

Organisational Excellence Programmes

Community leaders are encouraged to identify Organisational Excellence Programmes to develop their capabilities in community leadership skills.

Course Title	Duration	Content Outline	Who Should Attend	Apr 04	May 04	Jun 04	Jul 04	Aug 04	Sep 04
Appreciative Inquiry: Searching for the Best in People & Organisations (NEW!)	One day	<ul style="list-style-type: none"> ▪ 4-D Module of Appreciative Inquiry (AI) ▪ Problem solving vs AI ▪ Mastering the steps in AI process ▪ Principles of AI ▪ Powerful application of AI 	Community leaders, especially office bearers who are the main stakeholders in the grassroots organisations. They will discover and value the resources and achievements that give life to the community.					29	
BINGO! : Breaking Ice and Games Organising	One day	<ul style="list-style-type: none"> ▪ Understanding the different types and nature of games ▪ Mastering a number of fun games and activities ▪ Pointers and safety measures for organising games and recreational activities ▪ Qualities of an effective game master ▪ Planning a game session ▪ Practising the skills in organising and conducting games 	New and existing community leaders who will be planning and organising different types of interesting games for use during grassroots functions.	18	16		31		
Building Effective Teams (NEW!)	One day	<ul style="list-style-type: none"> ▪ Characteristics of an effective team ▪ Four stages of team development ▪ Four dimensions of team development ▪ The power of “Reciprocity Boomerang” impacting a team 	Community leaders who are keen to know what it takes to build effective teams and learn how to become a good team member.			20			12
Community Engagement	Half day	<ul style="list-style-type: none"> ▪ Diversities in Singapore multiracial society ▪ Changes in values with economic development ▪ Potential social divides ▪ Changes to family structure and relationships ▪ Strategies to engage community leaders and residents to bond the community 	Community leaders who want to have a better understanding of the social changes in community and their impact on building an active community. They will take away strategies on how to engage community leaders and residents to bond the community.			5 (AM)			

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Effective Dialoguing (NEW!)	One day	<ul style="list-style-type: none"> ▪ Conversation, discussion, debate and dialogue ▪ Traditional modes of dialogue ▪ Essence of quality conversation: Advocacy, Inquiry and Deep Listening ▪ Open-ended questions ▪ Mental models and the ladder of inference ▪ The knowledge travelling process as an alternative to traditional dialogue platforms: Introduction to the Knowledge Kopitiam™ 	Community leaders who organise dialogues and brainstorming sessions at the constituencies.		30				
Effective Emceeing	One day	<ul style="list-style-type: none"> ▪ Roles of an emcee ▪ Preparing for an event ▪ Acting as a composer and coordinator ▪ Acting as a Communicator, Conductor and Controller ▪ Suggested lines for various situations ▪ The ten commandments of an effective emcee 	Community leaders who are not trained in emceeing and are currently performing or earmarked for emceeing tasks at community events.		16		25		
Effective Meetings	One day	<ul style="list-style-type: none"> ▪ Types of meetings and their purpose ▪ When to have/not to have meetings ▪ 21 steps to better meetings ▪ Ground rules for meetings and procedure at meetings ▪ The “rights” and “wrongs” at meetings ▪ Common terms and abbreviations used ▪ Roles of people in meetings ▪ Rules and regulations of various grassroots committees 	Newly appointed community leaders and existing members who from time to time are tasked upon to facilitate a meeting to plan and organise projects.			6			5

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Effective Negotiation Skills	One day	<ul style="list-style-type: none"> ▪ Introduction to negotiation ▪ Styles of negotiation <ul style="list-style-type: none"> - Competitive - Collaborative ▪ The three key phases <ul style="list-style-type: none"> - Preparation - Communication - Agreement ▪ Practice session 	Key office-bearers and community leaders who would like to be equipped with negotiation skills to help them achieve a win-win situation in the negotiation process.	11			4		
Effective Presentation	One day	<ul style="list-style-type: none"> ▪ The need for effective public speaking skills ▪ Preparing for a presentation (including structure of a presentation) ▪ At the venue: Preparations before delivery ▪ Making a presentation (including overcoming stage fright) ▪ Handling a Q&A session, impromptu presentation and meetings 	Community leaders who are keen to learn the art of making public presentations confidently and effectively.		22				19
Emotional Intelligence	One day	<ul style="list-style-type: none"> ▪ Understanding of emotions ▪ Emotions in decision making ▪ Emotional spirals and grooves ▪ Expectations and setting conditions for happiness ▪ Physiology of emotions 	Community leaders who are interested to have a better understanding of emotions and learn how to handle emotion.	25			18		
Event Management	One day	<ul style="list-style-type: none"> ▪ Introduction to event management ▪ How to plan and organise for success ▪ Use of event management guidebook ▪ Case studies 	Newly appointed and existing community leaders who are involved or earmarked to organise community events.			13			26

