

Trainer's Profile

- Independent HRD Corp Accredited Trainer
- NOT attached to any HRD Corp Registered TP

Dr. Kuan Chi Meng



Management Consultant

DBA, MBA, LL.M (Candidate)
HRD Corp Accredited Trainer
IAC - Masteries Practitioner
CCSD Council Certified ESG Associate

EMAIL ME
kuanchimeng20@gmail.com

CALL ME
+6012-399 3588

Dr. Kuan, a trained engineer, is a **Subject Matter Expert** (SME). He had accumulated over **30 years** of professional working experience, mostly with multinational organizations such as Schneider Electric (French-based), Schutz (German-based), Jungheinrich (German-based) and Munters (Swedish-based); developing his competencies and exposure with focuses in the manufacturing, industrial, construction, commercial, information technology, heavy equipment and agricultural industries.

Over the years, Dr. Kuan had held different leadership and senior management level positions such as General Manager (GM), Country Manager (CM), Head of Sales, National Sales Manager (NSM), Division Manager, Sales Manager, Project Manager, Technical Consultant and Systems Engineer. His forte spans across strategic planning, leadership development, general management, P&L management, sales management, sales and marketing, business development, key account management and business process improvements. Dr. Kuan has been conducting trainings for close to **20 years** as both internal as well as external/freelance trainer. Besides providing management consulting services to the corporates, he is also currently providing personal coaching and supervision services to PhD and DBA students from the public and private universities in the preparation of Research Thesis and Dissertation.

Dr. Kuan graduated with a Doctor of Business Administration (DBA) from Othman Yeop Abdullah Graduate School of Business (OYAGSB), Universiti Utara Malaysia (UUM) in 2024, a Master of Business Administration (MBA) from University of East London, UK (UEL) in 2004, and is currently pursuing his Master of Laws (LL.M) in Business Law from International Islamic University Malaysia (IIUM).

Dr. Kuan had published in an international peer-reviewed business management journal cited as “Meng, K. C. & A. Bakar, H. (2023). Managerial coaching to improve on organizational performance: A case study of a multinational company. Global Business Management Review, 15(2), 1-19.” On top of that, he had also successfully completed the research work for his Doctorate Thesis with the title “Managerial Coaching and Coachability as Predictors of Employee Work Performance: The Mediating Role of Self-Efficacy (2024).”

Dr. Kuan is very passionate in the research areas of Strategic Planning, Leadership, Management, Marketing, Organizational Development (OD) and Work Performance (WP).

Key Areas of Training Competencies (2-days Programs):

- Mastering Essential Management Skills (**No.1 Flagship and the Most Sought-After Program !**)
- High Impact Sales Management
- Strategic Key Account Management
- High Impact Consultative Selling Skills
- Leadership for Business Executives (**Highly Recommended Program for Leaders !**)
- Mastering the Art of Managerial Coaching
- Diving into ESG Fundamentals (**Very Popular Program !**)



Certificate of Accreditation

This is to certify that

Kuan Chi Meng (Victor)
IC NO. [REDACTED]

has fulfilled the HRD Corp requirements and standard for

HRD CORP ACCREDITED TRAINER

valid from

29 Aug 2024 to 29 Aug 2027

This accreditation allows trainers to actively conduct training under various schemes available under HRD Corp platform.



Certificate Id
3d94c120-482f-11ef-921e-17ea64b6bece
Trainer Id
32302
Verify Authenticity

THIS IS COMPUTER GENERATED SIGNATURE IS NOT REQUIRED



Certificate of Completion

This is to certify that

KUAN CHI MENG (VICTOR)
IC NO. [REDACTED]

has fulfilled all the assessment requirements for

TRAIN-THE-TRAINER

by
MIM EDUCATION SDN. BHD.

on

11 July 2024

at

Malaysian Institute of Management (MIM) @ PJ33, Petaling Jaya, Selangor

MODULE CODE	MODULE NAME
CT1	PLAN ADULT LEARNING
CT2	CONDUCT TRAINING NEEDS ANALYSIS (TNA)
CT3	DESIGN COMPETENCY BASED TRAINING PROGRAMME
CT4	CONDUCT COMPETENCY BASED TRAINING PROGRAMME
CT5	ASSESS PARTICIPANT'S COMPETENCE



Certificate Id
407dded0-482f-11ef-bc1b-a9cf72a8383b
Trainer Id
32302

THIS IS COMPUTER GENERATED SIGNATURE IS NOT REQUIRED



International Association of Coaching®



Renewal Date: October 29, 2026

This Certifies, on October 28, 2024

Dr. Kuan Chi Meng

Membership Number: 74211

*earned the **IAC- Masteries Practitioner** designation*



Guilian Carlotti / IAC President



Catherine Miller / IAC Secretary



CCSD COUNCIL
ISO 9001:2015 certified company

CERTIFIED ESG ASSOCIATE

Certification body for professionals – Convergence Certification and Skill Development Council

Certifies that

Kuan Chi Meng

Has passed the exam and is awarded

CERTIFIED ESG ASSOCIATE

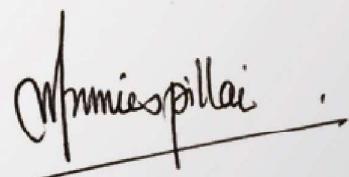
examination is conducted in accordance with qualification scheme

Governed by CCSD.



