DESIGNING LEADERS

Great Leadership Only Happens by Design

2020 Company Overview
&
Program Offerings

HELPING YOU BUILD THE LEADERS YOU NEED

As economies grow in Asia, labor markets are having trouble keeping up. Companies are growing faster than many 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 in Asia has typically emphasized 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** helps you balance between your current needs and your plans for the future, allowing you to create an organizational culture where your employees can do their best work now, while you develop talented employees for the future.

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

WHAT WE OFFER YOU

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.

Individual and Team Coaching
An objective advisor can help you see new opportunities or find solutions to ongoing challenges. Coaching can help both new and experienced leaders with their immediate and long-term concerns.

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.

Leading for Growth	High-Performance Environment	Building Long-Term Talent
New Leaders	Strategic Planning	Performance Feedback
Leading Like a Coach	Enabling Collaboration	Employee Development
Leading Change	Facilitating Innovation	Managing Employee Departures
Leading in New Markets	Speaking Freely	Military-to-Civilian Transition
	Strategic Thinking	

We can also develop customized sessions to meet your particular needs.

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.

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Dr William Thomas
Founder & Chief Teaching Officer

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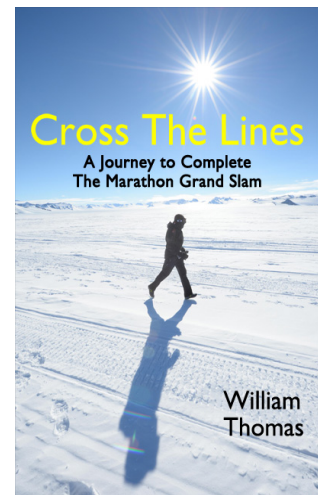
Dr Thomas has over two decades of leadership experience as an officer in the US Air Force as well as years of teaching at major universities, plus consulting experience in Asia. He holds a PhD in public policy, with a focus on organizational culture, as well as an MBA and a bachelor's degree in economics.

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 in Human Resources Management at Georgetown University in Washington DC. He also taught as a 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, presents keynote talks, and provides leadership coaching.

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 athletic experiences can be applied to organizational leadership.

Cross The Lines
A Journey to Complete
The Marathon Grand Slam

William Thomas

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.

> As an employee, it was up to you to be an expert.
>
> Now, it's up to you to lead those experts.

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. The first impression you make is the impression that people have of you for a long time. 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.

LEADING IN NEW MARKETS

Reducing the Uncertainty of Expansion

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.

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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 helps leaders understand how to manage risk and create a culture that encourages taking chances.

After a lifetime of being told that failure is a bad thing, simply handing out t-shirts that say "Innovate!" will not change their thinking. Even if your CEO stands up in a town hall meeting and says, "We want people to take chances," it will be difficult for employees to believe that failures will not be punished. You cannot just "talk the talk," you must "walk the walk" if you are going to convince your employees to try new ideas.

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 to you develop a culture where it 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 though 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 feedback in a way that can actually improve their 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 the honest feedback that can really improve performance is often 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.

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Traditional corporate cultures encourage people to focus on their own specific objectives rather than on the success of the larger business. Even when pay increments and bonuses are based in part on the company's performance, the majority of the criteria typically come from meeting individual KPIs. The message is clear: focus on your own small piece of the company, rather than on the company as a whole.

That needs to change.

Opportunities and challenges emerge at a faster pace than ever before. It is not just technology companies that are experiencing dramatic changes; even industries like banking are facing new kinds of challenges, from small fintech startups and from established giants like Apple and Alibaba. Companies need a plan for the future while being flexible enough to change that plan quickly and achieve their goal by different means. That demands a new kind of thinking and working by employees throughout the entire organization, who can find innovative ways to add to the company's business value in an ever-changing world.

This session helps to change mindsets and build skills to enable strategic thinking. It is suitable for members of a team that work together regularly, or for managers from multiple functions who need their employees to work across internal boundaries to support the overall enterprise. The workshop addresses four key questions, and participants leave with the ability to create new habits and routines that will help them develop a strategic mindset.

WHAT IS STRATEGIC THINKING?
We will evaluate the difference between a long-term approach to overall business success in a changing market, and the much more common short-term, narrow thinking that we often see today. Before we can think strategically, we need to know what strategic thinking is.

WHAT IS OUR STRATEGIC ENVIRONMENT?
To find ways for the business to succeed in its environment, employees need to actually understand what the business does and how it defines success. We will discuss revenue streams, customers, competitors, technologies, regulatory structures, and other factors shaping the world in which the business competes.

WHAT DOES IT TAKE TO THINK STRATEGICALLY?
Since no one has a crystal ball to see the future, how can we actually plan for the future? How do we get the vision, knowledge, and agility that support strategic thinking? We will identify what it takes to focus on long-term business success, in a way that is appropriate for the company.

WHAT DO WE NEED TO DO DIFFERENTLY?
How do we get from working the way we work now to the way we want to work? We will examine changes that need to be made in terms of skill development, policies and processes, recruiting, leadership styles, and other factors that create a culture where strategic thinking is the norm.

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.)

DESIGNING LEADERS
Great Leadership Only Happens by Design

COACHING PROGRAM

Helping Leaders Achieve Success

Designing Leaders helps you diagnose professional challenges and find solutions with one-on-one coaching from Dr William Thomas, a WCI Certified Professional Coach. With support from a coach with three decades of practical leadership and advisory experience, you will be better able to:

ADDRESS DAY-TO-DAY LEADERSHIP ISSUES As a leader, your job is to help your employees do their best work. You face a variety of challenges, such as performance feedback, recruiting, resolving conflicts, delegating, and of course, dealing with your own bosses, too. Your coach can share useful practices with you and help you tailor them to meet your own needs. Very often, you already know the answer — you just need someone to show you that you know.

