

BUSINESS INSIGHTS
SKILLS ALIVE!

HOW DESIGN THINKING

CAN SOLVE

WICKED PROBLEMS ?



Details on page 5

LEARNING NEGOTIATION THROUGH COOKING



The scene might look like an episode from a cooking showdown, but there was a twist. Six teams of four participants were not going to pit culinary skills against each other. Instead, the main objective behind this culinary workshop was to foster collaboration through negotiation skills.

Teams were given mismatched ingredients. In order to start cooking, the teams had to negotiate with one another and barter their way to obtain the right ingredients. And as it turned out, cooking as a team required a fair amount of teamwork. Participants had to decide among themselves who should do what and then delegate the tasks.

It was appropriate then that the workshop began with a primer on negotiation skills presented by Suhwe Lee, the Vice President of Education and Distinguished Toastmaster of SIM II Toastmasters Club, who is also a global trainer and learning consultant.

When we're in a team to do work, we need to negotiate and communicate so that we can collaborate.
— Suhwe.

Suhwe's sharing on negotiation practices could be summarised and compartmentalised into three stages. The various elements involved in these three stages were cleverly abbreviated into three initials: PSA. So, what are the PSA's of negotiation?

The P's of Negotiation Process

Before entering any negotiation, it is important to define a process or strategy. Here are three helpful tips to get started.

- 1) Be clear on your purpose for negotiation. Discuss with your teammates if further clarification is needed on the agenda. What is the

desired outcome of the negotiation? Is it to influence and persuade, or simply to come to consensus to collaborate?

- 2) Once you are clear on your purpose, prepare. Careful and specific preparation paves the way for a successful negotiation. Do you have all the necessary information and resources on the people and agenda that you will be dealing with?
- 3) Practice. Practice. Practice. Becoming a good negotiator comes with practice. You don't switch into negotiation mode only when the stakes are high.

The S's of Negotiation Techniques

Negotiation begins with listening, becoming aware of other people's concerns and questioning them to evaluate their emotional states. When mutual trust and rapport are established, that's when the real conversation begins. To sharpen your techniques for listening and questioning, take heed of these three attributes.

- 1) Be quiet and listen. Silence is a crucial attribute that creates a conducive environment for constructive conversation to happen. By listening quietly and intently, you demonstrate empathy and show a sincere desire to better understand what your counterparts are saying. And once they know that you are listening, they may tell you something that you can use.
- 2) Set your sights on the speakers. Because most communication is non-verbal, negotiators should develop the ability to interpret body language and tone of voice. The 7-38-55 rule created by non-verbal communication thinker Professor Albert Mehrabian suggests that only 7% of communication is focused on the actual words while 38% comes from the tone of voice and 55% from the speaker's body language and face.

- 3) Similarity stands out. We tend to fear what's different and connect with what's similar. Mirroring your counterpart is an effective technique to quickly build rapport. It can be as simple as repeating one to three critical words of what someone has just said. By repeating back what your counterparts say, they may inevitably elaborate further and provide useful information to forward the negotiation process.

The A's of Negotiation Styles

Negotiators use different styles to bargain: they can be accommodating, analytical, or assertive. Similarly, identifying your counterpart's negotiating style gives you a window into their personality and allow you to adapt and drive the most appropriate deal.

- 1) Accommodating negotiators are most concerned with maintaining a good rapport. They value relationships over the material outcome of an agreement. When dealing with accommodating parties, be patient and work together to seek common ground. Showing personal interests and providing assurances into their concerns bodes well too.
- 2) Analytical negotiators are particular about details. Be prepared with facts and logic to sway their decisions, and be ready to answer 'why' questions. Presented with a sound proposal, the analyst can prove to be pretty cooperative.
- 3) Assertive negotiators can drive a hard bargain. They are self-confident, and often focused on the deal and results, sometimes at their counterpart's expense. Lay down the facts and draw out options. Keep things as business-like, efficient, and to the point as far as possible. Do avoid invading their personal space.