Issue Date: July 23, 2025

Certificate ID: 155930833



SIGNATURE



CERTIFICATE

of Completion

THIS CERTIFICATE IS PRESENTED TO

KUAN CHI MENG

has successfully completed the training for

CERTIFIED ESG ASSOCIATE

on

7th, 8th, 9th, 10th & 11th July 2025

**Convergence Certification and Skill Development
Council (CCSD)**



Managing Director



UUM

Universiti Utara Malaysia

2024/ 904541



SENATE, with the authority vested in it,
hereby confers

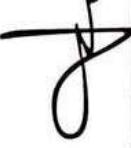
DOCTOR OF BUSINESS ADMINISTRATION

upon

KUAN CHI MENG

with all the rights and privileges pertaining thereto.
Sealed on this Twenty-Third of September, Two Thousand and Twenty-Four.





Registrar



Vice-Chancellor

ACADEMIC TRANSCRIPT FOR POSTGRADUATE

NAME : KUAN CHI MENG
ADMISSION SESSION: MAY SEMESTER 2019/2020
PROGRAMME : DOCTOR OF BUSINESS ADMINISTRATION

MATRIC NO. : 904541
IC / PASSPORT NO. :

Code	Description	Credit	Status	Grade
MAY SEMESTER 2019/2020 (1)				
BDMR8053	DATA ANALYSIS	3	Core/Elective	A
BDMM8043	CONTEMPORARY ISSUES IN MARKETING	3	Core/Elective	A+
BDMR8013	BUSINESS RESEARCH AND METHODOLOGY	3	Core/Elective	A
GPA : 4.00	CGPA : 4.00	RESULT : PASS		
SEP SEMESTER 2020/2021 (2)				
BDFM8013	CORPORATE FINANCIAL STRATEGY	3	Core/Elective	A-
BDMF8013 *	GLOBAL ECONOMIC AND BUSINESS ISSUES	3	Core/Elective	W
BDHS7013	LEADERSHIP AND ORGANIZATIONAL EFFECTIVENESS	3	Core/Elective	A+
GPA : 3.84	CGPA : 3.93	RESULT : PASS		
JAN SEMESTER 2020/2021 (3)				
BDMH8023	BUSINESS NEGOTIATIONS	3	Core/Elective	A
GPA : 4.00	CGPA : 3.95	RESULT : PASS		
MAY SEMESTER 2020/2021 (4)				
BDAK8033	ACCOUNTING PRACTICE AND REGULATION	3	Core/Elective	A
BDMF8013	GLOBAL ECONOMIC AND BUSINESS ISSUES	3	Core/Elective	A
GPA : 4.00	CGPA : 3.96	RESULT : PASS		
SEP SEMESTER 2021/2022 (5)				
BDMX8023	BUSINESS CONSULTATION	3	Core/Elective	A
BDMM8033	GLOBAL STRATEGIC MARKETING AND COMPETITIVE ANALYSIS	3	Core/Elective	A+
GPA : 4.00	CGPA : 3.97	RESULT : PASS		
JAN SEMESTER 2021/2022 (6)				
BDMI8013	RESEARCH PROPOSAL CONSTRUCTION	3	Core/Elective	A+
GPA : 4.00	CGPA : 3.97	RESULT : PASS		

ACADEMIC TRANSCRIPT FOR POSTGRADUATE

NAME : KUAN CHI MENG
ADMISSION SESSION: MAY SEMESTER 2019/2020
PROGRAMME : DOCTOR OF BUSINESS ADMINISTRATION

MATRIC NO. : 904541
IC / PASSPORT NO. : [REDACTED]

Code	Description	Credit	Status	Grade
MAY SEMESTER 2021/2022 (7) UNTIL MAY SEMESTER 2023/2024 (13)				
BDMZ89949 *	DISSERTATION	49	Core/Elective	Pass
GPA : 0.00	CGPA : 3.97	RESULT :	PASS	

The student has successfully submitted a dissertation/research paper entitled:

Managerial Coaching and Coachability as Predictors of Employee Work Performance: The Mediating Role of Self-Efficacy

***** End of transcript *****

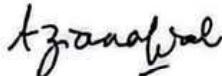
TOTAL NUMBER OF CREDITS TAKEN 82
TOTAL NUMBER OF CREDITS TRANSFERRED 0
TOTAL NUMBER OF CREDITS 82

* THESE CREDITS ARE NOT EVALUATED FOR CGPA

REMARKS :

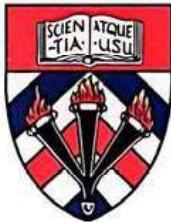
COMPLETED ALL REQUIREMENTS FOR THE
DOCTOR OF BUSINESS ADMINISTRATION

ENDORSED BY SENATE DATED 23/09/2024



AZIAN NAFIAH
Director
Academic Affairs Department
for Registrar
Universiti Utara Malaysia
20/10/2024

UNIVERSITY *of*
EAST LONDON



It is hereby certified that

Kuan Chi Meng

having duly satisfied all conditions prescribed by the University was

on

06th February 2004

duly admitted to the degree of

*Master of Business Administration
(Marketing)*

having followed an approved programme

This certificate should be read in conjunction with the University transcript giving further details of the programme of study

A handwritten signature in black ink, appearing to read 'M. J. Lewis'.

0123852 Vice-Chancellor

A handwritten signature in black ink, appearing to read 'Alan Ingle'.

