

PD NEWS

A NEWSLETTER OF SIM PROFESSIONAL DEVELOPMENT

JUNE 2019
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The poster features a central graphic of a human figure composed of blue and white geometric points and lines, set against a dark background with glowing blue and purple light trails. The text is arranged in a clean, modern layout, with the event title and dates at the top, the main event name in large bold letters, and the tagline and website at the bottom.

Details on page 6

LEADING MULTI-GENERATIONAL TEAMS



// *A diverse workforce is needed to bring about better performance and business outcomes. Good intergenerational management at individual and team levels can foster greater communication and trust.* //

Employee Development and Retention

The differing ages are still active in seeking upward mobility and rewards as they look to fulfil their career and personal goals. The mid-careers are expressing interest in stepping back from their current scope of work while the younger workers are increasingly expecting fast-track progression into management and leadership roles. The idea that employees should be in charge of their professional development is relatively new. In the past, people are expected to choose a career early in life, find an employer, and then stay with the company for the rest of their working lives. In return for their loyalty and longevity at the company, they received all sorts of protections—including job security, steady rise up the “corporate ladder” with corresponding increases in income, and a retirement pension. In today’s business environment, that “contract” between employer and employee no longer exists in many companies. A flow of radical changes has rewritten the rules of the workplace. These changes include globalisation of the economy, a shift from the industrial age to the information age and new advances in technology such as the Internet. These changes mean that the skills required for any company to stay competitive—whether large or small, new or mature—keep shifting at an ever-increasing rate. How is this going to impact the organisation as they design their talent management framework and how would an employee from the younger workforce, like the millennials view their career development or career path? All three generations value comfort, security, and professional growth. Some research suggests the potential in retaining millennials by providing opportunities to make contributions quickly with challenging career development opportunities.

Leadership Involvement and Shared Values

As workplace expectations become more

demanding, effective leadership plays a key role in efforts to attract, influence, and retain talents.

Millennials enter the workforce and have high expectations of recognition, approval, and being rewarded by their employers. For similar reasons, they also have a strong desire to be led with clear directions and be well supported by their managers. In general, younger workers expect and feel entitled to consistent, balanced, high-quality feedback and older bosses tend to be uncomfortable, unqualified, or uninterested in delivering feedback. Such behaviours create a significant disconnect and feeling of unmet expectations.

Dominant values and work attitudes differ for each of the generations in today’s workforce. Both baby-boomers and millennials were found to be drawn to opportunities that allow time out to explore passions, hobbies, and good works.

Organisations with multigenerational work environments may provide organisational-wide learning opportunities to close intergenerational gaps and prevent employees from viewing others in terms of generational stereotypes. Communication that reveals shared values and reflects common commitments to organisational goals enables co-workers to forge and sustain productive relationships.

Put On a Coaching Hat

Leaders should exist to support the energetic efforts of millennials—enabling and coaching rather than deciding and directing. They should provide greater access to knowledge and collaborative networks; make it easy for employees to build horizontal networks that span organisational boundaries and tap diverse areas of expertise; enable employees to temporarily step out of formal lines of management and join forces to fluidly respond to market opportunities.

This article was written by **Ms Annie Tan** who is a corporate trainer with over 20 years of experience in leading teams, human resource, learning, and organisational development. Ms Tan is an NLP and Results-based certified coach and has a Master of Leadership in Organisational Learning. She is also an associate trainer with SIM Professional Development. Visit <http://pd.sim.edu.sg/> for more information on SIM Professional Development programmes.

While diverse teams collectively present a greater wealth of experience and ideas, they often have a greater variety of communication styles, motivations, working approaches, and norms. If not well-managed at the individual or team levels, communication and trust can break down. Succession planning is becoming challenging for organisations and leaders too. In particular, the millennials (Generation Y), who are the lifeblood of the growth and future of organisations, are difficult to retain. They are seen to provide energy, enthusiasm, and fresh ideas to innovate and take organisations to greater heights.

Characteristics and Expectations

Each generation has desired security and variety in their careers, the opportunity to be stretched and challenged, and the ability to be proud of the company they work for.

Employee performance and retention rely heavily upon the quality of their relationship with their leader. With the baby boomers retiring and with millennials entering the workforce, the massive demographic shift is creating the need for organisations and leaders to re-evaluate the internal system. Providing career opportunities and challenging, meaningful assignments are perceived to be more important to millennials than life-long employment.