Keep to these PSA's of negotiation and keep on practising. As for the participants of this experiential learning culinary workshop, their collaboration resulted in a hearty six-course dinner that everyone enjoyed!

Interested in events like this? Check out our Business Insights section for upcoming programmes or visit pd.sim.edu.sg/bi/calendar for more information.

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THE
TRUE MEASURE
OF THE VALUE OF ANY
BUSINESS LEADER AND MANAGER
IS
PERFORMANCE

WHAT DRIVES BEHAVIOUR & PERFORMANCE

APRIL 25 & 26

Explore psychological factors that are responsible for human-related ups and downs at the workplace. Understand and use psychological concepts and techniques to manage common human-related issues and make your organisation a greater place to work in!

PROGRAMME	DATES	FEE
Refining your Business Writing Skills for Professionals	April 2 & 3	SIM Member : \$909.50
		Non-SIM Member : \$1,048.60
Workplace Big Five Profile 4.0™ Certification	April 4 & 5	SIM Member : \$1,498.00
		Non-SIM Member : \$1,765.50
Psychology of Relationship Management	April 9 & 10	SIM Member : \$963.00
		Non-SIM Member : \$1,123.50
Presentation Essentials	April 11 & 12	SIM Member : \$909.50
		Non-SIM Member : \$1,048.60
Solving Complex Problems: A Systems Thinking Approach	April 25 & 26	SIM Member : \$963.00
		Non-SIM Member : \$1,123.50

WHAT ARE YOUR HR TRAINING AND DEVELOPMENT GOALS?

- Human benefits
- Financial benefits
- All of the above

Evaluating the effectiveness of training and development initiatives helps companies establish relevant learning programmes for employees to ultimately boost their bottomline.

Contact us at pd.sim.edu.sg/corporate to find out how we can tailor corporate training programmes to get you where you need to be.



BUSINESS INSIGHTS

SKILLS ALIVE!

MARCH 8 (FRIDAY)

2.30 PM – 5 PM

REGISTRATION FROM 2.15 PM

SIM MANAGEMENT HOUSE

\$35 SIM MEMBERS

\$40 SIM GE & SUSS ALUMNI

\$45 NON-MEMBERS

REGISTER BY MARCH 1

2019 SIM Membership e-Event Pass is applicable.

Vamp Up Communication & Presentation NEW

Building confidence in communicating and presenting to anyone, anywhere and anytime is key to your success journey towards excellence, both professionally and socially. Regardless of what situation or environment you are in, the ability to influence and make an impact through communication is the number one essential skill for everyone.

We communicate to share information and transfer knowledge. Without the confidence, structure and presence to deliver the message, we risk the message being miscommunicated and often confused and distorted.

Having a voice is one thing. Having a voice that is impactful and can influence change, is something highly sought-after but yet many struggle to achieve.

This talk equips you with the essential elements needed to build confidence when communicating or presenting to anyone, anywhere and anytime.

TALK OUTLINE:

- Vamp up your communication and presentation skills for maximum connectivity
- Understand the importance of verbal and non-verbal communication effects
- Ability to influence and connect people to establish collaboration
- Develop skills to understand your audience before you connect
- Learn to build impactful content through storytelling to capture and retain audience
- Establish confidence in public speaking and successful networking
- Understand how to "Window Dress" for every occasion

Kim Underhill is an industrial and organisational psychologist, keynote speaker, trainer, coach and management consultant. Armed with more than 23 years of international business and management experience, she managed Fortune 500 key accounts and led change through strategic and organisation development, increasing people effectiveness and business performance.

Kim is the author of *Success Inside Out, Challenge or Choice*, a six step self-coaching methodology guide that helps individuals understand what it takes to gain ultimate work-life happiness and achieve success under any circumstance and environment. She is a certified practitioner for Solution Focused Coaching, Results Coaching, Belbin Team Roles and Neuro-Linguistic Programming.

