

DESIGNING LEADERS, LLC

Great Leadership Only Happens by Design

2017 Company Overview & Seminar Offerings

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HELPING YOU BUILD THE LEADERS YOU NEED

As economies grow in Asia, labor markets are having trouble keeping up. Companies are growing faster than populations are, so you cannot expect to simply add more people as your organization expands; instead, you need to get greater performance out of the people you already have. Training your employees is certainly useful, but that has very little impact when your leadership cannot take advantage of those skills. The answer, then, is to develop strong leaders.

Traditional leadership development has focused on leading in stable business environments, with strict hierarchies, limited risk-taking, and an abundant source of talent. What works in a stable environment, though, does not usually work in a growth environment, so a new style of leadership is needed to help you make the best use of your talented workforce. The concept of **Sustainable Leadership** offers an effective means of balancing between current needs and plans for the future allowing you to create an organizational culture that allows your employees to do their best work now, while engaging and developing talented employees for the long-term.

You do not get an innovative workforce by telling people you want new ideas, and then punishing them for failure. You do not get collaborative employees by telling them to work as a team, but then focusing only on individual results in performance reviews. Actions matter more than words, and we help leaders at all levels learn how to take the right actions to get the most value from their employees and maximize their growth and success, based on their business goals and their cultural setting.

We help your senior leaders and front-line managers create a culture where your employees can do their best work.

WHAT WE PROVIDE

Seminars and Workshops

We offer training sessions that help you understand how to shape your organizational culture and design practical policies and processes to create the workforce that works best for your needs. Our sessions focus on Leading for Growth, Creating a High-Performance Environment, and Building Long-Term Talent.

Facilitation

In leadership off-sites and similar sessions, an experienced outsider can help you navigate through competing business goals and different functional perspectives so you find solutions.

Keynote Speaker

Valuable lessons can be easier to communicate through unique, compelling stories. We can provide a speaker to inspire and motivate at your next corporate retreat or monthly “brownbag” talk.

Coaching

An objective, one-on-one advisor can help you see new opportunities or find solutions to ongoing challenges. A coach can help both new and experienced leaders with immediate and long-term concerns.

Consulting

Organizational change often requires more than individual skills. We can help you create a new talent strategy, design a change management plan, or navigate an organizational culture change.

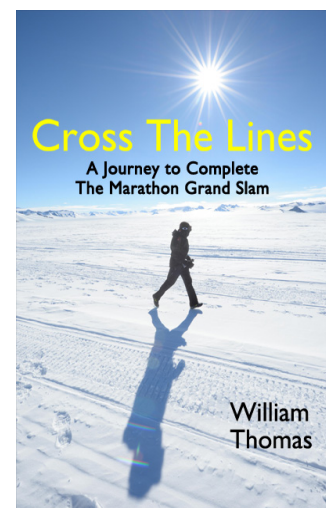


Dr William Thomas is the Founder and Chief Teaching Officer at Designing Leaders, LLC. He is responsible for diagnosing the leadership challenges that can limit an organization's success and growth, and creating training, coaching, and consultative programs that help leaders and managers overcome them. Dr Thomas has over two decades of leadership experience as an officer in the US Air Force, as well as years of teaching at major universities. He holds a PhD in public policy, with a focus on organizational culture, as well as an MBA and a bachelor's degree in economics.

Throughout his 21-year military career he served first as a nuclear officer, then as a strategic planner for peacekeeping and humanitarian missions, and finally as an international affairs specialist focused on Southeast Asia. During the 1990s he was responsible for leading much of the Air Force's organizational change following the end of the Cold War. He spent 7 years as a professor at the US Air Force Academy, where he taught strategic studies and political science, and after retiring as a Lieutenant Colonel he went on to teach in the master's degree program in Human Resources Management at Georgetown University in Washington DC. He also taught as a 2008-2009 Fulbright Scholar at Nanyang Technological University in Singapore.