Secretary & Registrar

TRANSCRIPT



UNIVERSITY OF EAST LONDON East London Business School

*Delivered in collaboration with the
Women's Institute of Management, Kuala Lumpur, Malaysia*

Student Name: KUAN CHI MENG

Student Number: 0123852

Programme Name: MBA Marketing - PT

The above mentioned enrolled on the course leading to the MBA Marketing P/T 2002/3, Semester A. This programme is based on 2 semesters of full-time study or 4 semesters of part-time study. The Unit results recorded for this student are:

Unit		Year	Sem	Mark	CATS	Result
MBA106	Learning & Development	2002/3	A	69	7.5	Pass
MBA102	Management Information Systems	2002/3	A	63	15	Pass
MBA201	Business Strategy and the Competitive Env.	2002/3	A	69	15	Pass
MBA202	Contemporary Issues in Business	2002/3	A	69	15	Pass
MBA101	Managing Finance	2002/3	B	67	15	Pass
MBA203	Planning Research in Business & Management	2002/3	B	53	7.5	Pass
MBA104	Marketing Management	2002/3	B	74	15	Pass
MBA103	Managing Organisations & people	2002/3	C	60	15	Pass
MBA105	Operations Management	2002/3	C	56	15	Pass
MBA261	International Marketing	2002/3	D	67	15	Pass
MBA240	Marketing Decision Making	2002/3	D	68	15	Pass
MBA300	Management Report	2002/3	D	67	30	Pass

Award: MBA Marketing P/T

CATS: 180

Confirmed: 6 February 2004

Students are awarded the MBA on a minimum CATS (Credit Accumulation and Transfer Scheme) score of 180.

Signed: *G. J. Eglin*

Date: *29th March 2004*

Greg Eglin BSc(Econ) MA PhD DMA ACIS MCIPD MCMI
Chair of Assessment Board



INSTITUT PENGURUSAN MALAYSIA (22978-D)
(MALAYSIAN INSTITUTE OF MANAGEMENT)

It is hereby certified that

Kuan Chi Meng
having completed the approved course of study
and

having satisfied the Board of Examiners of the
Diploma In Management Programme
was admitted with

Distinction
to the

Diploma in Management
of

INSTITUT PENGURUSAN MALAYSIA

on 17 February 2001

N. J. Loh

President
S. S. Siva
Chairman
Secretary





INSTITUT PENGURUSAN MALAYSIA (22978-D) (Malaysian Institute of Management)

Main Office	: Management House, 227 Jalan Ampang, 50450 Kuala Lumpur, Malaysia. Tel: 603-2164 5255 Fax: 603-2164 3171
P.J. Centre	: 542, Block A, Lobby C, Level 5, Kelana Centre Point, 3 Jalan SS7/19 Kelana Jaya, 47301 Petaling Jaya, Selangor, Malaysia.
Penang Branch	: 3rd Floor, Kompleks Mutiara, 125, Jalan Anson, 10400 Penang, Malaysia. Tel: 604-229 0307 Fax: 604-226 0669
Johor Bahru Branch	: Suite 3.6, Level 3, Menara Pelangi, Jalan Kuning, Taman Pelangi, 80400 Johor Bahru, Malaysia Tel: 607-334 9934 / 334 9935 Fax: 607-334 9931
Internet homepage	: http://www.mim.edu

January 19, 2001

DIPLOMA IN MANAGEMENT

TO WHOM IT MAY CONCERN

This is to certify that Mr Kuan Chi Meng (DIMP141/010) was enrolled as a candidate in the 2-year part-time MIM Diploma In Management Programme 141PJ.

The programme commenced on January 5, 1998 and was conducted in English.

The candidate obtained the following results : - Grade

Semester 1

- | | |
|---|-------|
| 1. Principles and Practices of Management | ..A.. |
| 2. Business Environment & Org'nal Behaviour | ..B.. |

Semester 2

- | | |
|---|-------|
| 3. Information Tech. & Decision Analysis | ..A.. |
| 4. Human Resources & Industrial Relations | ..A.. |

Semester 3

- | | |
|---|-------|
| 5. Production and Operations Management | ..A.. |
| 6. Marketing Management | ..B.. |

Semester 4

- | | |
|--------------------------|-------|
| 7. Financial Management | ..A.. |
| 8. Management Strategies | ..B.. |

The candidate is/was awarded a Diploma with DISTINCTION on February 17, 2001.

For your information, the grading scheme is as follows :-

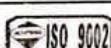
70 and above	-	Distinction (A)
60 - 69	-	Credit (B)
50 - 59	-	Pass (C)
49 and below	-	Fail (F)
Supplementary Pass		(C*)

Yours sincerely,

Koay Lay Kean
Manager - Diploma Programmes

(This transcript contains no errors or deletions)

QCON/RAUDAH



* MEMBER OF THE ASIAN ASSOCIATION OF MANAGEMENT ORGANISATIONS (AAMO).

• AN APPROVED TRAINING INSTITUTION UNDER THE HUMAN RESOURCE DEVELOPMENT COUNCIL.



INSTITUT PENGURUSAN MALAYSIA (22978-D) (Malaysian Institute of Management)

Main Office : Management House, 227 Jalan Ampang, 50450 Kuala Lumpur, Malaysia.
Tel: 603-2164 5255 Fax: 603-2164 3171

P.J. Centre : 542, Block A, Lobby C, Level 5, Kelana Centra Point, 3 Jalan SS7/19 Kelana Jaya,
47301 Petaling Jaya, Selangor, Malaysia.

