

EON CONSULTING & TRAINING PTE LTD



# EON Leadership 4.0

LEADING AND EXCELLING IN  
THE ERA OF A SMART WORLD

EON  
*Building Professional Capabilities*



# EON Leadership 4.0

Leading and Excelling in  
the Era of a SMART World

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The rate of digitalisation has been astonishing over the years and leaders of all fields, such as policy makers, economists, industry leaders and SME leaders are extremely interested about the impact of digital transformation.

The opportunities and risks are immense - it shapes and affects a wide spectrum of issues, from evolving customer expectations and behaviours, growth of innovative services and products to enhancing productivity of operational processes, and emergence of new job skills and competencies, etc.

Furthermore, it accelerates the already volatile, uncertain, complex and ambiguous (VUCA) operating environment that business leaders have to navigate in.

So what does it  
take for a leader to  
lead and excel  
through such  
times?

## WE BELIEVE

that for this to happen, a leader must possess **three** important leadership pillars (which we termed as EON Leadership 4.0) – **(1) Leading with his/her Head, (2) Leading with his/her Heart & (3) Leading with his/her Hands**, to be holistic and effective in rallying, inspiring and engaging his or her people to capitalise on the opportunities and mitigate the challenges while steadily directing the team towards the desired future state and vision.



- 01 LEADING WITH YOUR HEAD**  
Being a visionary with insight and foresight
- 02 LEADING WITH YOUR HEART**  
Being a passionate manager-coach
- 03 LEADING WITH YOUR HAND**  
Being an expert executor

EON Leadership 4.0 Series consists of 3 modules, designed to equip aspiring and existing leaders and managers with the skills and knowledge to **establish a clear department direction and plan** to drive the team towards, **inculcate an enabling department culture** for team leaders to lead effortlessly, as well as to **facilitate engagement and management of staff** on a regular and continuous basis for the achievement of results.



## WHO IS THIS FOR?

Aspiring Professionals, Managers and Executives (PMEs) who want to prepare themselves to lead in the new era of a SMART world.



## HOW WILL YOU BENEFIT?

**At the end of the 6-day programme, participants will be able to:**

- Establish department strategies and operational plans
- Provide clear direction and guidance to their teams to drive achievement of team results
- Identify critical skills that are needed for their team to succeed
- Deploy coaching and other learning methodologies applicable at the workplace to build up capabilities of the team
- Adopt a regular and continuous approach to engage and manage staff performance



## METHODOLOGY

**Blended learning, consisting of:**

- E-learning
- Mini-lectures
- Videos
- Group exercises, sharing and discussions
- Case studies
- Self-reading and reflection



## TOTAL DURATION OF PROGRAMME

- 6 days (84 hours) of facilitated face-to-face workshop
- 9 hours of e-learning
- 5 hours 45min of assessment







# Leading with your Head

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*Being a visionary with insight and foresight*

A leader sees opportunities everywhere, every day and makes the most of them when others don't. This means that he or she remains steadfast on business fundamentals which are unchanging and of utmost priority, while being attuned and "sensitive" to the evolving trends, opportunities and threats related to the market and industry, so that he or she may acquire discerning insights of the future operating environment.

Consequently, he or she will be able to establish with clarity, the "game plan" and convince team members on why it is necessary to follow the plan. At the same time, he or she is able to make tactical decisions to respond and adapt quickly to accommodate to the short-term demands of the external environment.

# Department Strategy Development and Driving Team Results for Managers

## ***Establishing an Effective Team Direction & Plan to Lead***

(SFw) Lead Team Leaders to Develop Business Strategies and Governance Management

Course code: **TGS-2019504566**

*Develop business strategies and operational plans, which are aligned to organisational plans and facilitate a learning environment for enhanced team performance.*

A critical function of a manager involves the understanding of the organisational goals and strategies, and translating these focuses into actionable departmental plans on a daily basis. At the same time, he must be aware of the organisational policies, philosophies, guiding principles and values which direct how his team is to carry out their work. Through the process, the manager will be able to establish a clear direction of where the team is heading, communicate the top priorities for his team to focus on, and engage them on an ongoing basis to better deliver the desired results.

This programme is designed to provide leaders and managers with practical insights, step-by-step guide, and tools which can be used to develop their department strategies and operation plans, identify desired organisational behaviours and governance compliance requirements for their team members to follow, and to lead and influence their team effectively towards attainment of shared team goals.