For three years, from 2012 through the end of 2014, he worked as the Executive Advisor for CEB Corporate Leadership Council in Asia, advising Chief HR Officers at over 50 large private- and public-sector organizations in a dozen markets across the region. At CEB he helped clients design high-performance environments through improved talent management. He continues to focus on this area at Designing Leaders, where he leads training seminars, provides coaching, and consults on organizational culture change.

Dr Thomas is also a distance runner and is one of the few people in the world to have completed The Marathon Grand Slam, consisting of a marathon on all 7 continents and at the North Pole. He is the author of *Cross the Lines: A Journey to Complete The Marathon Grand Slam*, and often gives talks showing how the lessons from his experiences can be applied to organizational leadership.



In your first job, or maybe in your second (or your third) you probably had some leaders who worked in a way you did not really like. You may have said to yourself, "When I become a leader, I will NOT do that." As time goes by, you get the chance to take a management role, or maybe you start a company and lead others for the first time.

So now that it is your turn, what are you going to do?

When you first become a leader, you have a chance to start off well, make a good impression on others, and build some momentum for a great future. Or, you could just mess everything up. This session is designed to get you started in the right direction as you make the transition from employee to leader.

As a leader you have new responsibilities and new relationships, and the sooner you understand those, the sooner you will be at your most productive. This seminar helps you learn what you need to do first, and what you need to get right, in order to be a success in your first leadership role.

WHAT YOU DO

As an employee, it was up to you to be an expert. Now, it's up to you to lead those experts. Your responsibilities include managing (resources) and leading (people). We will start by looking at how you enable your employees through effective planning and by helping them build the relationships they need to be effective. Then we will help you learn to motivate, improve and sustain your employees' high performance.

HOW YOU DO IT

You know what needs to be done, but we will also explore the best ways to make it happen. How do you change your working style when you go from being an employee to being a leader? We will work on developing an effective communication style, and understanding how to have important conversations such as employee feedback or career path discussions. We will also examine how you can relate to your employees in a way that boosts their productivity, as opposed to relating to them in a way that gets you into trouble.

WHAT DO YOU DO FIRST?

As a new leader you will help yourself if you can get some "quick wins" to build momentum, improve your confidence, and demonstrate your abilities. We will learn how to identify those opportunities and decide what you can do to make them happen.

A coach's job is not to win games...it's to create an environment where the players can win games. Whether you are leading a highly coordinated water polo team, or picking individual runners who have the best chance to bring home SEA Games medals, the coach's role is to select the best team, create a plan for winning, then support them while they do it.

The same is true for leaders and managers in any organization. You may think the best thing is to tell your employees exactly what to do, and watch over their shoulders while they do it, so work gets done the way you want. If you do that, though, it means you are not getting the value out of your people that you should. Either they are talented, and you are wasting those talents, or they are not the right people, and should not be working for you in the first place. Either way, you are missing out on potential benefits, and probably driving up your costs, too.

So how do you make sure your team is set up for success?

BUILD A TEAM

Some people believe leaders should be more skilled than their employees – and that's wrong. While you should probably be the best leader on your team, when it comes to functional skills, you want to find the most talented players who can work the way you need them to work. We will learn how to best understand your business needs and recruit the right people in a way that boosts performance while reducing the costs of attrition later on.

DESIGN A GAME PLAN

Nothing will put you out of business faster than operating without a plan. Everyone should understand your goal and how you will reach it, so they know how to play their part the best. And before you ask, yes, plans change – but it's easier to deal with new situations when you actually have a plan to change, rather than coming up with something new every time. We will explore a planning process that is simple to use and can be applied in any business.

GET OUT OF THE WAY

Roger Federer's coach (when he decides he needs one) does not win Grand Slam tournaments. Instead, he helps perfect the details, then puts Roger on the court. We will help you understand how to make sure your team has the skills they need, then provide feedback to keep them on track and the resources to keep them moving forward.