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Facilitation Skills	One day	<ul style="list-style-type: none"> ▪ The concept of facilitation and its benefits ▪ Facilitator's roles and responsibilities ▪ Basic facilitation skills and techniques ▪ Managing facilitation challenges ▪ Collective intelligence and team learning 	Community leaders who have to chair discussion or project group meetings.			13			
Handling Difficult People	One day	<ul style="list-style-type: none"> ▪ Adopting a paradigm shift to looking at "difficult" people ▪ Learning communication skills in people-to-people interaction ▪ Identifying common types of "difficult" people ▪ Applying result-oriented strategies for handling different types of "difficult" people 	Community leaders who want to have a better perspective of people's behaviour and learn result-oriented strategies to win them over.	4					19
IT for Community Work	Half day	<ul style="list-style-type: none"> ▪ Capitalise on existing IT resources to enhance work processes ▪ Manage emails ▪ Use of Yahoo Groups 	Community leaders who would like to exploit current resources to enhance their community work. <i>(Those who are proficient in the following topics need not attend: Yahoo Groups, emailing, finding info on the internet)</i>	17 (AM)			24 (AM)		
Know Your Constituency (NEW!)	One day	<ul style="list-style-type: none"> ▪ Understand the difference between resources and assets ▪ Explore the abundance of resources available in the community ▪ Translate the resources into assets ▪ Mapping out the rich resources and assets in your community. 	Community leaders who would like to go on a "journey" to explore and discover the abundance of resources in the community and learn how to translate them meaningfully them into assets.					22	
Learning About Learning (NEW!)	One day	<ul style="list-style-type: none"> ▪ The essence of a Learning Organisation ▪ Learning capabilities and disabilities ▪ Useful frameworks of a Learning Organisation ▪ Strategies to enhance a conducive learning environment at the workplace 	Community leaders who want to be part of a learning organisation and understand the process to translate learning into quantifiable results for the grassroots organisations.				11		
Leveraging on Diversity	One day	<ul style="list-style-type: none"> ▪ Importance of harmonious relationship among "different" people ▪ Personal perceptions of others ▪ Creating opportunities from diversity 	Community leaders who value and want to promote harmonious relationship in their neighbourhood and the community.		9			1	

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Managing an RC Effectively	Half day	<ul style="list-style-type: none"> ▪ Understanding the objectives and role of an RC ▪ Effective leadership ▪ What it takes to have a dynamic and effective RC ▪ What it means to be a volunteer ▪ Rekindle the spirit of volunteerism 	Community leaders who are concern to rejuvenate their RC so that they could better serve the needs and expectations of their residents.				3 (PM)		
Media Management	One day	<ul style="list-style-type: none"> ▪ Overview of the media ▪ Targeting and inviting the media ▪ Managing the media (Including preparing the press kit, media interviews and working with the media during an event) 	Key office bearers who handle the media or who are earmarked to be spokesman in the community.			20			
Mediation Skills	One day	<ul style="list-style-type: none"> ▪ Introduction and overview of what is mediation ▪ Understand the mediation process ▪ Know the mediation skills ▪ Qualities of an effective mediator ▪ Advantages of mediation ▪ Practise the skills in mediating disputes - fish bowl, role-play sessions and case studies ▪ Ethical issues in mediation 	Key community leaders who are called upon to visit their residents to mediate neighbour disputes or conflicts.			6			19
Motivational Skills	One Day	<ul style="list-style-type: none"> ▪ Motivating oneself and others ▪ Facets of motivation behaviour ▪ Practical principles and techniques of motivation ▪ Understand and avoid the Demotivator ▪ Characteristics of a motivated person ▪ Creating a motivated team 	Key office bearers who want to be an effective motivator to persuade and motivate people.	11					12
Newsletter Publication	One day	<ul style="list-style-type: none"> ▪ Types of publications ▪ Reporting, writing and editing ▪ Photography and graphics/design ▪ Colour separation, printing and distribution ▪ Advertising and sponsorship 	Community leaders who are members of the publication committee or are assigned to publish newsletter for their community organisation.	25			4		