Penang Branch : 3rd Floor, Kompleks Mutiara, 125, Jalan Anson, 10400 Penang, Malaysia.
Tel: 604-229 0307 Fax: 604-226 0669

Johor Bahru Branch : Suite 3.6, Level 3, Menara Pelangi, Jalan Kuning, Taman Pelangi, 80400 Johor Bahru, Malaysia.
Tel: 607-334 9934 / 334 9935 Fax: 607-334 9931

Internet homepage : <http://www.mim.edu>

December 18, 2000

Mr Kuan Chi Meng (DIMP141/010)
No 10-3 Jalan 3/116B
Kuchai Entrepreneurs Park
Jalan Kuchai Lama
58200 Kuala Lumpur

DPDIM-141-098

Dear Mr Kuan,

2001 Diploma In Management Programme Medal Awards

We are pleased to inform you that you have been selected as the winner of the
2001 ICI (M) Sdn Bhd Silver Medal.

Congratulations on your outstanding performance, and may we wish you further
success in all your endeavours.

Yours sincerely,

Koay Lay Kean
Manager - Diploma Programmes



• MEMBER OF THE ASIAN ASSOCIATION OF MANAGEMENT ORGANISATIONS (AAMO).
• AN APPROVED TRAINING INSTITUTION UNDER THE HUMAN RESOURCE DEVELOPMENT COUNCIL.



**DIPLOMA
IN
COMPUTER SYSTEMS ENGINEERING**

This is to certify that this Award has been conferred
upon the holder who has pursued tertiary studies
to the satisfaction of the Institute's Examination Board

*** DISTINCTION ***

KUAN CHI MENG
SWANSEA INSTITUTE OF HIGHER EDUCATION

Gerald Spokesdale
Principal

R.M Clement
Chairman of Examination Board

Date: 1st August 1994

Wales, United Kingdom



Training Course Outline	
Course Title	Mastering Essential Management Skills (MEMS)
Introduction	<p>To be competitive in the market, organizations need to differentiate themselves from the competitors by creating competitive advantage from the perspectives of both internal and external resources. Internally, organizations will need to champion their vision, mission and objectives to the entire team through consistent communications and promotions by the leaderships, top management and/or business owners. However, the tasks of most of the operational planning and implementation activities rest with the managers and leaders that drive their teams on a daily and regular basis.</p> <p>These continuous management activities will be crucial to the successful planning and implementation of the business plans, that will lead to the fulfillment of the organizational goals and objectives. Thus, effective management activities are considered important internal activities that provide the bridge between the leadership team and the larger workforce. It is imperative that existing managers, newly promoted or inexperienced managers will be able to quickly learn, understand and apply the essential management skills to improve productivity of their teams effectively.</p> <p>This program provides a holistic yet comprehensive framework about the essential management skills that will help the participants to work effectively and efficiently as managers, which in turn will drive the desired growth of their organizations in a sustainable approach. This management program introduces the innovative integration of Gen AI into modern management practices (Module 10.0).</p>
Learning Objectives	<p>Upon completion of this program, participants will be able to:</p> <ul style="list-style-type: none"> • Describe the principles of management. • Explain the essential skills of an effective manager. • Apply the essential management skills in the workplace.
Key Benefits	<p>Participants will learn to apply the essential management skills in their organizations.</p> <p>By applying and demonstrating the essential management skills in their organizations, participants will be able to achieve their departmental objectives; thus, contributing in meeting their organizational goals and objectives.</p> <p>More importantly, their organizations will gain competitive advantage if the</p>

	essential management skills are applied correctly and consistently by their managers in the organizations.
Course Outline	<p><u>DAY-1</u></p> <p>Introduction</p> <ul style="list-style-type: none"> • Evolution of Management • Peter Drucker's Principles of Management <p>1.0 Developing Self-Awareness</p> <ul style="list-style-type: none"> • DISC Personality Model • MBTI Personality Types • Big Five Personality Traits • Katz's Management Model • Five Areas of Self-Awareness • Kohlberg's 6-Stages of Moral Development • Locus of Control • Three-Dimensions of Cognitive Style <ul style="list-style-type: none"> • <i>Activity: Quiz</i> <p>2.0 Managing Personal Stress</p> <ul style="list-style-type: none"> • Stress Theory – General Adaptation Syndrome (GAS) • Kurt Lewin's Force-Field Theory of Change • Karl Albrecht's Four Types of Stress • Time Management Priorities <ul style="list-style-type: none"> • <i>Activity: Quiz</i> <p>3.0 Solving Problems Analytically and Creatively</p> <ul style="list-style-type: none"> • 5-Steps Problem Solving Process • Four Types of Creativity • Two Dimensions in Creative Problem-Solving <ul style="list-style-type: none"> • <i>Activity: Group Workshop</i> <p>4.0 Coaching</p> <ul style="list-style-type: none"> • G.R.O.W. Coaching Model • Feedback Sandwich Model <ul style="list-style-type: none"> • <i>Activity: Role-Play</i> <p>5.0 Gaining Power and Influence</p> <ul style="list-style-type: none"> • Dynamics of Personal Power • Model of Power and Influence <ul style="list-style-type: none"> • <i>Activity: Quiz</i> <p><u>DAY-2</u></p> <p>6.0 Motivating Others</p>