As companies grow, leaders need to get greater performance out of the workforce they have, because in today's tight talent market you cannot expect to just hire more employees. Leaders will leave the session knowing how to hire the right employees, create a plan that puts their skills to the best use, and build an environment where the team is motivated and enabled to create the most business value. The main goal of this session is to help you be comfortable in your leadership role, so you can create an environment where your employees do their best work.

Merging with another company, shifting from individual effort to collaboration, giving up office space in favor of remote work...no organization survives if it cannot change with the times. Whether you are taking advantage of new opportunities in an evolving market, addressing the demands of a changing talent pool, or simply matching the fast pace of technological change, your organization needs to adapt in order to survive in a changing world. Your ability to lead employees through that change affects your business success.

Change can be very disruptive for your employees, and that can lead to business losses for your enterprise. Change creates uncertainty, which can cause employees to slow down because they are unsure of what is really needed; it can even cause them to leave, if they are uncertain about their future. Problems for your employees can disrupt the services you provide, and you may lose customers that will be hard to regain. What you need is a way to minimize the costs of change, maintain your revenue while you go through the change process, and maximize the business value of that change as quickly as possible. Everyone from new managers to the senior leadership will benefit from understanding how to:

PLAN FOR CHANGE

To get to where you want to go, you need to know where you are starting from as well as where you want to be. **Successful change does not just occur naturally, but instead requires a plan that helps you consider how you will make things happen the way you want them to.** You need to consider how much time you have to make the change, what resources can help you, and what “success” looks like to you, among other things. We will walk through a simple planning process that can help you and your employees understand what is needed.

COMMUNICATE WITH YOUR TEAM

Change creates two big challenges for your employees. The first is anxiety about their jobs, wondering if the changes taking place will leave them without a role. A second is that they have trouble doing the things you need them to do when they do not understand your expectations. **You can overcome both challenges by creating an environment that facilitates open communication,** to reduce everyone’s uncertainty and help you keep everyone aligned. We will explore processes that help make that communication happen easily.

MONITOR AND ADAPT

No matter how well you plan and communicate, things rarely work out exactly as you want. There will be new conditions that arise, mistakes made along the way, and things that you simply did not think about. Rather than sticking to a plan that no longer works, **you need to monitor the success of your change and adapt your strategy when necessary.** We will focus on understanding what to measure and how to create a working environment that is flexible enough to change course when necessary.

Successful small- and medium-sized enterprise (SME) leaders have built an understanding of their market, developed the “soft skills” to lead effectively in it, and recruited the right employees to sustain the business over the long term so they can ensure high performance and attract investors. Expanding that business internationally means an expansion of those concerns. Global leaders need to understand the logistical and talent challenges they face in new markets. Leadership across multiple markets involves not only the obvious concerns about language and time zones but also more subtle challenges, such as working with remote teams. Employment branding takes on greater importance as the company grows in size and builds for the long-term.

The best way to help young startups and established SMEs expand into new markets is to remove as much uncertainty as possible from the growth process. Identifying some of the biggest challenges that growing companies face can boost leaders’ confidence as well as their abilities. By the end of the session, participants will be able to:

LEARN ABOUT NEW MARKETS

No matter how many smart people there are inside your company, there are even more smart people outside of it. Informal relationships and professional associations can certainly be helpful, but formal connections with other companies can also provide you the specific information and skills you need to drive business growth for your unique enterprise. We will explore different channels for gathering information so you can move into new markets more confidently.

USE THE MOST APPROPRIATE LEADERSHIP STYLE

Moving into new markets means not only dealing with multiple cultures, it also carries with it the challenges of overseeing a bigger company. Perhaps for the first time, you will have team members in different locations from each other. Various offices may end up competing rather than collaborating, even though working together is the best way to advance the overall business. We will explore how to use different policies and processes that create the right environment for your employees, no matter where they are.