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Organising Innovative Programmes (NEW!)	One day	<ul style="list-style-type: none"> ▪ A reality check of the existing projects ▪ Evaluate why some projects are successful and others have failed ▪ The X-factor in project management ▪ What constitutes innovative programmes ▪ How to organise innovative programmes 	Key members who are interested to identify innovative projects and organise new projects which they have never done before.			6		22	
Para-counselling Skills	Two days	<ul style="list-style-type: none"> ▪ Counselling vs para-counselling ▪ The counselling process <ul style="list-style-type: none"> - Three phases of counselling - Attending skills - Listening - Questioning - Experiencing - Reflecting/summarising ▪ Problem solving skill ▪ Tapping community resources 	Community leaders who want to be equipped with para-counselling skills to counsel people who need counselling advice.		22,23		24,25		
Persuasive Communication	One day	<ul style="list-style-type: none"> ▪ Persuasion – techniques for action and overcoming resistance ▪ Strategies and tactics for achieving win-win results ▪ Persuasive influence – profile and influencing styles ▪ Developing a result-oriented approach in persuasive communication and influencing skills 	Community leaders who want to be more persuasive in their communication by learning and applying influencing skills in different situations.				18		
Positive Thinking	One day	<ul style="list-style-type: none"> ▪ A call to positive thinking and affirmative action ▪ Ten ways to cope with challenges and achieve your dreams ▪ Personal reflection and action plan 	Community leaders who are keen to know how to think positively to better cope with their community work and challenges in life.					1	
Practical Malay	Two days	<ul style="list-style-type: none"> ▪ Simple conversational Malay in PA context ▪ Basic Malay vocabulary ▪ Common PA terminologies in Malay ▪ Common/festive greetings ▪ Handling enquiries ▪ Use of Malay in meetings ▪ Use of Malay in events 	Community leaders who need or would like to communicate to the residents and community in simple Malay.		15,16				11,12

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Practical Mandarin	Two days	<ul style="list-style-type: none"> ▪ Use of Mandarin in PA context ▪ Commonly used terms, phrases, soundbites ▪ Translation of names of various schemes ▪ Use of Mandarin at PA and grassroots programmes/activities 	Community leaders who need to communicate to the residents and community in simple Mandarin. (Basic knowledge of Mandarin is required for this course)	24,25				28,29	
Practising Communication	One day	<ul style="list-style-type: none"> ▪ Increasing self-awareness and leveraging on your strengths ▪ Understanding different personalities and learning how to work effectively with them ▪ Basic communication and interpersonal skills 	Community leaders who want to raise their self-awareness and equip with the interpersonal skills to enable them to make an impact in their communication with people.		23				19
Practising Creativity	One day	<ul style="list-style-type: none"> ▪ What is creativity? ▪ Your creative potential ▪ Dimensions of creative intelligence ▪ Five habits of creative people ▪ Idea killers ▪ Putting ideas into action 	Community leaders who want to learn how to rectify mental block and learn creative ways of doing things differently. (Those who have attended this course under LEAD Practice Series need not attend)	18			31		
Practising Leadership	One day	<ul style="list-style-type: none"> ▪ Qualities of a leader ▪ Managing versus Leading ▪ Leadership that matters ▪ Leadership roadmap ▪ The power of conversation in leadership ▪ Facilitation skills for the leader ▪ Life affirming leaders 	Key office bearers and interested community leaders who would like to learn what it takes to practise leadership how to lead people more effectively. (Those who have attended this course under LEAD Practice Series need not attend)		9				
Practising Strategic Foresights	One day	<ul style="list-style-type: none"> ▪ Overview of strategic foresights ▪ Understanding organisational culture: vision, mission and core values ▪ Key performance indicators (KPIs) and critical success factors (CSFs) ▪ Organisational scanning ▪ Environmental scanning ▪ Generalising and selecting strategies ▪ Establishing operational plans 	Community leaders who want to envision the future direction of their grassroots organisation and identify strategies to cope with their internal weaknesses and external threats. (Those who have attended this course under LEAD Practice Series need not attend)			13			