Kim's flagship programme, New Age Leadership, looks at the importance and holistic approach of self-leadership, team-leadership and business-leadership, supported by her global travel experience working with different cultures. Kim received the Women Icon Asia Award 2018 for her work advocating to raise more women leaders. Through her Winning in Heels women leadership programme, she helps many corporate women understand what it takes to break that glass ceiling and to have it all.



SKILLS ALIVE!

How Design Thinking Can Solve Wicked Problems NEW

“Business people don’t need to understand designers better. They need to become designers.”

– Roger Martin, former Dean, Rotman School of Management

Design thinking is a human-centred approach that organisations can apply to understand their customers and innovate their offerings. It has given many organisations new hope, a way to unearth fresh insights about their users and differentiate themselves from their competitors.

Have you been wondering what design thinking is about and why are businesses adopting this approach? Do you have a complex issue that you are unable to resolve? Be inspired by how organisations have used design thinking to understand a complex problem and identify the right issues to solve. In this condensed session, you will get to quickly experience what a design process feels like. We will also share how it can help you better work on the issues that you have been working on.

TALK OUTLINE

- Introduction to design thinking
- Exploring the world of users – What is human-centred design? How can I spot new opportunities by deepening my understanding of my customers?
- Innovate – generating ideas and prototyping. How do I develop ideas? How do I build and test my ideas with users?
- Reflection on the experience – What did I learn from design? How can we bring this back to my business?

Debbie Ng is the Principal and Education lead of ThinkPlace’s Singapore studio, a strategic design consultancy with more than 13 years of experience in working with large, complex organisations in the public, not-for-profit and private sectors to design human-centred experiences to create impact at scale.

Debbie is a pioneer of design thinking in Singapore, with more than a decade of experience helping public and private organisations transform and innovate using human-centred design thinking. Certified by the notable Rotman School of Management, Debbie is highly regarded as a design coach with many years of experience training change makers, innovators and practitioners who wants to acquire knowledge and skills in design thinking methods and mindsets. Debbie is passionate about mentoring leaders and teams to lead by design and change. She is currently a PhD candidate in the doctoral programme at the NUS Division of Industrial Design, delving into her research on design leadership in public organisations.



MARCH 14 (THURSDAY)
3 PM – 5 PM
 REGISTRATION FROM 2.30 PM
797A NORTH BRIDGE ROAD
SINGAPORE 198765
 \$35 SIM MEMBERS
 \$40 SIM GE & SUSS ALUMNI
 \$45 NON-MEMBERS
REGISTER BY MARCH 7

2019 SIM Membership e-Event Pass is applicable.

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20% OFF PROGRAMMES*

*Register for SIM PD executive programmes running in February and March to enjoy 20% off programme fees. Offer ends March 15, 2019.

Terms and conditions apply.

Call us at 6248 9408 | 6248 9418 | 6248 5898

SKILLS ALIVE!

APRIL 25 (THURSDAY)

2.30 PM – 5 PM

REGISTRATION FROM 2.15PM

SIM MANAGEMENT HOUSE

COMPLIMENTARY FOR SIM MEMBERS

\$40 SIM GE & SUSS ALUMNI

\$45 NON-MEMBERS

REGISTER BY APRIL 18

2019 SIM Membership e-Event Pass is applicable.

Workplace & Workforce 4.0 NEW
Winning in the future of work

What does it take to win in the future of work? How do you deal with the disruption caused by digital technologies, evolving business models and a changing workforce? This talk combines the hard sciences of technology and the 'heart' science of human engagement. Given the scale of ongoing disruptions, there is an urgent need to update the skills and perspectives of leaders in every industry and job function.

This talk provides the latest research, key insights and practices to better prepare leaders and employees to interact successfully with the ongoing massive disruption and foster extraordinary performance on an individual, team and organisational level.