### **At the end of the programme, you will be able to:**

- establish department strategies and operational plans
- lead your team effectively to comply with the requirements of organisational policies, philosophies, guiding principles and values
- provide clear direction and guidance to your team to drive achievement of team results
- engage team members effectively through building of an open, continuous learning and high-performing culture

### **Who is it for?**

- Aspiring Professionals, Managers and Executives (PMEs) who have yet to lead a team but are interested to be future-ready for the opportunity
- Managers who are new to leading teams
- Existing managers with no formal training in setting department strategies or operational plans within their teams
- Seasoned managers who wishes to improve the way they set their department strategies or engage their teams towards achievement of team goals

### **Methodology**

The training programme will be delivered through a combination of e-learning, interactive short lectures, class exercises and discussions, case-studies, guided reflection, role plays and various learning activities to achieve the desired learning outcome.

- 14 hours facilitated workshop
- 4 hours e-learning
- 2 hours assessment

## OUTLINE

### Introduction to Strategic Management

- How is strategic planning carried out
- How to establish organisational goals and strategies
- How to develop department strategies which align to organisational strategies
- How to identify relevant metrics for measuring performance

Upon successfully demonstrating competence in all the knowledge and skills requirements, you will be awarded a Statement of Attainment (SOA) by SkillsFuture Singapore (SSG).

\* This course is one of the modules for EON Leadership 4.0 Series. It is also aligned to the competency modules requirement leading to a full Leadership & People Management (LPM) WSQ qualification.

### Developing operational plans

- How to develop an operational plan for your team that aligns to your department strategies
- How to mitigate common risks which affect team performance

Please refer to page 15 for more information on this qualification.

### Developing effective corporate governance

- What is corporate governance and why is it important
- How does corporate governance impact the way teams carry out their work
- How can I lead my team to comply to the governance requirement

### Providing direction and guidance to teams

- What roles do my team leaders play
- How to engage my team effectively as a leader
- How to build a high performing team
- How to build a learning culture

# Leading with your Heart

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*Being a passionate manager-coach*

It requires constant and sometimes massive changes in order to stay nimble and relevant to evolving needs of stakeholders in a dynamic operating environment. Through the change process, the staff may feel confused, lost, overwhelmed, demoralised, or even paralysed amidst conflicting priorities between current operational and transformational demands.

A leader must consistently be the "beacon" to "guide and steady the ship", being able to engage, empathise, energise and inspire his or her team members, as well as proactively look for ways to empower and grow the capability and capacity of the team.





# Capability Development and Coaching for Managers

## ***Creating an Enabling Culture to Lead***

(SFw) Develop Team Leaders through Capability Development and Coaching

Course code: **TGS-2019504565**

*Identify skills required of your team leaders, which are aligned to organisational plans and their work, facilitate learning opportunities and coach them for skills mastery.*

The effectiveness of a manager is highly interlinked with the proficiency and performance of his or her team members. A manager who makes the effort to instil a positive learning culture and regularly seeks to empower team members with new skills will eventually build a high-performing and adaptive team. Team members will also feel greatly valued, engaged and equipped to do their jobs, making it easier for the manager to exercise his or her leadership.

This programme is designed to provide leaders and managers with practical insights, a step-by-step guide, and tools that can be used to identify the skills required of their team members and to coach them towards mastery.

### **At the end of the programme, you will be able to:**

- establish performance results required of the team
- use a common coaching model to give timely feedback to team members to steer them towards achievement of team goals
- identify skills that are needed for the team to succeed
- develop plans to build up the capabilities of the team

### **Who is it for?**

- Aspiring Professionals, Managers and Executives (PMEs) who have yet to lead a team but are interested to be future-ready for the opportunity
- Managers who are new to leading teams
- Existing managers who wish to learn structured tools and techniques to build capabilities within their teams
- Seasoned managers who wish to improve the way they coach and build capability within their teams

### **Methodology**

The training programme will be delivered through a combination of e-learning, interactive short lectures, class exercises and discussions, case-studies, guided reflection, role plays and various learning activities to achieve the desired learning outcome.

- 16.25 hours facilitated workshop
- 1.75 hours assessment

## OUTLINE

### Identifying team roles, responsibilities and skills

- How to help team members to prioritise important work areas
- How to set work standards and results for clarity
- How to identify skills requirement using Skills Framework

### Performance management

- How to identify root cause for employee performance issues
- How to identify solutions to improve performance
- How to draft an Individual Development Plan

### Building a learning and performance culture

- What is workplace learning
- Introduction to workplace learning techniques
- How to draft a workplace learning plan

### The art of coaching

- Success criteria of a coach
- Plan and structure a coaching conversation using a common coaching model
- How to handle various emotions exhibited by the employee during coaching

### Evaluate effectiveness of the coaching outcome

- Self-assessment as a coach
- How to evaluate coaching success

Upon successfully demonstrating competence in all the knowledge and skills requirements, you will be awarded a Statement of Attainment (SOA) by SkillsFuture Singapore (SSG).