DEFINE AND COMMUNICATE AN EFFECTIVE EMPLOYMENT BRAND

As your company grows, your workforce will expand, and the only way to sustain your business is to recruit the right talent. A strong employment brand can help you attract the people who fit into your company, but only if you communicate it well. Many large multinational enterprises have relied upon their consumer brand to serve as their employment brand, but that usually does not work well for smaller businesses, especially those in the B2B space. We will examine specific methods for positioning your company in a way that attracts employees who are the best fit for adding value to your business.

The overall goal is for business leaders to leave the session with the awareness and understanding necessary to make expansion easier.

When you decide to go on a trip, you pick a destination and decide the best way to get there. Do I fly, drive, or take a train? How long will it take to get there? If I want to arrive by a certain time, when do I need to leave? Will things like weather, currency exchange, or crowds of other tourists affect me?

Too often, though, that same traveler will go back to work and just hope for the best when it comes to business success. They have a goal in mind, but no roadmap to help them get there.

Why do people do that? Here in Asia, many leaders say it is because change happens so fast that a plan seems out of date by the time they finish writing it. That misses the most important point about strategic planning: **the real value is not in the plan itself, but in the planning process.**

It is not enough to just dream about what could be...a good planning effort forces you to be realistic, but also helps you redefine "realistic." The simple act of putting things down on paper forces you to really think, to debate ideas, to divide up your resources and match them to your goals. In short, it gets you away from talking about all those things you should be doing and moves you in the direction of actually doing them. Whether you are leading a company, or you are a manager leading a smaller effort within a bigger organization, it is important to know where you want to go and what it will take to get there.

ESTABLISH A GOAL

Clearly understanding where you want to go, and being able to explain that goal to others, is the critical first step. Sometimes the business goals that seem like common sense are not the ones that will actually make you most successful. We will explore how to define business goals in a way that aligns with your company's values and priorities, and use those goals to help drive not only business plans, but also human capital processes such as recruiting and professional development.

UNDERSTAND THE SITUATION

A good planning process starts with questions. What is the world around me like? What resources do I have? What are my obstacles and opportunities? We will discuss how to identify key facts and assumptions that define your business context. Once you start answering these questions, the impossible (or at least, the improbable) often becomes possible.

IDENTIFY OPTIONS

As you ask questions, you start to see what is important and what is not; you see new possibilities open up; you consider connections and networks that were not obvious before. We will practice identifying effective options, planning for contingencies, and measuring success.

Most businesses in Asia face regular changes in the technology they need to do their work, or in the demand for their products and the emerging challengers in their markets. Employees operating individually can miss a lot and be slow to react. They may not see what is happening until it is too late, and they typically need to bring together multiple skill sets in new ways to address changes. **Collaboration is the key to business success in Asia.**

At the same time, many educational systems across Asia still emphasize individual effort, and a lot of traditional companies focus on recognizing the “rock stars” who do great on their own. As your newer employees arrive from schools where they were taught to work by themselves, and as longer-term employees have spent their careers focused on individual achievement, you need a culture where it is easy for your employees to work together.

Many companies focus on buying technology to enable collaboration: internal social media systems, instant messaging, videoconferencing, and more. That's great, but it is wasted if your culture only encourages and rewards individual effort. Technology can be a useful tool for collaboration, **but the right environment for collaboration needs to exist first.**

CREATE A PURPOSE-DRIVEN ORGANIZATION

If your employees are going to work together to advance the business, they need to know what the business needs from them. We will learn some ways to help your employees understand how your business operates, and also how to help them identify the need for change as the world changes around them and how to introduce new ideas that contradict conventional wisdom.

RECOGNIZE AND REWARD COLLABORATION

If you expect your employees to collaborate, you need to evaluate them for that just as much as you do for their individual skills. Look for certain behaviours and skills you want your employees to display, and then reward those when they occur and develop them when they do not. We will discuss how to set the right expectations and then follow through in a way that drives the performance you need for business success.