LEARNING OUTCOMES

- Gain an overview of how the nature of work is fundamentally changing
- Be equipped with the mindset, heartset and skillset needed for leaders to respond and interact successfully with disruption
- Enhance your organisation's ability to attract, retain and improve the productivity of your workforce while using leading technology
- Be empowered with people development tools to build sustainable personal and organisational competitive advantage in the future
- Lead and foster a vibrant multigenerational workforce

Nick Jarvis Tan is an award winning behavioural scientist who specialises in maximising human performance, as well as fostering human connectedness in the workplace. As the principal trainer and facilitator of a global talent development firm that serves leading businesses, government institutions and non-profit organisations, he has helped hundreds of his clients grow their people and organisations, and made lasting improvements to their business performance.

A highly sought after speaker by top brands, Nick is known for his unique ability to blend and incorporate both Eastern and Western business philosophies and practices that produces paradigm shifting insights. His transformative signature programmes include facilitating processing labs for the C-suite level, corporate rejuvenation retreats in resorts across Asia for senior management teams, as well as achievement accelerators for emerging leaders.

Educated and trained as a behavioural scientist from the University of Notre Dame, Australia, Nick draws from the best practices and latest research in the fields of business, psychology, behavioural and cognitive sciences to equip individuals, teams and organisations with the skills and knowledge they need to achieve quantum breakthrough and performance.



**PROFESSIONAL
INTEREST GROUPS**



SIM || TOASTMASTERS CLUB

MARCH 1 (FRIDAY)

7 PM – 10 PM

REGISTRATION FROM 6.45 PM,

REFRESHMENTS FROM 8.30 PM

**SINGAPORE MANAGEMENT
UNIVERSITY**

**90 STAMFORD ROAD
SINGAPORE 179903**

\$30 SIM MEMBERS

\$35 SIM GE & SUSS ALUMNI

\$40 NON-MEMBERS

REGISTER BY FEBRUARY 22

2019 SIM Membership e-Event Pass is applicable.

Agile Negotiation Practice
Communicate to Collaborate

How do we skilfully navigate through difficult situations to reach mutually agreeable outcomes?

Today, we all operate in an agile environment of small teams with the challenge to quickly create viable products or solutions for our customers, then continue to evolve and transform to take on the challenges from this disrupted world.

In order to accomplish our daily tasks with agility in this augmented intelligent society, we constantly search for new resources and source of support.

How do we connect and communicate with people to achieve our goal? Learn to apply tactical empathy through dialogues of questioning and listening to motivate, influence and persuade others to reach a breakthrough agreement for collaboration.

Refine your AGILE NEGOTIATION SKILLS and explore techniques that will make you more effective at work.

Suhwe Lee was a global trainer and learning consultant in the Asia-Pacific talent acceleration and culture transformation programme for IBM. She has over 30 years of experience as product, project and programme manager for multinational companies. Through her professional practice and consulting service, she shares her knowledge and experiences by conducting workshops and publishing articles in conferences and professional journals.

Economic Outlook 2019

As Good as It Gets

The first salvo in the current trade war rang out in early 2018 with the United States (US) imposing tariffs on washing machines and solar panels. Most people did not take it seriously because everyone thought that both sides knew nobody would win in any trade war. It was assumed both sides would back down.

The assumption was wrong. Instead, more tariffs were imposed, particularly in September 2018, with more scheduled in January 2019. Although a three-month truce was announced in early December 2018, it was overshadowed by the arrest of a top executive from Huawei.

Now, all optimistic bets are off. Prospects for the global economy has suddenly darkened. Will the US-China trade war resume from early March 2019 when the three-month truce expires? Or has the trade war taken a more dangerous route after the arrest, or kidnap, of the executive from Huawei.

Hear what Dr Tan has to say about the dangers we all face in 2019.