So, in managing and engaging them, leaders must keep this in mind and come up with a development track that recognises that ambition. They must examine the factors that contribute to employee retention, supportive leadership, positive work environment, and growth opportunity.

SIM PD X PERFORMANCE

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THE KEY TO PERFORMANCE EXCELLENCE**

Go to pd.sim.edu.sg/ep/24 for upcoming programmes that get more out of your personal best.



SIM PD X PERFORMANCE

PROGRAMME	DATES	FEE
How to Speak with Greater Confidence, Purpose & Impact	August 1 & 2	SIM Member : \$642.00 Non-SIM Member : \$738.30
Project Management: An Introduction	August 2	SIM Member : \$588.50 Non-SIM Member : \$695.50
8 Toolkits for Emerging Professionals	August 15 & 16	SIM Member : \$749.00 Non-SIM Member : \$877.40
Creativity & Innovation Applied	August 19 & 20	SIM Member : \$963.00 Non-SIM Member : \$1,123.50
Design Thinking for Breakthroughs	August 19 & 20	SIM Member : \$1,091.40 Non-SIM Member : \$1,284.00
Assertiveness Skills for Managers	August 21 - 23	SIM Member : \$802.50 Non-SIM Member : \$963.00
NLP for Professionals	August 22 & 23	SIM Member : \$749.00 Non-SIM Member : \$866.70
Positive Power & Influence®	August 22 & 23	SIM Member : \$2,086.50 Non-SIM Member : \$2,461.00
Presentation Essentials	August 29 & 30	SIM Member : \$909.50 Non-SIM Member : \$1,048.60
Drive for High Performance	August 30	SIM Member : \$695.50 Non-SIM Member : \$856.00

Revised

NEW

Revised

SKILLS ALIVE!

JULY 12 (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 JULY 5

2019 SIM Membership e-Event Pass is applicable.

Smart Digital Marketing Strategies to Deal with Rising Customer Expectations



Customer expectations are rising and brands are trying hard to keep up in a hyper-connected and real-time experiences driven world. Immediate gratification is the norm when interacting with brands.

Despite investing heavily in the latest technology such as Chatbots, AI, Robotic Process Automation (RPA) and being armed with valuable data insights, marketers worry that their tools and campaigns are not meeting their customers' expectations.

In fact, according to the fifth edition of Salesforce's global State of Marketing report, fewer than half (49%) of the 4,100 marketing leaders across B2C and B2B brands questioned believe they are providing an experience completely aligned with their customers' expectations.

TALK OUTLINE:

- Effective digital marketing tools and techniques
- Important metrics for measuring digital marketing success
- Improve digital marketing

Manisha Seewal is the Group Chief Marketing Officer for Carro, South East Asia's largest online car marketplace. She oversees the marketing function for Carro in Singapore, Indonesia and Thailand. Before Carro, Manisha was the Head of Marketing at Tokio Marine Life Insurance Singapore Ltd and has also led marketing teams of top insurers like Great Eastern, AVIVA, HSBC Insurance and Zurich Insurance.

She is a leader in MarTech space and a firm believer of simplifying technology to answer growing customer needs. Manisha has led several technological innovations, which includes Singapore's first ChatBot from a life insurer, called TOMI.

Listed amongst the top 50 women leaders in Asia, she regularly participates in key marketing events and has been on the judging panel for Marketing Excellence Awards annually from 2014 – 2018. Manisha is a highly sought-after speaker and a panelist at leading marketing events. She is also an Associate Lecturer at Republic Polytechnic, where she shares practical application of social & digital media strategies and crisis management with working adults.

Manisha was listed amongst 100 Most Influential Global Marketing Leaders in 2018. She received the Women Super Achiever Award in 2017, was listed amongst Asia's most Influential CMOs in 2016 and most Influential Brand Leaders in 2015 by World Brand Congress. She also received Women Leadership Excellence Award by CMO Asia in 2016.