	<ul style="list-style-type: none"> • Key Elements in Performance • Maslow's Hierarchy of Needs for Motivation • Management Involvement in Performance • Motivating for Peak Performance • Edwin Locke's Goal-Setting Theory <ul style="list-style-type: none"> • <i>Activity: Quiz</i> <p>7.0 Managing Conflict</p> <ul style="list-style-type: none"> • Conflict and Organizational Performance • Sources of Conflict • Two-Dimensional Model of Conflict Behavior <ul style="list-style-type: none"> • <i>Activity: Quiz</i> <p>8.0 Empowering and Delegating</p> <ul style="list-style-type: none"> • Effective Delegation Model • Five Dimensions of Empowerment • The Eisenhower Matrix Management Activities <ul style="list-style-type: none"> • <i>Activity: Quiz</i> <p>9.0 Building Effective Teams and Teamwork</p> <ul style="list-style-type: none"> • Stages of Team Development • Goals Difficulty and Performance Level • Building Team Cohesiveness • Effective Team Feedback • Management Skills for High-Performing Team • The Dragon Boat Analogy <ul style="list-style-type: none"> • <i>Activity: Quiz</i> <p>10.0 Leading Positive Change</p> <ul style="list-style-type: none"> • Kurt Lewin's Model of Change • Framework of Positive Change • Value Creation of Individuals • The Learning Stairs • Integration of Gen AI into Modern Management Practices <ul style="list-style-type: none"> • <i>Activity: Case Study</i> <p>Conclusion</p> <ul style="list-style-type: none"> • Putting Together • Key Learning Takeaways • Reflection on Learning Objectives • Action Plan – 3 Commitments
Mode of Training	Face-to-Face (F2F)

Learning Methods	<ul style="list-style-type: none"> • Presentation • Facilitation • Video • Interactive discussions and sharing of real-life issues • Quiz • Workshop • Role-Play • Case Study
Who Should Attend	<ul style="list-style-type: none"> • Experienced Managers who wish to sharpen and elevate their management skills. • Newly Promoted Managers or Leaders • Managers without sufficient prior formal management training and exposure • Potential Managers or Team Leaders
Duration	2 days (9:00 am to 5:00 pm)

Lesson Plan – Mastering Essential Management Skills (MEMS)			
Topics/Sub-Topics	Resources	Methods	Duration
Opening: <ul style="list-style-type: none"> • WOW Factor • Get to Know Each Other • For Your Learning Comfort • Time Keeping • Learning Methods • Ice Breaker • Learning Objectives 	<ul style="list-style-type: none"> • Handouts 	<ul style="list-style-type: none"> • Presentation • Quiz 	0.5 hour
Introduction: <ul style="list-style-type: none"> • Evolution of Management • Peter Drucker's Principles of Management 	<ul style="list-style-type: none"> • Handouts • Video 	<ul style="list-style-type: none"> • Presentation • Group Discussion • Quiz 	0.5 hour
1.0 Developing Self-Awareness: <ul style="list-style-type: none"> • DISC Personality Model • MBTI Personality Types • Big Five Personality Traits • Katz's Management Model • Five Areas of Self-Awareness • Kohlberg's 6-Stages of Moral Development • Locus of Control • Three-Dimensions of Cognitive Style 	<ul style="list-style-type: none"> • Handouts 	<ul style="list-style-type: none"> • Presentation • Group Discussion • Quiz 	1.5 hour
2.0 Managing Personal Stress: <ul style="list-style-type: none"> • Stress Theory – General Adaptation Syndrome (GAS) • Kurt Lewin's Force-Field Theory of Change • Karl Albrecht's Four Types of Stress 	<ul style="list-style-type: none"> • Handouts 	<ul style="list-style-type: none"> • Presentation • Group Discussion • Quiz 	1.0 hour
3.0 Solving Problems Analytically & Creatively: <ul style="list-style-type: none"> • 5-Steps Problem Solving Process • Four Types of Creativity • Two Dimensions in Creative Problem-Solving 	<ul style="list-style-type: none"> • Handouts • Action Plan Format 	<ul style="list-style-type: none"> • Presentation • Group Discussion • Group Workshop 	1.5 hour

4.0 Coaching: • G.R.O.W. Coaching Model • Feedback Sandwich Model	• Handouts • Action Plan Format	• Presentation • Group Discussion • Role-Play	1.0 hour
5.0 Gaining Power and Influence: • Dynamics of Personal Power • Model of Power and Influence	• Handouts	• Presentation • Group Discussion • Quiz	1.0 hour
6.0 Motivating Others: • Key Elements in Performance • Maslow's Hierarchy of Needs for Motivation • Management Involvement in Performance • Motivating for Peak Performance • Edwin Locke's Goal-Setting Theory	• Handouts	• Presentation • Group Discussion • Quiz	1.5 hour
7.0 Managing Conflict: • Conflict and Organizational Performance • Sources of Conflict • Two-Dimensional Model of Conflict Behavior	• Handouts • Action Plan Format	• Presentation • Group Discussion • Quiz	1.0 hour
8.0 Empowering & Delegating: • Effective Delegation Model • Five Dimensions of Empowerment • The Eisenhower Matrix Management Activities	• Handouts	• Presentation • Group Discussion • Quiz	1.0 hour
9.0 Building Effective Teams and Teamwork: • Stages of Team Development • Goals Difficulty and Performance Level • Building Team Cohesiveness • Effective Team Feedback • Management Skills for High-Performing Team • The Dragon Boat Analogy	• Handouts • Action Plan Format	• Presentation • Group Discussion • Quiz	1.5 hour

10.0 Leading Positive Change: <ul style="list-style-type: none"> • Kurt Lewin's Model of Change • Framework of Positive Change • Value Creation of Individuals • The Learning Stairs • Integration of Gen AI into Modern Management Practices 	<ul style="list-style-type: none"> • Handouts • Action Plan Format 	<ul style="list-style-type: none"> • Presentation • Group Discussion • Case Study 	1.5 hour
Conclusion: <ul style="list-style-type: none"> • Putting Together • Key Learning Takeaways • Reflection on Learning Objectives • Action Plan – 3 Commitments 	<ul style="list-style-type: none"> • Handouts • Action Plan Format 	<ul style="list-style-type: none"> • Presentation • Group Discussion • Action Plan 	0.5 hour