ATTRACT COLLABORATIVE EMPLOYEES

The only way to sustain a collaborative culture is to hire collaborative people. Your employment brand will set you apart from others, but only if you communicate it well. We will examine how to position your company in a way that attracts recruits who actively want to be part of a collaborative environment. A common message about the company is essential for attracting the right people, so the actions of managers and line employees can often be as important as the job ads that recruiters post.

Trying something new is the meaning of innovation, but not every new idea will be a success. “Failure is not an option,” though, is a strong concept in many cultures. Parents say it. Professors say it. Bosses say it. So even when leaders say they will accept the failures that are part of the innovation process, how do we get employees to believe it? This session will help students understand how to manage risk and create a culture that encourages taking chances.

It will be hard to make money if your employees do not embrace the idea that it is ok to fail.

MANAGING CONSTRUCTIVE FAILURE

Accepting failure does not mean accepting ALL failure. If employees are negligent, or are working in areas where they have no knowledge or abilities, that is not acceptable; it is just dumb. This seminar will allow students to describe “constructive failure” in their own business setting, and figure out how to minimize the risk of those failures while ensuring a system exists to capture the lessons when failure does happen.

LEARNING FROM FAILURE

We often tell employees they should learn from their mistakes, but do we help them do that? Very often we expect learning to just happen automatically, even though we would never expect that in a classroom or other formal training. If we want to get the learning value out of failure, we need to help employees identify lessons, share them with others, and figure out what to do differently next time. For many of your employees – in fact, for many leaders, too – this is something new, and requires a new way of thinking about failure in the workplace.

CREATING A CULTURE THAT ACCEPTS RISK

Even if you think it is ok for your employees to take chances and sometimes fail, getting them to trust you on that can be hard. How do you develop a culture where failure is accepted as a normal part of innovation? Students will explore methods for making the value of constructive failure into an acceptable part of your organisational culture. A mix of learning strategies, performance management policies, communication, and simple day-to-day conversation can help your employees see the value of failure.

“Change” seems to be the only constant in both the private and public sectors, and as your organization evolves, the demands on your employees change. As you grow and as your operating environment changes, with new market conditions and client demands, you need all the value that your employees offer.

Open communication is important for getting all of an employee’s best contributions, but getting that communication to happen is a challenge. Many cultures have their own unique factors that negatively affect communication, while some obstacles are just human nature throughout the world. If you can overcome the common challenges to communication, you can create more business value, manage change, and pull ahead of your competitors. **A culture of open communication can help you find new revenue opportunities; improve relationships with, and referrals from, existing customers; reduce talent costs by building a stronger employment brand; and, improve your team’s skills through knowledge sharing and informal development.**

The discussion addresses the business value of open communication, examines why it does not happen naturally, and explores business practices to create an environment where communication becomes a normal part of the culture. Rather than simply telling people “communication is good” or spending time in team-building exercises whose lessons may not translate into the real business world, this session focuses on your specific needs and the structural changes that will help an important cultural transformation to happen.

Examining the Need for Communication

Open communication can be a value-adding element of a company’s culture. The pace of technology and market change can make it hard for employees to keep up, so it helps when everyone can stay informed to support each other. Future growth requires a synergistic team to look for opportunities. Meanwhile, talking openly with customers means their unique requirements can be addressed more quickly and their expectations can be managed.

Common Barriers to Communication

It can be challenging to get people to communicate openly. Many people grow up in cultures that encourage them not to challenge others, especially those who are more senior. Educational experiences may encourage listening and memorizing more than questioning and challenging. A fear of failure may lead some to keep ideas to themselves. Understanding why people hesitate to be open is the first step to overcoming those barriers.

Creating a Culture of Open Communication

When recruiting, we can search for candidates who fit into an open communication culture. During onboarding, KPI-setting, and performance reviews, we can set expectations for how we need people to communicate. Development opportunities can include classes and coaching to improve communication skills. We cannot change societies, so the next best step is to implement business processes can help overcome the socio-cultural challenges to communication.