AUGUST 15 (THURSDAY)

3 PM – 5 PM

REGISTRATION FROM 2.30 PM

**797A NORTH BRIDGE ROAD
SINGAPORE 198765**

COMPLIMENTARY FOR SIM MEMBERS

\$40 SIM GE & SUSS ALUMNI

\$45 NON-MEMBERS

REGISTER BY AUGUST 8

How Design Thinking Can Solve Wicked Problems

"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 partnering public and private organisations to transform and innovate through her expertise in 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 changer makers, innovators and practitioners who wants to acquire knowledge and skills in design thinking methods and mindsets. Debbie is passionate in mentoring leaders and teams to lead by design and change. She is currently a PhD candidate in the Doctoral Programme of the NUS Division of Industrial Design, delving into her research on design leadership in the public organisations.



SKILLS ALIVE!

The 5Cs of Effective Business Writing

*“The class is lively and Betty is able to keep everyone engaged.”
“I will highly recommend my colleagues and friends to attend this course.”*

Have you ever felt the need to choose between writing well and writing fast at work? The ability to put your ideas across accurately and effectively in writing is an important communication skill for every business executive. Sometimes the only exposure you may have to higher management is through your writing. If your email and letters are clear and concise, they convey an impression of someone with a well-organised mind, a person who knows exactly what is needed and how to make it happen. Messages that are vague, disjointed and weak may compromise your chance of being promoted and can tarnish your professional reputation.

Regardless of how seldom you need to express your ideas in writing, you should acquire and develop the skill to do it well. However, the ability to write clearly, understandably does not always come naturally.

This practical workshop is designed to empower you to write for the results you want in the shortest amount of time through a simple, step-by-step approach based on the fundamentals of effective email writing.

LEARNING OUTLINE:

- Recognise and avoid common mistakes in email writing
- Master the 5Cs of effective business writing
- Develop clear and relevant subject headlines
- Express ideas clearly and logically that are easily understood the first time
- Write concisely following the KISS principle of good writing
- Develop a simple four-step writing format to inspire a coherent flow
- Practise good email etiquette to improve professionalism in your writing
- Acquire the skill to write effectively, professionally and confidently

Presenting with Confidence

*“The facilitator is excellent. She is interactive and concise in her delivery. I enjoyed the class very much.”
“Betty was able to inject practical and humorous examples in her sharing which made the training much more interesting.”*

Presenting to large or small groups, even a one-to-one session, may intimidate or frighten you. Yet good presentation skills are vital to your career success.

Oral presentations offer important opportunities to put all your communication skills on display; including your research, planning, writing, visual design, and interpersonal and non-verbal communication.

This intensive 1-day programme is specially designed to hone your skills in speaking confidently, delivering a compelling presentation and handling challenging situations. Customers and businesses want people who can express themselves clearly and confidently, and are persuasive and comfortable communicating with a wide variety of people, from top executives to operational workers. These are also important attributes organisations seek when searching for talents to promote.

LEARNING OUTLINE:

- Prepare and deliver effective presentations
- Engage and manage audience interactions from start to finish
- Master effective verbal and non-verbal communication techniques to increase impact
- Reduce nervousness and anxiety during presentations
- Deliver a clear, convincing and persuasive presentation
- Use effective and appropriate visual aids
- Manage question and answer sessions confidently
- Raise your bar from an ordinary to a powerful communicator

WHO SHOULD ATTEND

This course is suitable for all levels of staff including but not limited to senior and mid-managers, supervisors, executives, frontline staff and those who seek to improve their professional skills in business communication.

Betty Kan-Sekine is a Certified Professional Trainer (IPMA, UK), a Certified Neuro-Linguistic Programming Practitioner (NFNLP, USA) and an Associate Lecturer with SIM Global Education in Business Communication. She is a ThinkBuzan Licensed Instructor and an iMindMap Advanced Instructor facilitating Tony Buzan's Mind Mapping® technique. Betty is also a Certified Instructor of Dr Edward de Bono's Six Thinking Hats® Method and Lateral Thinking™ Application. She had attained a full Advanced Certificate in Training & Assessment (ACTA) under the Singapore Workforce Skills Qualification framework.

Betty enjoys a diverse cultural background having lived in the US and Japan for 17 years. She is fluent in Cantonese and Mandarin. She believes in the power of maximising one's potential by improving and changing oneself from the inside out. Her passion is in helping individuals be the best they can be.