Training Course Outline	
Course Title	Leadership for Business Executives (LBE)
Introduction	<p>Leadership is the competencies (skills, knowledge and abilities) of an individual in inspiring and influencing a group of people to work together as a team cohesively in pursuing and achieving the common goals and objectives of the organization; guided by a set of pre-defined vision, mission and values. Thus, leadership skills are critical to the success, development and growth of an organization.</p> <p>This program provides a comprehensive framework about the essential leadership skills that will help the participants to work and perform effectively and efficiently as leaders, which in turn will drive the desired growth of their organizations in a sustainable approach.</p>
Learning Objectives	<p>Upon completion of this program, participants will be able to:</p> <ul style="list-style-type: none"> • Describe the principles of leadership. • Explain the essential traits and behaviors of an effective leader. • Apply the leadership skills in the workplace.
Key Benefits	<p>Participants will learn to apply the leadership skills in their organizations.</p> <p>By applying and demonstrating the leadership skills in their organizations, participants will be able to achieve their organizational goals and objectives.</p> <p>More importantly, their organizations will differentiate themselves by gaining competitive advantage in the market if the leadership skills are applied correctly and consistently by the leaders in the organizations.</p>
Course Outline	<p><u>DAY-1</u></p> <p>1.0 Principles of Leadership</p> <ul style="list-style-type: none"> • Traditional vs Contemporary Managerial Roles • Ten Managerial Roles • Managers vs Leaders • Types of Planning • Katz's Three Skills • G.D.R Framework <ul style="list-style-type: none"> • <i>Activity: Case Study</i> <p>2.0 Personality and Leadership</p>

	<ul style="list-style-type: none"> • P.O.L.C Framework • Personality and Values • Perception • Work Attitude and Work Behaviors • The Role of Fit • Emotional Intelligence <ul style="list-style-type: none"> • <i>Activity: Quiz</i> <p>3.0 Leadership Approaches</p> <ul style="list-style-type: none"> • Leading People and Organizations • The Leadership Process • Paths to Leadership and Influence • Trait Approaches to Leadership • Behavioral Approaches to Leadership • Contingency Approaches to Leadership <ul style="list-style-type: none"> • <i>Activity: Case Study</i> <p>4.0 Values-Based Leadership</p> <ul style="list-style-type: none"> • Contemporary Approaches to Leadership • Contemporary Principles of Leadership • Global Trends • Globalization and Principles of Leadership • Developing Values-Based Leadership Skills • Developing Charismatic, Servant and Authentic Leadership Skills <ul style="list-style-type: none"> • <i>Activity: Quiz</i> <p>5.0 Leadership in Communication and Decision-Making</p> <ul style="list-style-type: none"> • Understanding Communication • Communication Barriers • Types and Channels of Communication • Rational Decision-Making Model • Groups Decision-Making <ul style="list-style-type: none"> • <i>Activity: Case Study</i> <p><u>DAY-2</u></p> <p>6.0 Leadership Mission and Strategy</p> <ul style="list-style-type: none"> • Mission and Strategy • The Roles of Mission, Vision and Values • Creativity and Passion • Stakeholders • Crafting Mission and Vision Statements • Strategic Management <ul style="list-style-type: none"> • <i>Activity: Quiz</i> <p>7.0 Goals and Motivational Leadership</p>
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	<ul style="list-style-type: none"> • From Management by Objectives (MBO) to the Balanced Scorecard • Characteristics of Effective Goals and Objectives • Using Goals, Objectives and Feedback in Employee Performance Evaluation • Integrating Goals and Objectives with CSR • Need-Based Theories of Motivation vs Process-Based Theories of Motivation • Developing Motivational Skills <ul style="list-style-type: none"> • <i>Activity: Case Study</i> <p>8.0 Leadership and the Organization</p> <ul style="list-style-type: none"> • Organizational Environment and Culture • External Environments and Internal Structures • Creating, Maintaining and Measuring Organizational Culture • Creating a Culture of Diversity <ul style="list-style-type: none"> • <i>Activity: Quiz</i> <p>9.0 Leading Teams</p> <ul style="list-style-type: none"> • Teamwork in the Workplace • Key Considerations When Leading Teams • Opportunities and Challenges to Team Building • Team Diversity and Multicultural Teams • Principles of Social Network Theory • Mapping of Self Social Network <ul style="list-style-type: none"> • <i>Activity: Case Study</i> <p>10.0 Leading Innovation and Change</p> <ul style="list-style-type: none"> • Creating an Innovating Culture • Social Networks and Innovation • Organizational Change • Planning and Executing Change Effectively • Creating Cultural Change • Building Your Change Management Skills <ul style="list-style-type: none"> • <i>Activity: Quiz</i> <p>Conclusion</p> <ul style="list-style-type: none"> • Putting Together • Key Learning Takeaways • Reflection on Learning Objectives • Action Plan – 3 Commitments
Mode of Training	Face-to-Face (F2F)

Learning Methods	<ul style="list-style-type: none"> • Presentation • Facilitation • Interactive discussions and sharing of real-life issues • Case Studies • Quiz
Who Should Attend	<ul style="list-style-type: none"> • CEO, MD and GM • Senior Management • Middle Level Managers • Managers and Team Leaders
Duration	2 days (9:00 am to 5:00 pm)