Ask any employee if they want feedback on their performance, and most will say "yes." Ask those same employees if they actually *get* useful feedback, and most will say "no." When employees want to improve and do a great job, we often make it harder, not easier, for them to do that.

So how can we write and deliver performance reviews that actually improve performance?

Your employees want to do well – if they do not, then maybe they should not be your employees. Part of doing well means getting effective feedback, but for many leaders, providing honest feedback that can really improve performance is an uncomfortable thing to do. Our goal in this session is not only to teach some useful feedback skills, but also to make leaders more comfortable delivering that feedback.

WRITING EFFECTIVE PERFORMANCE REVIEWS

What do you focus on when you write a performance review? For many of us, the emphasis is on past performance. The real benefit, though, comes from figuring out what you need from that employee in the future and what it will take for them to deliver it. We will discuss how to write a review that emphasizes an employee's future contributions, and examine good and bad examples of performance reviews to understand what works, and what doesn't.

HAVING THE CONVERSATION

For many of us, providing feedback is an uncomfortable task. Many leaders say that is the worst part of their job. Most employees want feedback, though, so we should find a way to make this an easier discussion for everybody. We will examine some proven methods of conducting feedback sessions, and practice how to deliver both the good news and the bad.

INFORMAL FEEDBACK

A performance review every 6 or 12 months can be useful for looking ahead, but what about making corrections in the moment? Telling someone how they need to improve a few months after a project is done is not going to help them do that project. Regular, informal feedback can have a greater impact than a formal process, and we will discuss how to make that important feedback happen.

One day a Chief Finance Officer walked into the CEO's office and said, "Look at this training budget. It is WAY too big! What happens if we train all these people, and then they go work for someone else?"

The CEO looked up casually and replied, "What if we did not train them...and they stay?"

Your workforce needs to be trained to do what you need them to do. That becomes even more important in today's markets, where new opportunities and potential problems will only be spotted by those employees who have been effectively trained and educated. Your employees expect development, too, and for many of them that is the most important thing they look for in an employer. If you will not develop your employees, someone else will.

Though HR may arrange the schedule for formal training sessions, it is ultimately the leaders and managers, not HR, who are responsible for helping employees map their development plan and then making sure they put that learning to good use. **Leaders are the ones who get the immediate performance improvement and retention benefits of a trained employee, so they bear the responsibility for developing them.**

PLAN FOR DEVELOPMENT

What skills do you need your employees to have? What skills do your employees want to have? If the answers to those two questions are not the same, you have an interesting discussion ahead, but you will never know the answers if you do not have the development conversation with them. We will learn how to identify key skills and create an atmosphere where you and your employees are comfortable having a discussion about development.

MAXIMIZE THE LEARNING

The general consensus is that 70% of learning occurs on the job, 20% occurs in coaching and mentoring relationships, and the other 10% comes from formal training. Whatever methods you use to develop your workforce (and you should use all of them in some way), are your employees just fulfilling a requirement, or are they actually learning? The class will explore how to set learning objectives and then, after the learning occurs, reinforce the lessons and make sure they take hold.

PUT IT TO GOOD USE

If you are sending employees to training, and then they come back and dive into their Inbox and never put what they learned into practice, then you are just wasting time and money. We will examine how to ensure you are putting your employees' learning to use, so you get a return on your development investment and they get the satisfaction of making use of their new skills.

Leaders spend a lot of time looking for the talent they need to be successful. They use social media, recruiting agencies, and their professional networks to find and attract the most talented workers. Onboarding gets a lot of attention, helping integrate new employees into their new roles so they can start performing quickly. We spend a lot of time thinking about the best ways to bring employees in and put them to work.

But how much do you think about what to do when those employees leave?