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Protocol Matters for PA and Grassroots Events	Half day	<ul style="list-style-type: none"> ▪ Importance of protocol during PA and grassroots events ▪ Order of precedence ▪ Checklist for protocol management ▪ Working examples 	Community leaders who are organising chairman for community projects.			26 (PM)			
Publicity and Marketing	One day	<ul style="list-style-type: none"> ▪ Our products and services ▪ Current and potential customers ▪ Branding and promotion ▪ Advertising and marketing ▪ Creativity and publicity ▪ The PA experience 	Community leaders who are keen to learn effective marketing tools to help them to promote their activities more effectively.		9		18	29	
Quality Conversation (NEW!)	One day	<ul style="list-style-type: none"> ▪ Quality conversation and its relevance ▪ Advocacy, inquiry and deep listening ▪ Open-ended questions ▪ Mental models and the ladder of inference ▪ Surfacing your Left-Hand Column 	Community leaders who are interested to learn question techniques and practise in-depth communication with people.		16		3		
Succession Planning (NEW!)	One day	<ul style="list-style-type: none"> • The importance of leadership renewal at the grassroots • Understanding succession planning • 3 steps to successful succession planning <ul style="list-style-type: none"> - Starting to identify potential successors - Developing, coaching, motivating and imparting values and skills - Successful handover • Your leadership success factor 	Community leaders who want to identify and groom grassroots leaders for office bearer posts and key leadership position.					28	
Sun Tzu's Art of War in Community Management (NEW!)	One day	<ul style="list-style-type: none"> ▪ The Setting of Sun Tzu's Art of War ▪ The 13 Chapters of Sun Tzu's Art of War ▪ Applying the Art of War principles and strategies to achieve win-win 'battles' in community management 	Community leaders who are keen to sharpen their management skills through applying Sun Tzu's Art of War.				11	22	
The Ant Philosophy: Survival and Success	Half day	<ul style="list-style-type: none"> ▪ The four elements of the Ant Philosophy ▪ The elements of successful living 	Community leaders who want to learn tips to survive and succeed in a constantly evolving society.		29 (PM)				11 (PM)

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The FISH! Philosophy	One day	<ul style="list-style-type: none"> ▪ The FISH! philosophy ▪ Having fun at work ▪ Doing something for colleagues and clients ▪ Being present with colleagues and clients ▪ Choosing your work attitude 	Community leaders who want to bond the team better through making community work fun and meaningful.			20		29	
Time Management & Goal Setting	One day	<ul style="list-style-type: none"> ▪ Understanding time and its value ▪ Techniques of time management ▪ Understanding life goals and their importance ▪ Techniques of goal setting 	Community leaders who are keen to learn the tips of how to manage time better and set SMART goals.	18		19			
Volunteer Management	One day	<ul style="list-style-type: none"> ▪ Understanding the needs of your volunteers ▪ Life cycle of a volunteer <ul style="list-style-type: none"> - Recruitment - Motivation & Retention - Succession ▪ Understanding the roles and responsibilities of a grassroots leader ▪ Qualities of a grassroots leader 	Community leaders who are interested to know more on how to recruit, motivate & retain volunteers.			13			25
Who Moved My Cheese?	Half day	<ul style="list-style-type: none"> ▪ The changing nature of change ▪ Your changing situation ▪ It's your choice: The journey of gain or loss ▪ Understanding and working with the four characters ▪ The handwriting on the wall ▪ The power of vision: The creative tension model to finding your new cheese 	Community leaders who are interested to manage change more effectively through lessons from "Who Moved My Cheese?" and the creative tension model.	17 (PM)			10 (PM)		25 (AM)

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