**SKILLSFUTURE CREDIT
APPROVED PROGRAMME**

AUGUST 22 (THURSDAY)

SIM MANAGEMENT HOUSE

9 AM – 6 PM

\$385.20 (100% CLAIMABLE WITH SKILLSFUTURE CREDIT)

REGISTER BY AUGUST 15

For more information, please call Grace on 6248 9414 or email gracetan@sim.edu.sg

2019 SIM Membership e-Event Pass is not applicable.

**SKILLSFUTURE CREDIT
APPROVED PROGRAMME**

AUGUST 23 (FRIDAY)

SIM MANAGEMENT HOUSE

9 AM – 6 PM

\$449.40 (100% CLAIMABLE WITH SKILLSFUTURE CREDIT)

REGISTER BY AUGUST 16

For more information, please call Grace on 6248 9414 or email gracetan@sim.edu.sg

2019 SIM Membership e-Event Pass is not applicable.



43% *of HR practitioners find it difficult to align the talent retention strategy with business objectives.*

At SIM PD, we offer flexible, creative and engaging training pathways that are focused specifically to fit your company's needs and culture.

Contact us at pd.sim.edu.sg/corporate to find out more.

SINGAPORE
MANAGEMENT
FESTIVAL

SEPTEMBER 5 & 6

HYPER GROWTH

NEW AGE • ROLE • MINDSET

A transformational journey for leaders into the future.

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festival.sim.edu.sg

Essence of Mental Wellness Through Effective Stress Management

The number of people suffering from mental burnout is on the rise. There are more people seeking help for mental conditions such as depression and alcohol abuse. Learn to beat stress and manage your life more effectively. Find out how to have more joy and peace in 2019.

TALK OUTLINE:

- Understand the importance of mental wellness
- Understand what stress is about
- Identify the causes of stress
- Recognise the signs and symptoms of burn-out
- Master the effective and practical stress management techniques
- Identify how you can reach out to fellow colleagues under stress

Rayson Choo is a practicing psychiatric nurse and motivational speaker. He has been featured on numerous media such as *The Straits Times*, *The New Paper*, 938 Live and *Lian He Zao Bao*. His mission is to inspire the masses with his unique experience and knowledge in mental health and mind mastery.



JUNE 29 (SATURDAY)

9.30 AM – 12.30 PM

REGISTRATION FROM 9.15 AM,
AGM AND REFRESHMENTS AT 12.30 PM

SIM MANAGEMENT HOUSE

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

REGISTER BY JUNE 21

2019 SIM Membership e-Event Pass is applicable.

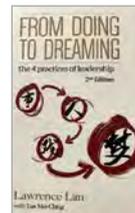
The Four Practices of Leadership How to Grow Leaders in Organisations

Leaders could make the key difference between a thriving and mediocre organisation. Leadership has a distinct growth pattern and understanding this pattern will help HR professionals grow leaders in their organisations. Learn the four practices of leadership and a technique to help leaders dynamically align their business, organisational and people strategies.

TALK OUTLINE:

- The role of leaders and the value they bring to organisations
- The physical and social dimensions of leadership
- The four practices of leadership
- The growth pattern of leadership
- The role of HR professionals in growing leaders for organisations
- Inculcating effective behaviours: SCRUM as an effective synchronising tool

Lawrence Lim is a proven leader and strategic thinker with more than 25 years of experience in human resource management, operations, capability transformation and organisational development. He holds five master's degrees from the Imperial College of London, Naval Postgraduate School (USA), Royal Military College of Canada, and the Massachusetts Institute of Technology (MIT). Lawrence won the Leading CEO Award from the Singapore Human Resources Institute in 2014, the Singapore SOKA Association Goodwill Award (Leadership) in 2015 and the Singapore Defence Technology Prize (Research & Development Category) in 2006. He retired from the Singapore Armed Forces as the Chief of Artillery in May 2016, and is currently the Chief Operating Officer of CoAssets Pte Ltd, Asia's leading financial technology and funding platform.



JULY 27 (SATURDAY)

9.30 AM – 12.30 PM

REGISTRATION FROM 9.15 AM AND
REFRESHMENTS AT 12.30 PM

SIM MANAGEMENT HOUSE

\$45 HCIG MEMBERS
\$50 SIM MEMBERS
\$55 SIM GE & SUSS ALUMNI
\$60 NON-MEMBERS

REGISTER BY JULY 21

2019 SIM Membership e-Event Pass is applicable.
Each participant will receive a free copy of *From Doing To Dreaming* written by the speaker.

