants include others in the decision-making process, as well as the extent to which participants consider five critical decision factors in their decision-making process.

## WHY SHOULD YOU ENROL

- If you are a manager or a team leader, you must make many decisions everyday
- Quality of your decision making determines quality of your team performance
- McKinsey Quarterly Survey found that 72% percent of the companies make poor strategic decisions
- Better decision making process yields higher ROI (Return on investment)

## COURSE BENEFITS

- Improves and refines the decision-making skills of executives and managers
- Equips executives and managers with a research-backed, uniform system of decision making
- Strengthens awareness of effective outcomes based on the level of inclusion of others in the decision-making process

## CONTENTS

### 1. Welcome & Introduction

- Ice breaker: your decision shortcut (Heuristics)

### 2. Fast Networking & Sharing

- Giving feedback
- Decision making process

### 3. How Good is your Decision Making?

- Create awareness of 5 critical decision factors
- Learn 5 decision factors critical to making effective decisions
- Determine your involvement of others while making decisions
- Compare your decision skills to 20,000+ managers

### 4. Unpacking of Decision Style Profile

- Meaning of the report
- Highlights of different styles

### 5. Adapting

- Learn the general principles to guide the decision making process
- Choose the most appropriate decision style according to the context



### INTRODUCTION

To lead a successful transformation, communicating empathetically is critical. But the truth is that most leaders don't actually know how to do it. The Change Style Indicator™ is a leadership assessment designed to measure an individual's preferred style in approaching and addressing change. It provides leaders of all levels with insights on personal preferences for managing through change and provides context for how those around them might perceive and respond to their preferred style.

### WHY SHOULD YOU ENROL

- Organizational change is key to success in an agile world
- Managing people, not process, is essential to successful change management
- Harvard Business Review found that 50% of the leaders don't know how to address team emotions about changes
- Commitment of staff from all levels largely affects outcomes of change projects

### COURSE BENEFITS

- Learn about three unique styles for dealing with change
- Improve interpersonal communication and understanding
- Avoid conflicts and reduce unproductive meeting time
- Realize the value of all perspectives when resolving issues
- Engage people to changes by encouraging creativity, collaboration, and innovation

### CONTENTS

#### 1. Welcome & Introduction

- Ice breaker: your reactions to changes

#### 2. Fast Networking & Sharing

- Giving feedback
- Managing change and transformation

#### 3. How do you react to changes?

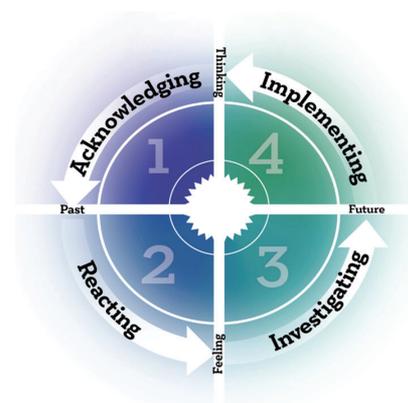
- Learn the three unique styles for dealing with change
- Discover how a style influences perceptions and attitude to changes
- Explore the advantages and strengths of each style and their contribution to team
- Avoid conflicts and reduce unproductive meeting time

#### 4. Unpacking of Change Style Indicator

- Meaning of the report
- Highlights of different styles

#### 5. Adapting

- Learn the Change Management Process Model
- Highlight the role of different change styles in creativity and collaboration



### FACILITATOR

**Fred Fung** has extensive experience in managing and developing training services for large-scale and multi-national corporations in Hong Kong, Mainland China and Asia-Pacific region, with a particular focus on psychometric assessment, team development, coaching & leadership, communication & body languages, and corporate wellness. Fred is strong in combining NLP, coaching skills and assessment-based approach in experiential training for a wide range of scopes such as attitude change, teambuilding, selling skills and leadership development. Starting from the year 2017 until now, Fred is leading a corporate culture building program for a Japanese leading corporation through the use of business simulation. Fred has also led a change leadership project for a listed corporation with a group of 100 top executives in China and Hong Kong in 2016. In 2015, Fred trained up to 400 leaders for a Hong Kong leading corporation with an 11-month leadership program. In addition, Fred partnered with one of the major insurance groups for 5 consecutive years to design and deliver professional selling skills training for the various sales teams including corporate sales and teleselling team.

### ENQUIRIES

For course details, please contact Ms Winnie Sit on 2774-8573 or [csw@hkma.org.hk](mailto:csw@hkma.org.hk); or visit the HKMA website: [www.hkma.org.hk/seminar](http://www.hkma.org.hk/seminar). For course enquiries and reservations, please call Customer Service Department on 2774-8501 or [hkma@hkma.org.hk](mailto:hkma@hkma.org.hk).