\* This course is one of the modules for EON Leadership 4.0 Series. It is also aligned to the competency modules requirement leading to a full Leadership & People Management (LPM) WSQ qualification.

Please refer to page 15 for more information on this qualification.

# Leading with your Hand

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*Being an expert executor*

In order for strategic and tactical business plans to be well-executed, a leader will need to have the ability to manage complex projects, from facilitating the planning process to delegation of work to competent and capable individuals.

Sometimes, he or she may need to be personally involved in showing the way, guiding team members on how things should be done, or "drilling down" to the details in problem-solving with them. In other situations, he or she may need to provide the tactical tools, training or resources that will equip the team to function optimally.



# Conducting Performance Discussions Successfully

## ***Facilitating Effective Staff Engagement & Performance***

Staff Performance Management - Level 4  
Skills Framework for Public Transport

Course code: **TGS-2019504984**

*Daunting as they may seem, performance appraisals are the best times for you and your staff to understand each other better. Learn to work them confidently.*

Performance appraisal is an unavoidable supervisory activity as employees look forward to understand how their superior views their performance. Linking performance appraisal to rewards makes the session even more sensitive to handle.

Just how can the appraiser handle such a delicate situation with control and confidence? How can the appraiser deal with different employee styles? How can the appraiser give feedback based on well documented facts? What are the characteristics of a good interview that appraisers can emulate?

This course is designed to equip leaders and managers with a holistic perspective to managing staff performance, practical insights to manage staff performance confidently, as well as useful tools to help determine performance expectations and work targets, monitor staff progress in performance, provide conducive timely feedback, assess performance objectively and consistently, as well as facilitate effective coaching, check-in conversations, and appraisal discussions.

### **At the end of the programme, you will be able to:**

- adopt a regular and continuous approach to manage staff performance successfully
- set performance and behavioural expectations for staff based on their job duties and organisational requirement
- monitor staff performance accurately in order to provide conducive and timely feedback
- assess staff performance in a consistent manner so as to maintain their credibility as an objective and fair leader
- engage different employee types in appraisal discussion and discuss performance issues with the correct focus
- improve on the effectiveness of how learning & development plans has been carried out within teams

### **Who is it for?**

- Aspiring Professionals, Managers and Executives (PMEs) who have yet to lead a team but are interested to be future-ready for the opportunity
- All team and project leaders, supervisors, executives and managers who need to appraise their staff
- Existing leaders and managers who have challenges in managing their staff performance or in engaging their staff for appraisal discussions

### **Methodology**

The training programme will be delivered through a combination of e-learning, interactive short lectures, class exercises and discussions, case-studies, and guided reflection to achieve the desired learning outcome.

- 14 hours facilitated workshop
- 2 hours e-learning
- 2 hours assessment

## OUTLINE

### Key to Successful Performance Management

- How to manage staff performance successfully
- What are the key activities in performance management
- What roles do appraisers and staff play in performance management

### Understanding KPIs & Goal Setting

- What types of goals to set for staff
- How to determine work targets based on job duties
- How to write SMART goals
- How to guide your staff to achieve complex goals
- How to interpret behavioural requirements consistently

### Coaching & Timely Intervention

- How to keep track of employee performance and progress effectively and accurately
- How to provide feedback in a timely and conducive manner
- How to deploy coaching effectively to guide staff in their performance

### Reviewing Assessment Criteria

- How to rate staff performance as objectively and consistently as possible

### Preparing for Appraisal Interview

- What is the objective and scope of discussion for appraisal interview
- How to better structure the discussion agenda to get better receptivity from the staff
- What are the common pitfalls to avoid in an appraisal interview

### Process & Techniques to Manage Different Employees

- What are the different employee types in appraisal discussion
- How to manage the different employee types for a successful appraisal discussion

### Establishing and Reviewing Learning & Development Plans

- How to diagnose the underlying causes in performance gaps of my staff
- How to establish an individual development plan for my staff

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Upon successfully demonstrating competence in all the knowledge and skills requirements, you will be awarded a Statement of Attainment (SOA) by SkillsFuture Singapore (SSG).