Lesson Plan – Leadership for Business Executives (LBE)			
Topics/Sub-Topics	Resources	Methods	Duration
Opening: <ul style="list-style-type: none"> • WOW Factor • Get to Know Each Other • For Your Learning Comfort • Time Keeping • Learning Methods • Ice Breaker • Learning Objectives 	• Handouts	• Presentation	0.5 hour
1.0 Principles of Leadership: <ul style="list-style-type: none"> • Traditional vs Contemporary Managerial Roles • Ten Managerial Roles • Managers vs Leaders • Types of Planning • Katz's Three Skills • G.D.R Framework 	• Handouts	• Presentation • Group Discussion • Case Study	1.5 hour
2.0 Personality and Leadership: <ul style="list-style-type: none"> • P.O.L.C Framework • Personality and Values • Perception • Work Attitude and Work Behaviors • The Role of Fit • Emotional Intelligence 	• Handouts	• Presentation • Group Discussion • Quiz	1.0 hour
3.0 Leadership Approaches: <ul style="list-style-type: none"> • Leading People and Organizations • The Leadership Process • Paths to Leadership and Influence • Trait Approaches to Leadership • Behavioral Approaches to Leadership • Contingency Approaches to Leadership 	• Handouts	• Presentation • Group Discussion • Case Study	1.5 hour
4.0 Values-Based Leadership: <ul style="list-style-type: none"> • Contemporary Approaches to Leadership 	• Handouts	• Presentation • Group Discussion • Quiz	1.5 hour

<ul style="list-style-type: none"> • Contemporary Principles of Leadership • Global Trends • Globalization and Principles of Leadership • Developing Values-Based Leadership Skills • Developing Charismatic, Servant and Authentic Leadership Skills 			
<p>5.0 Leadership in Communication and Decision-Making:</p> <ul style="list-style-type: none"> • Understanding Communication • Communication Barriers • Types and Channels of Communication • Rational Decision-Making Model • Groups Decision-Making 	<ul style="list-style-type: none"> • Handouts 	<ul style="list-style-type: none"> • Presentation • Group Discussion • Case Study 	1.0 hour
<p>6.0 Leadership Mission and Strategy:</p> <ul style="list-style-type: none"> • Mission and Strategy • The Roles of Mission, Vision and Values • Creativity and Passion • Stakeholders • Crafting Mission and Vision Statements • Strategic Management 	<ul style="list-style-type: none"> • Handouts 	<ul style="list-style-type: none"> • Presentation • Group Discussion • Quiz 	1.5 hour
<p>7.0 Goals and Motivational Leadership:</p> <ul style="list-style-type: none"> • From Management by Objectives (MBO) to the Balanced Scorecard • Characteristics of Effective Goals and Objectives • Using Goals, Objectives and Feedback in Employee Performance Evaluation • Integrating Goals and Objectives with CSR • Need-Based Theories of Motivation vs Process-Based Theories of Motivation • Developing Motivational Skills 	<ul style="list-style-type: none"> • Handouts 	<ul style="list-style-type: none"> • Presentation • Group Discussion • Case Study 	1.0 hour

8.0 Leadership and the Organization: <ul style="list-style-type: none"> • Organizational Environment and Culture • External Environments and Internal Structures • Creating, Maintaining and Measuring Organizational Culture • Creating a Culture of Diversity 	<ul style="list-style-type: none"> • Handouts 	<ul style="list-style-type: none"> • Presentation • Group Discussion • Quiz 	1.0 hour
9.0 Leading Teams: <ul style="list-style-type: none"> • Teamwork in the Workplace • Key Considerations When Leading Teams • Opportunities and Challenges to Team Building • Team Diversity and Multicultural Teams • Principles of Social Network Theory • Mapping of Self Social Network 	<ul style="list-style-type: none"> • Handouts 	<ul style="list-style-type: none"> • Presentation • Group Discussion • Case Study 	1.5 hour
10.0 Leading Innovation and Change: <ul style="list-style-type: none"> • Creating an Innovating Culture • Social Networks and Innovation • Organizational Change • Planning and Executing Change Effectively • Creating Cultural Change • Building Your Change Management Skills 	<ul style="list-style-type: none"> • Handouts 	<ul style="list-style-type: none"> • Presentation • Group Discussion • Quiz 	1.5 hour
Conclusion: <ul style="list-style-type: none"> • Putting Together • Key Learning Takeaways • Reflection on Learning Objectives • Action Plan – 3 Commitments 	<ul style="list-style-type: none"> • Handouts • Action Plan Format 	<ul style="list-style-type: none"> • Presentation • Group Discussion • Action Plan 	0.5 hour

Training Course Outline	
Course Title	Diving into ESG Fundamentals (DEF)
Introduction	This program provides an overview of the Sustainability issues and the background of ESG Reporting for the SMEs. With escalating pressure and demands from all the stakeholders within the SME industry such as from the customers, suppliers, business partners, bankers, government agencies, regulatory bodies, internal staff, investors, NGOs, and most importantly the society, it is inevitable that SME companies will need to start looking into how they can adopt and implement Sustainability initiatives in their organizations and subsequently to put in place an effective tracking and reporting mechanisms to serve all those important stakeholders.
Learning Objectives	Upon completion of this program, participants will be able to: <ul style="list-style-type: none"> • Understand the Concept of Sustainability and ESG Reporting. • Explain the methodologies in the implementation of Sustainability initiatives in the Organizations. • Implement ESG Tracking and Reporting in the Organizations.
Key Benefits	Participants will be able to understand the entire concepts of both Sustainability and ESG Reporting. By promoting and adopting Sustainability and ESG Reporting within the organizations, SMEs are able to differentiate themselves in the supply chain values, which in turn provides them with the leverage in accessing to many forms of privileges from different stakeholders. This effort will provide the organizations with the competitive edge in the market and subsequently to be preferred by the stakeholders within the supply chain value systems.
Course Outline	<p><u>DAY-1</u></p> <p>Introduction</p> <ul style="list-style-type: none"> • Overview on Sustainability • Introduction to Sustainability & ESG <ul style="list-style-type: none"> • <i>Activity: Quiz</i> <p>1.0 ESG Fundamentals</p> <ul style="list-style-type: none"> • What is Sustainability? • Integrating Sustainability in the Business • Developing ESG Reporting <ul style="list-style-type: none"> • <i>Activity: Case Studies, Quiz</i>