**DATE****1. Discover your Strengths via DISC Personality System powered by PeopleKeys®**

(SG-47632-2020-1-FC) Tuesday, 7 July 2020

**2. Discover your Influencing Strength via Influence Style Indicator™**

(SG-47633-2020-1-FC) Tuesday, 28 July 2020

**3. Discover your Decision Strength via Decision Style Profile®**(SG-47634-2020-1-FC) Wednesday, 9 September 2020 [Register Now](#)**4. Discover your Change Orientation via Change Style Indicator™**(SG-47635-2020-1-FC) Friday, 18 September 2020 [Register Now](#)**TIME** 2:00 pm – 5:00 pm**FEE** (PER HALF-DAY WORKSHOP)

HKMA Member: HK\$980

Non-member: HK\$1,180

Early Bird Discount: HK\$100 less per person

(For those who enrol and pay one month before the course commencement date)

**VENUE**The Hong Kong Management Association  
1-6/F First Commercial Building, 33-35 Leighton Road,  
Causeway Bay, HONG KONG**LANGUAGE MEDIUM**

Cantonese (Complemented with English materials)

**REGISTRATION FORM FOR LEADERSHIP DISCOVERY SERIES WORKSHOPS**To: Executive Director, The Hong Kong Management Association  
16/F Tower B Southmark, 11 Yip Hing Street, Wong Chuk Hang, HONG KONG  
Tel: 2774 8573 Fax: 2365 1000

I would like to enrol in the following workshops:

- |  |                   |                    |
|--|-------------------|--------------------|
| <input type="checkbox"/> 1. Discover your Strengths via DISC Personality System powered by PeopleKeys® | 7 July 2020       | SG-47632-2020-1-FC |
| <input type="checkbox"/> 2. Discover your Influencing Strength via Influence Style Indicator™          | 28 July 2020      | SG-47633-2020-1-FC |
| <input type="checkbox"/> 3. Discover your Decision Strength via Decision Style Profile®                | 9 September 2020  | SG-47634-2020-1-FC |
| <input type="checkbox"/> 4. Discover your Change Orientation via Change Style Indicator™               | 18 September 2020 | SG-47635-2020-1-FC |

Enclosed is a crossed cheque for HK\$ \_\_\_\_\_ (made payable to The Hong Kong Management Association) for this function. Cheque No. \_\_\_\_\_ Fee paid by  company  selfFull Name to appear in Certificate:  Mr /  Ms \_\_\_\_\_

HKID Card No. (For verification of the applicant's identity): \_\_\_\_\_

Position: \_\_\_\_\_ HKMA Membership No.: \_\_\_\_\_

Company: \_\_\_\_\_

Correspondence Address: \_\_\_\_\_

Co. Tel No.: \_\_\_\_\_ (Mobile): \_\_\_\_\_ Email: \_\_\_\_\_ Education Level: \_\_\_\_\_

Where did you **FIRST** learn about this programme? Email Promotion from HKMA  Direct Mail by Post  HKMA Website  Others (Please specify): \_\_\_\_\_

\* Please photocopy for more registration forms if necessary.

\* No refund will be made after payment, but participants can arrange to have their places substituted should they be unable to attend the workshop.

\* Reservations are subject to confirmation by payment in full prior to programme commencement and receipts will be issued within ten days after the payment is received.

**Note for application**

- This form together with a crossed cheque payable to The Hong Kong Management Association should be returned to: Executive Director, The Hong Kong Management Association, 16/F Tower B Southmark, 11 Yip Hing Street, Wong Chuk Hang, Hong Kong.
- Registration must be made on the Enrolment Form provided and returned to the Association before the programme commencement date (Not less than 5 days) with full fee.
- Acceptance is subject to the discretion of the Association.
- Applicants will be notified by telephone to confirm receipt of the application form and full programme fee. An official receipt will be sent to you within two weeks.
- Applicants are expected to attend the course at the place and time specified in the brochure unless otherwise notified.
- When a programme is over-subscribed, additional classes may be started in some cases. Applicants may then be notified of the new time, dates and place of meetings when necessary.
- For **ENROLMENT** and **ENQUIRIES** please call **2774-8501** (Customer Service Department) during normal office hours or fax **2365-1000**.
- No refund will be made after payment, but participants can arrange to have their places substituted should they be unable to attend the programme by notifying the Association at least 2 days prior to programme commencement.
- Fax reservations are welcome but are subject to confirmation by payment in full within 10 days of the date the reservation is made or 5 days prior to programme commencement, whichever is sooner.
- Applications, upon full payment, will be processed on a first-come first-served basis.
- When Typhoon Signal No.8 or above is in force during classes/examinations, all classes and examinations will be dismissed immediately. Replacement classes and remedial examinations will be arranged. When Black Rainstorm Warning is in force during classes/examinations, all classes and examinations will be held as scheduled.
- The HKMA reserves the right to make alterations regarding the details. For course details, please contact Customer Services Department on 2774-8501 or Ms Winnie Sit on 2774-8573. Website: www.hkma.org.hk
- The HKMA supports the equal opportunities policy, without discriminating against any person on the grounds of gender, disability, family status or any other basis.

**Personal Data Collection Statement**

1. The personal data of applicants are collected and kept for purposes of processing of applications of course enrolment, course admission, student and member administration, course research and statistical matters.
2. Applicants wishing for access to and/or correction of personal data may send their written requests to the Association.

The personal data provided in this form will be used by the Association for direct marketing, including special offers, training and education programmes, awards and competitions, membership, alumni, promotional activities and other services and activities that it may arrange.

 Please tick the box to indicate your consent. Please tick the box to indicate your objection.**Notes**

1. I understand that all handout materials obtained in class are strictly for my own educational purposes.
2. I have understood all the "Notes for Application" listed in Application Form.

Applicant's Signature: \_\_\_\_\_ Date: \_\_\_\_\_