巴淡岛旅游攻略 – 2天1夜共度难忘美好时光 BMG: 2D1N Batam Discovery + Member's Get-together

巴淡岛, 一个大家都不陌生的名字也许觉得没什么可看可玩的岛屿!

现在让企业管理学会的执委朋友们在这2天1夜, 带着你和家人重新认识这个实际上是不平凡又好玩的岛屿。其中当然少不了购物还有吃吃!

马上报名, 名额有限, 别错过2天1夜同游的机会!

注: 如要行程表请与我们接洽

只限首25位登记者, 请尽早报名以免向隅

SIM有权利在任何时候或不可预测的情况下做所有变动。

注: 在出国之前, 请预先确定您在的国际护照的有效期是至少六个月。



企业管理学会
**BUSINESS MANAGEMENT
GROUP**

6月28 & 29日(星期五与星期六)

6.45 AM

集合/登记从6.45 AM开始, 8.20 AM
准时出发

参加者必须集合在
Harbourfront Centre

\$165 企业管理学会会员及直属家眷
\$180 非会员
(收费是双人房价钱, 如需单人房得另
加付费\$50)

报名截止日期: 须在6月14日全付款
报名截止日期过后, 报名费恕不退还。

2019 SIM Membership e-Event Pass is not applicable.
收费包括住宿、1个早餐, 2个午餐, 1个晚餐, 旅游保险费及小费。

CONNECTIONS

ALL THINGS MEMBERS



DESIGN THINKING
CAN SOLVE
WICKED PROBLEMS

DATE:
AUG 15 (THU)

TIME:
3 PM TO 5 PM
(Registration starts from 2.30 PM)

VENUE:
THINKPLACE SINGAPORE
797A North Bridge Rd, S(198765)

REGISTER NOW!
Register by AUG 8

COMPLIMENTARY FOR SIM MEMBERS
Grace Tan | 6248 9414 | gracetan@sim.edu.sg | bit.ly/DT-0815

Please complete and return this registration form to Events Management
Singapore Institute of Management, SIM Management House, 41 Namly Avenue, Singapore 267616
T: 6246 6746 • F: 6462 5751 • E: pdevents@sim.edu.sg

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

All fields are mandatory and data will be used for event registration only.

NAME: DR | MR | MS _____

NRIC NO: _____ NAME AS IN NRIC | PASSPORT

COMPANY NAME: _____

TEL: (O) _____ (M) _____

MEMBERSHIP NO: _____

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"/>	Smart Digital Marketing Strategies to Deal with Rising Customer Expectations	JUL 12	2.30 PM – 5 PM	35 40 45
<input type="radio"/>	How Design Thinking Can Solve Wicked Problems	AUG 15	3 PM – 5 PM	COMPLIMENTARY 40 45
<input type="radio"/>	The 5Cs of Effective Business Writing	AUG 22	9 AM – 6 PM	\$385.20
<input type="radio"/>	Presenting with Confidence	AUG 23	9 AM – 6 PM	\$449.40
PROFESSIONAL INTEREST GROUPS		DATE	TIME	FEE (MEMBERS) IG SIM UNI NON
<input type="radio"/>	HCIG Essence of Mental Wellness Through Effective Stress Management	JUN 29	9.30 AM – 12.30 PM	35 40 45 50
<input type="radio"/>	HCIG The Four Practices of Leadership	JUL 27	9.30 AM – 12.30 PM	45 50 55 60
<input type="radio"/>	BMG: 2DIN Botam Discovery + Member's Get-together	JUN 28 & 29	6.45 AM	165 180

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.

PDPA: During the course of your attendance at any SIM events, photograph(s) or video image(s) of you may be taken or recorded for news and publicity purposes. For detailed information, please visit <http://www.pd.sim.edu.sg/personal-data-protection-policy>

EDITORIAL TEAM

EDITOR AND COORDINATOR ALEXANDRIA CHU DESIGNER TAN SONG JOO

Singapore Institute of Management • 41 Namly Avenue, Singapore 267616 • T: 6246 6746 • F: 6467 4401 • W: pd.sim.edu.sg

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