Dr Tan Kee Wee has many years of experience in the finance industry as an economist, forecasting the financial markets and global economies. He started his career in 1988 as a journalist with *The Business Times* after he obtained his PhD in Economics from the University of East Anglia in Britain. Despite spending most of his career in the business world, he has kept in touch with the academia. He continues to teach undergraduates economics on a part-time basis.



The Entrepreneurship &
Strategic Management Group

MARCH 28 (TUESDAY)

7.30 PM – 9.30 PM

REGISTRATION & DINNER FROM 6.30PM,
AGM AT 7.15PM, TALK AT 7.30 PM

**NUSS SUNTEC CITY GUILD HOUSE
SUNTEC CITY MALL TOWER 3
3 TEMASEK BOULEVARD, #02-
401/402
SINGAPORE 038983**

\$45 TESM MEMBERS
\$50 SIM MEMBERS
\$60 SIM GE & SUSS ALUMNI
\$70 NON-MEMBERS

REGISTER BY MARCH 21

2019 SIM Membership e-Event Pass is applicable.

The Untold Secrets to Retain Key Talent

Why do some people choose to leave and some stay in an organisation? What if those leaving are your key talents? How do you retain them? What are the underlying reasons for leaving and how do we find out?

WORKSHOP OUTLINE:

- Understand the early exit triggers/signs as prevention is better than cure
- Internalise what research says and what should we be doing differently
- Corporate case studies and ways to tackle retention
- The 3Cs and the intervention model to retain your key talent

Sharon Seet has a master's degree in human capital leadership (coupled with a CIPD Level 7 Advanced Diploma). She is also a certified HR professional and is certified in Harrison Assessment – a psychometric tool in employee development and recruitment. She is passionate about people and has over 13 years of strategic HR leadership and business partnering experience, and 10 years at human capital leadership with a track record of developing regional and diverse teams in a global environment for commercial, start-up rep offices and manufacturing. She is experienced in conducting coaching sessions at the individual and team level.



APRIL 6 (SATURDAY)

SIM MANAGEMENT HOUSE

9.30 AM – 12.30 PM

REGISTRATION FROM 9.15 AM,
AGM CUM REFRESHMENTS AT 12.30 PM

\$35 HCIG MEMBERS
\$40 SIM MEMBERS
\$45 SIM GE & SUSS ALUMNI
\$50 NON-MEMBERS

REGISTER BY MARCH 31

2019 SIM Membership e-Event Pass is applicable.

6D4N Enriching Educational Trip to Chongqing (6D4N重庆之旅)

Discover Chongqing, the secret metropolis of China, on this trip with us. Surrounding this booming metropolis is a blanket of forested mountains, towering peaks and crashing waterfalls. On top of this 3-dimensional landscape is the stunning skyline of Chongqing that can be viewed from all over the city.

We have also lined up visits to leading companies such as Chang An Automobile, one of the big four Chinese automakers, Chongqing Lifan Industry (Group), one of the biggest private-owned enterprises in China specialising in motorcycles and motor engines manufacture and sales among its diversified business portfolios, and Chongqing Zhoujunji Hotpot Food Company, one of the leading enterprises in Chongqing Hotpot material.

A visit to Jiefangbei (People's Liberation Monument) is also on the cards. The areas surrounding the monument tower makes up the main central business district and is the shopping paradise in Chongqing. Finally, savour the food on the most famous Bayilu Road Food Street.

Highlights of the trip will also include visits to:

- Dazu Rock Carving, Hongya Cave and Night Tour Liangjiang of two rivers
- Youyang (Taohuayuan Scenic Area)
- Wulong (Three Natural Bridges)

Limited to 20 seats only and registration is on a first-come first-served basis.

For more information, please call Alice Nies on 6248 9445 or email her at alicenies@sim.edu.sg

The fee includes airfare, airport tax, fuel surcharge, hotel accommodation on a twin-sharing basis, transportation, selected meals, S\$10,000 travel insurance coverage, and tipping (if any).