	<p>2.0 Benefits of ESG</p> <ul style="list-style-type: none"> • Enhancing Risk Management • Promoting Innovation • Complying to Regulatory Requirements • Securing Capital • Improving Productivity • Increasing Brand Value <ul style="list-style-type: none"> • <i>Activity: Case Studies, Quiz</i> <p><u>DAY-2</u></p> <p>3.0 Embedding Sustainability in the Organizations</p> <ul style="list-style-type: none"> • Overview • Implementing Sustainability in the Organizations • Initiating Sustainability Projects at the Board Level • Identifying and Prioritizing Material Sustainability Matters (MSM) • 5-Steps Materiality Application <ul style="list-style-type: none"> • <i>Activity: Case Studies, Quiz</i> <p>4.0 Managing Material Sustainability Matters</p> <ul style="list-style-type: none"> • Developing Policies and Procedures • Implementing Action Plan • Setting Goals and Targets • Improving Systems and Processes <ul style="list-style-type: none"> • <i>Activity: Case Studies, Quiz</i> <p>5.0 ESG Tracking and Reporting</p> <ul style="list-style-type: none"> • Objectives • Disclosure Obligations • Contents on the Sustainability <ul style="list-style-type: none"> • <i>Activity: Case Studies, Quiz, Video</i> <p>Conclusion</p> <ul style="list-style-type: none"> • Putting Together • Key Learning Takeaways • Reflection on Learning Objectives • Action Plan – 3 Commitments
Mode of Training	Face-to-Face (F2F)
Learning Methods	<ul style="list-style-type: none"> • Presentation • Facilitation • Interactive discussions and sharing of real-life issues • Case Study • Group Discussion

	<ul style="list-style-type: none"> • Video • Quiz
Who Should Attend	<ul style="list-style-type: none"> • Business Owners, Management, Compliance Managers, Finance Managers, HR Managers, Sustainability Managers, Risk Management Managers, Auditors, Accountants, Departmental Managers and HODs from SMEs. • Representatives from the SMEs who are tasked to lead, support or involve in the Sustainability Projects in the Organizations. • Anyone with the interests in understanding the Concepts of Sustainability and ESG Reporting.
Duration	2 days (9:00 am to 5:00 pm)

Lesson Plan – Diving into ESG Fundamentals (DEF)

Topics/Sub-Topics	Resources	Methods	Duration
Opening: <ul style="list-style-type: none"> • WOW Factor • Get to Know Each Other • For Your Learning Comfort • Time Keeping • Learning Methods • Ice Breaker • Learning Objectives 	• Handouts	• Presentation	1.0 hour
Introduction: <ul style="list-style-type: none"> • Overview on Sustainability • Introduction to Sustainability & ESG 	• Handouts	• Presentation • Group Discussion • Quiz	2.0 hour
1.0 ESG Fundamentals: <ul style="list-style-type: none"> • What is Sustainability? • Integrating Sustainability in the Business • Developing ESG Reporting 	• Handouts	• Presentation • Group Discussion • Case Studies, Quiz	2.0 hour
2.0 Benefits of ESG: <ul style="list-style-type: none"> • Enhancing Risk Management • Promoting Innovation • Complying to Regulatory Requirements • Securing Capital • Improving Productivity • Increasing Brand Value 	• Handouts	• Presentation • Group Discussion • Case Studies, Quiz	2.0 hour
3.0 Embedding Sustainability in Organizations: <ul style="list-style-type: none"> • Overview • Implementing Sustainability in the Organizations • Initiating Sustainability Projects at the Board Level • Identifying and Prioritizing Material Sustainability Matters 	• Handouts	• Presentation • Group Discussion • Case Studies, Quiz	2.0 hour

(MSM) <ul style="list-style-type: none"> • 5-Steps Materiality Application 			
4.0 Managing Material Sustainability Matters: <ul style="list-style-type: none"> • Developing Policies and Procedures • Implementing Action Plan • Setting Goals and Targets • Improving Systems and Processes 	<ul style="list-style-type: none"> • Handouts 	<ul style="list-style-type: none"> • Presentation • Group Discussion • Case Studies, Quiz 	2.0 hour
5.0 ESG Tracking and Reporting: <ul style="list-style-type: none"> • Objectives • Disclosure Obligations • Contents on the Sustainability 	<ul style="list-style-type: none"> • Handouts 	<ul style="list-style-type: none"> • Presentation • Group Discussion • Case Studies, Quiz, Video 	2.0 hour
Conclusion: <ul style="list-style-type: none"> • Putting Together • Key Learning Takeaways • Reflection on Learning Objectives • Action Plan – 3 Commitments 	<ul style="list-style-type: none"> • Handouts • Action Plan Format 	<ul style="list-style-type: none"> • Presentation • Group Discussion • Action Plan 	1.0 hour