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Please refer to page 15 for more information on this qualification.



## Course Fees

Course fee quoted includes 7% GST.  
GST is calculated based on full course fee.

**MCES:** Mid-Career Enhanced Subsidy  
**ETSS:** Enhanced Training Support for SMEs

### M1: Department Strategy Development and Driving Team Results for Managers

Full Course Fee: <b>S\$720.00</b> (before 7% GST)	Individual/Non-SME, PR/SC aged 21-39 years	MCES-Funded (Singapore Citizen aged 40 and above)	SME-sponsored (Enhanced Training Support for Small Medium Enterprises [SMEs])
	Up to 50% baseline subsidy	Up to 70% subsidy	
<b>Before Subsidy</b>	<b>770.40</b>	<b>770.40</b>	<b>770.40</b>
<b>After Subsidy</b>	<b>410.40</b>	<b>266.40</b>	<b>266.40</b>

### M2: Capability Development and Coaching for Managers

Full Course Fee: <b>S\$720.00</b> (before 7% GST)	Individual/Non-SME, PR/SC aged 21-39 years	MCES-Funded (Singapore Citizen aged 40 and above)	SME-sponsored (Enhanced Training Support for Small Medium Enterprises [SMEs])
	Up to 50% baseline subsidy	Up to 70% subsidy	
<b>Before Subsidy</b>	<b>770.40</b>	<b>770.40</b>	<b>770.40</b>
<b>After Subsidy</b>	<b>410.40</b>	<b>266.40</b>	<b>266.40</b>

### M3: Conducting Performance Discussions Successfully

Full Course Fee: <b>S\$720.00</b> (before 7% GST)	Individual/Non-SME, PR/SC aged 21-39 years	MCES-Funded (Singapore Citizen aged 40 and above)	SME-sponsored (Enhanced Training Support for Small Medium Enterprises [SMEs])
	Up to 50% baseline subsidy	Up to 70% subsidy	
<b>Before Subsidy</b>	<b>770.40</b>	<b>770.40</b>	<b>770.40</b>
<b>After Subsidy</b>	<b>410.40</b>	<b>266.40</b>	<b>266.40</b>

## SkillsFuture Enterprise Credit (SFEC)

The SkillsFuture Enterprise Credit (SFEC) encourages employers to invest in enterprise transformation and capabilities of their employees. Eligible employers will receive a one-off S\$10,000 credit to cover up to 90% of out-of-pocket expenses on qualifying costs for supportable initiatives, over and above the support levels of existing schemes. [Read more.](#)

Source: Enterprise Singapore

### How SFEC Funding Works

For example, 10 supervisors and managers from Company A attend a two-day workshop on Performance Management:

Full Course Fee: <b>S\$720.00</b> (before 7% GST)	Course Fees	Training Grant	SFEC Grant (90% out of pocket expenses)	Training Investment (training + SFEC grant)
<b>SME with 10 participants</b> (SC aged above 40 years old)	<b>\$7,200.00</b>	<b>\$2,160.00</b>	<b>\$4,536.00</b>	<b>\$510.00</b> (before GST)
<b>Absentee Payroll Claim</b>	<b>\$120 per participant, depending on their salary</b>			

This table is only for illustration purposes, to provide an idea of how the grant works.

## Available Dates (2022)

	JAN	FEB	MAR	APR	MAY	JUN
<b>M1: Department Strategy Development and Driving Team Results for Managers</b>			17-18			
<b>M2: Capability Development and Coaching for Managers</b>	19-20				26-27	
<b>M3: Conducting Performance Discussions Successfully</b>		22-23		7-8		16-17

	JUL	AUG	SEP	OCT	NOV	DEC
<b>M1: Department Strategy Development and Driving Team Results for Managers</b>	6-7				29-30	
<b>M2: Capability Development and Coaching for Managers</b>			22-23			
<b>M3: Conducting Performance Discussions Successfully</b>		16-17		13-14		13-14

# EON Leadership 4.0 Series and LPM WSQ

## About EON Leadership 4.0

### What is EON Leadership 4.0 Series?

EON Leadership 4.0 Series is a solutions-based programme designed to equip aspiring and existing leaders and managers in three important leadership pillars (leading with head, heart and hands) in order to excel in the era of Industry 4.0.