MANAGE CHANGE Very few organizations stay the same. Whether it's due to competition, customer demand, changing technologies, or the evolving talent market, you will need to adapt. A coach can help you recognize the need for change, clarify your goals, identify options for reaching them, manage communication with your employees, and minimize disruption to your business during the transition process.

TAKE CONTROL OF YOUR CAREER AND YOUR PROFESSIONAL DEVELOPMENT With the fast pace of change in many of Asia's markets, you may feel constant pressure to move up, move out, move sideways, or simply just MOVE. A coach provides an objective, no-risk opportunity to evaluate your options — deciding not only where to move but even IF you should move — and then design a career strategy and a development plan that work best for you.

Our programs are primarily designed for young professionals, whether you are a junior or rising leader in an established company, or the founder of a startup. We offer a **complimentary 30-minute consultation** to help you determine how coaching can help you meet your goals, and all new programs come with a money-back guarantee if you decide early on that this is not the right support for you. We invite you to learn how coaching can help you achieve business success.

3-MONTH PROGRAM	6-MONTH PROGRAM
Ideal for those who are new to a leadership role and are looking for help to achieve early successes while setting themselves up to do great things going forward.	Designed for leaders and managers who want to prepare themselves for the next level by building on their current experiences and planning for future responsibilities.
30-minute Ignition Conversation 2 Coaching Sessions per month (Additional sessions available for a fee) E-mail support as needed 3-month progress report	30-minute Ignition Conversation 2 Coaching Sessions per month (Additional sessions available for a fee) E-mail support as needed 3-month and 6-month progress reports
3-MONTH INTENSIVE PROGRAM	**6-MONTH INTENSIVE PROGRAM**
For those who have stepped into a challenging new leadership role, perhaps as a startup founder or as a result of a promotion to a senior position for the first time.	Created especially for those leaders who are starting a new project for the long-term or who are managing a change in their organization.
30-minute Ignition Conversation 4 Coaching Sessions per month (Additional sessions available for a fee) Priority E-mail support as needed 3-month progress report	30-minute Ignition Conversation 4 Coaching Sessions per month (Additional sessions available for a fee) Priority E-mail support as needed 3-month and 6-month progress reports

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DESIGNING LEADERS
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Designing Leaders is pleased to offer talks that draw upon Dr William Thomas' 30 years of military, academic, consulting, and athletic experience. Based upon his research and professional expertise, he presents a 1-2 hour talk, tailored to meet your needs, that helps people see what is possible and ignites their internal motivation to make it happen.

RUNNING FOR RESILIENCE
Dr Thomas began running at age 42 years, and ran his first marathon nine months later. Looking for a new goal, he set out to run **The Marathon Grand Slam**: running a marathon on all 7 continents and at the North Pole. Beyond running races in his home country of the United States, his Grand Slam journey took him to Singapore, France, Brazil, South Africa, Australia, Antarctica, and, ultimately, the North Pole. Years of training and running in different environments taught him valuable lessons that helped him lead a healthy personal life, manage an exciting global career, and start his own company. Based on his book CROSS THE LINES: A Journey to Complete The Marathon Grand Slam, this talk shows how we can set goals and create plans to achieve them, taking advantage of opportunities and overcoming the obstacles hat come up along the way.

TAKING THE "U" OUT OF VUCA
The term "VUCA" (Volatile – Uncertain – Complex – Ambiguous) entered our business vocabulary over 25 years ago, and though it is often used to describe military environments, VUCA probably describes your organization's working environment, too. The one piece of VUCA over which you have the most control is *Uncertainty*, which has a huge impact on performance, client retention, and employee engagement. Dr Thomas walks your team through key lessons learned from the military, the private sector, and other settings, helping them find ways to reduce uncertainty in their own setting and improve the organization's success.

CULTURAL BREAKFAST
Nobody knows for sure if management expert Peter Drucker ever really said "Culture eats strategy for breakfast," but he certainly believed in the idea. Why? Probably because it's true: no matter what strategy you think you are following, if your organizational culture conflicts with it, then the culture will win. Using his experiences helping to change the US military's culture after the Cold War, Dr Thomas offers your team the tools to unpack the key elements of your organizational culture, identify the conflicts between culture and strategy, and find ways to close the gaps.

AGILITY IN TODAY'S WORKPLACE
At its simplest, agility is the ability to respond quickly to a changing world. Companies need both speed and good ideas to take advantage of new opportunities and meet new challenges. The key ingredients of agility are collaboration and innovation, so how do we build and sustain a workforce where employees work together seamlessly and develop new ideas quickly? Neither collaboration nor innovation can be created by simply hanging posters in the elevator or giving out coffee mugs with catchy slogans. Dr Thomas helps your group understand how agility will help them and what it will take to make that happen.

THINKING STRATEGICALLY
Traditional corporate cultures encourage people to focus on their own objectives rather than on the success of the larger business. Even when pay is based in part on the company's performance, the majority of the criteria typically come from meeting individual KPIs. The message is clear: focus on your own small piece of the company, rather than on the company as a whole...but that needs to change. Using lessons from the battlefield as well as the private sector, your employees will learn how to change their mindsets and build habits to enable strategic thinking for growth and success.