Terms & Conditions: Full itinerary will only be provided upon request. SIM reserves the right to withdraw any itinerary or any booking made or decline or refuse any passenger as a member of the tour, if it appears that such person is likely to endanger the health or safety, or impair the comfort and enjoyment of others on the tour. SIM also reserves the right to make any changes at any time due to unforeseen circumstances. Please ensure that your international passport's validity is at least six months prior to departure date. No withdrawal is allowed after confirmation of registration. Full fee will apply. All fees are inclusive of 7% GST. Other terms and conditions apply.



The Entrepreneurship &
Strategic Management Group



企业管理学会
**BUSINESS MANAGEMENT
GROUP**

APRIL 20 (SATURDAY)

11.30 AM

REGISTRATION AND GROUP CHECK-IN
STRICTLY AT CHANGI AIRPORT
(M1976 SIN/CKG 1355/1810)

APRIL 25 (THURSDAY)

9.00PM

(MI 979 CKG/SIN 0010/0455)

\$1,560 TESM & BMG MEMBERS &
IMMEDIATE FAMILY MEMBERS
\$1,610 NON-MEMBERS
\$199 SINGLE ROOM

**REGISTER BY MARCH 4 WITH FULL
PAYMENT***

2019 SIM Membership e-Event Pass is not applicable

CONNECTIONS

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*Valid till December 31, 2019
Terms and conditions apply.



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You can also register online by clicking on respective events on the membership events calendar at pd.sim.edu.sg/ms

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EMAIL:

PLEASE INDICATE: INDIVIDUAL MEMBER CORPORATE MEMBER

SUSS ALUMNI (ALUMNI NO. _____)

NON-MEMBER SIM GE ALUMNI

INTEREST GROUP MEMBER (GROUP: _____)

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CHARGE TO MY: VISA MASTERCARD

CREDIT CARD NO:

NAME OF CARDHOLDER:

EXPIRY DATE:

SIGNATURE: _____ AMOUNT: \$ _____

AS PER CREDIT CARD

BUSINESS INSIGHTS		DATE	TIME	FEE (MEMBERS) SIM UNI NON
<input type="radio"/>	Vamp Up Communication & Presentation	MAR 8	2.30 PM – 5 PM	35 40 45
<input type="radio"/>	How Design Thinking Can Solve Wicked Problems	MAR 14	3 PM – 5 PM	35 40 45
<input type="radio"/>	Workplace & Workforce 4.0	APR 25	2.30 PM – 5 PM	40 45
PROFESSIONAL INTEREST GROUPS		DATE	TIME	FEE (MEMBERS) IG SIM UNI NON
<input type="radio"/>	TM II Agile Negotiation Practice	MAR 1	7 PM – 10 PM	30 35 40
<input type="radio"/>	TESM Economic Outlook 2019	MAR 28	7.30 PM – 9.30 PM	45 50 60 70
<input type="radio"/>	HCIQ The Untold Secrets to Retain Key Talent	APR 6	9.30 AM – 12.30 PM	35 40 45 50
<input type="radio"/>	TESM/BMG 6D4N Enriching Educational Trip to Chongqing	APR 20	11.30 AM	1,560 1,610 199

LEGEND

SIM – SIM Members Uni – SIM GE / SUSS Alumni Non – Non-members
IG – Respective Interest Group members only

Registration and Payment: A place will be reserved for you upon receipt of your registration. Please inform us in writing of any change in registration. Full fee will be charged if withdrawal is made less than one week before commencement. All fees are inclusive of 7% GST. All cheque/bank drafts must be made payable to 'Singapore Institute of Management', crossed and marked 'A/C Payee only', with the activity title indicated on the back. All registration and payment should reach us by the activity registration closing date.

Cancellation: SIM reserves the right to make any amendments, cancel and / or change the programme, speaker, date or venue if warranted due to unforeseen circumstances.

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