How you deal with employee departures can have a big impact on your current workforce's performance, as well as on your ability to recruit new talent. By effectively managing both voluntary and involuntary departures, you can improve overall productivity without damaging morale, and you can even create new opportunities for recruiting great people in the future.

As voluntary attrition rates in major Asian markets stay in the double digits, and as companies demand new skills and improved performance when they grow, leaders will increasingly need to address the challenge of how to deal with employees who choose to leave...or who need to.

VOLUNTARY ATTRITION

When an employee tells you they are leaving for another job, do you immediately make a counteroffer? Do you yell at them and tell them they are ungrateful? Do you ignore them once they walk out the door? Depending on the situation, some of these might be the right response, some might be totally wrong. This session will help leaders decide whom they should try to retain, and who can be let go without a fight. Participants will learn how to communicate with both the employee and the remaining staff, and how to conduct an exit interview that will improve retention in the future. Finally, we will examine how to build an alumni network that helps your most valuable ex-employees stay connected to you.

MANAGING OUT

You may have employees who need to go, but whom you cannot fire. Maybe they are the grandchild of someone important, or perhaps their performance, as poor as it is, has not yet reached the limits of your organization's strict termination policies. If they are dragging you down and you are sure you cannot improve their performance, the best option may be for them to "self select" out of the organization. Getting them to realize that can be a challenge, so we will examine how managers can show someone they have better options elsewhere.

INVOLUNTARY DEPARTURES

Sometimes you need to let people go because their past performance is below average, while in other cases, effective past performers might not be who you need for the future. Different situations require different responses, and this session will help leaders prepare for termination discussions and learn how to carry them out in a way that minimizes damage to other employees' productivity and to your employer brand. You know you have done the firing right when an employee says "thank you." Making that happen takes practice.

Singapore has a history of integrating retired military personnel into the civilian workforce. Considering that most military members face a retirement age in their early to mid-40s, it is no surprise they pursue second careers, and the civilian sector is happy to have them bring the technical and the soft skills they developed during their years in uniform.

The gap, however, between the military world and the civilian workplace is getting wider. From structural elements like strict hierarchies and clearly defined roles, to day-to-day interactions such as following orders without question, many aspects of the military are very different from the rapidly changing civilian world. Civilian organizations get many benefits from the experience retired military personnel bring, but maximizing those benefits requires adaptation to the modern workplace. This session will introduce key issues that businesses and government agencies in Singapore have identified, and provide leaders with the understanding they need to address them, including:

THE REALITIES OF THE TALENT MARKET

This provides an understanding of *why* leadership approaches often need to be different in the civilian context. While some aspects of military-style leadership will be useful, certain practices must evolve to take into account the size of Singapore's talent market relative to the demand for talent; modern attrition challenges; and, employee preferences that drive recruiting and retention. Simply put, a soldier cannot just say, "I quit," but a civilian can.

MAXIMIZING WORKFORCE PERFORMANCE

A leader's job is to get the greatest business value from employees, and in the civilian world, a leader often focuses more on supporting employees than on issuing orders. Getting the best performance requires enabling employees with resources and training; motivating and encouraging them through various means; and, evaluating them both informally – to improve immediate performance – and using performance reviews that align employees with evolving needs.

LEADING A DIVERSE WORKFORCE

Military leaders come from an environment that is predominantly male, largely young, and entirely Singaporean. Leading in the private sector, though, requires them to understand employees' unique needs and find ways to meet them; take advantage of the opportunities presented by diversity; and, build effective relationships to enable communication within the workforce.

TAKING OWNERSHIP OF PROFESSIONAL DEVELOPMENT

The military has career paths that are well understood and development opportunities at certain points throughout one's career. Now, as they work in changing organizations and face the possibility of changing jobs every few years, leaders must identify their own development needs and seek out opportunities to meet them.

(Though designed with Singapore's particular culture in mind, this seminar may be adapted for other countries' needs.)