### How many modules are there in EON Leadership 4.0 Series?

EON Leadership 4.0 Series consists of 3 modules as follows:

- M1 Department Strategy Development and Driving Team Results for Managers
- M2 Capability Development and Coaching For Managers
- M3 Conducting Performance Discussions Successfully

### How can my organisation make use of EON Leadership 4.0 Series for Leadership Development?

EON Leadership 4.0 Series can be structured as a core leadership programme for your key talents and potential leaders. The 3 modules can be included in the learning roadmaps of identified staff for them to be developed over a span of 1 to 2 years.

## About LPM WSQ

### What is LPM WSQ?

The Leadership & People Management (LPM) Workforce Skills Qualifications (WSQ) provides a leadership development roadmap for enterprise leaders.

It enables leaders and managers to keep up-to-date with the latest people management trends and practices and allows them to gain formal recognition of their competencies through competency based training within a nationally recognised framework.

### How many LPM WSQ qualifications are there?

LPM WSQ offers 4 qualifications to help individual develop leadership competencies at different levels of leadership:

- WSQ Graduate Diploma in Organisational Leadership
- WSQ Specialist Diploma in Leadership & People Management
- WSQ Professional Diploma in Leadership & People Management
- WSQ Advanced Certificate in Team Leadership

### How many modules must I take to be awarded a full LPM WSQ qualification?

To achieve a full qualification, you need to complete 8 competency modules comprising 6 core and 2 elective units.

You may view the requirements on SSG's website:

<https://www.ssg.gov.sg/wsqs/Industry-and-Occupational-Skills/Leadership-People-Management/leadership-and-people-management.html?activeAcc=3>

### How are the courses aligned to LPM WSQ?

Currently, EON offers the following courses that will lead to the qualification "WSQ Professional Diploma in Leadership & People Management":

#### Core

**Vision Leadership (Level 4):** M1 Department Strategy Development and Driving Team Results for Managers

**People Development (Level 4):** M2 Capability Development and Coaching For Managers

#### Elective

**Staff Performance Management (Level 4):** M3 Conducting Performance Discussions Successfully

EON will be introducing more courses in due time relating to the rest of the 4 core and 1 elective units leading to the qualification "WSQ Professional Diploma in Leadership & People Management".

### If I get my LPM WSQ course somewhere else, how will I get a full LPM WSQ qualification?

Generally, participants who are certified 'Competent' at the end of a WSQ LPM course will receive a Statement of Attainment (SOA). The SkillsConnect Portal managed by the SkillsFuture Singapore (SSG) will be updated of your SOA records, regardless of where you attended the LPM WSQ course.

Once you have met the requirements for a full LPM WSQ qualification, the SkillsConnect Portal will automatically generate an e-certificate of the LPM WSQ qualification for you to download via the portal.

# EON Training Philosophy & Methodology

EON believes in the power and the values of the 3 "I"s and incorporate these in our curriculum design and training delivery.

## INSIGHTS

Insights are invaluable assets in work and in life that we gain along our learning journey.

The sharing of industrial, professional and personal insights by our trainers and fellow peers in the training setting help to reduce the learning curve and eliminate unnecessary time spent in ineffective trial-and-error.

Insights also change the way that we look at the world and our workplace, allowing us to see and understand our environment with wider perspectives and possibilities. It is a precursor to decide on actions to take to improve our work, our workplace and our lives.



## INSPIRE



We all need to "recharge", be encouraged and inspired from time to time in order to have the passion and motivation to strive towards our goals or make a difference in what we believe in to our workplace.

Training offers one of the best platforms to do so - being in a safe environment and community of practitioners with similar interests.

The sharing of personal stories and the journey undertaken to overcome challenges by our trainer and fellow peers can help us to encourage one another and inspire everyone to try doing something to improve their situation for themselves, their teams and their organisations.

## INNOVATE

To innovate simply means being able to do something differently.

Our training provides the critical factors which promotes the ability to innovate.

These include exposure to new practices, asking the right questions to facilitate sense-making of past observation or other people's experience, interacting with peers with diverse experience and being equipped with the right tools to be effective.







# About EON

**EON Consulting & Training Pte Ltd** was established in 1996 and specialises in providing human capital consulting and training services to organisations in Singapore.

It has helped organisations improve on strategic human capital alignment and day-to-day HR operations through three main areas of support, namely, consulting, training and information service.

## **Vision**

To be the preferred human capital development partner in the Asia Pacific region.

## **Mission**

We build human capital capability and capacity through organisational development solutions.

## **Core Values**

**A**dventure

**S**ervice to Others

**P**rofessional

**I**nspirational

**R**esilience

**E**xcellence

This is the moment to **ASPIRE!**

Here and now.