SMU ACADEMY

MERCER

SMU
SINGAPORE MANAGEMENT UNIVERSITY

Executive Certificate in Leadership & People Management

A dedicated programme for leaders to enhance their competence and leadership for personal and organisational success

PROFESSIONAL

About the Programme

"When you were made a leader you weren't given a crown, you were given the responsibility to bring out the best in others."

Jack Welch
Chairman and CEO
General Electric
(1981 - 2001)

The hallmark of a great leader is the ability to lead and inspire others to reach greater heights.

The development of a capable individual contributor to a successful leader of others is one of the most rewarding career stages.

The Executive Certificate in Leadership and People Management explores the important management facets such as personal effectiveness in senior roles, leading strategies development and implementation, managing change in a diverse, challenging and rapidly evolving business environment, communicating effectively and developing talents. It is a dedicated programme for leaders and high potential managers to enhance their ability to manage with competence and lead for personal and organisational success.

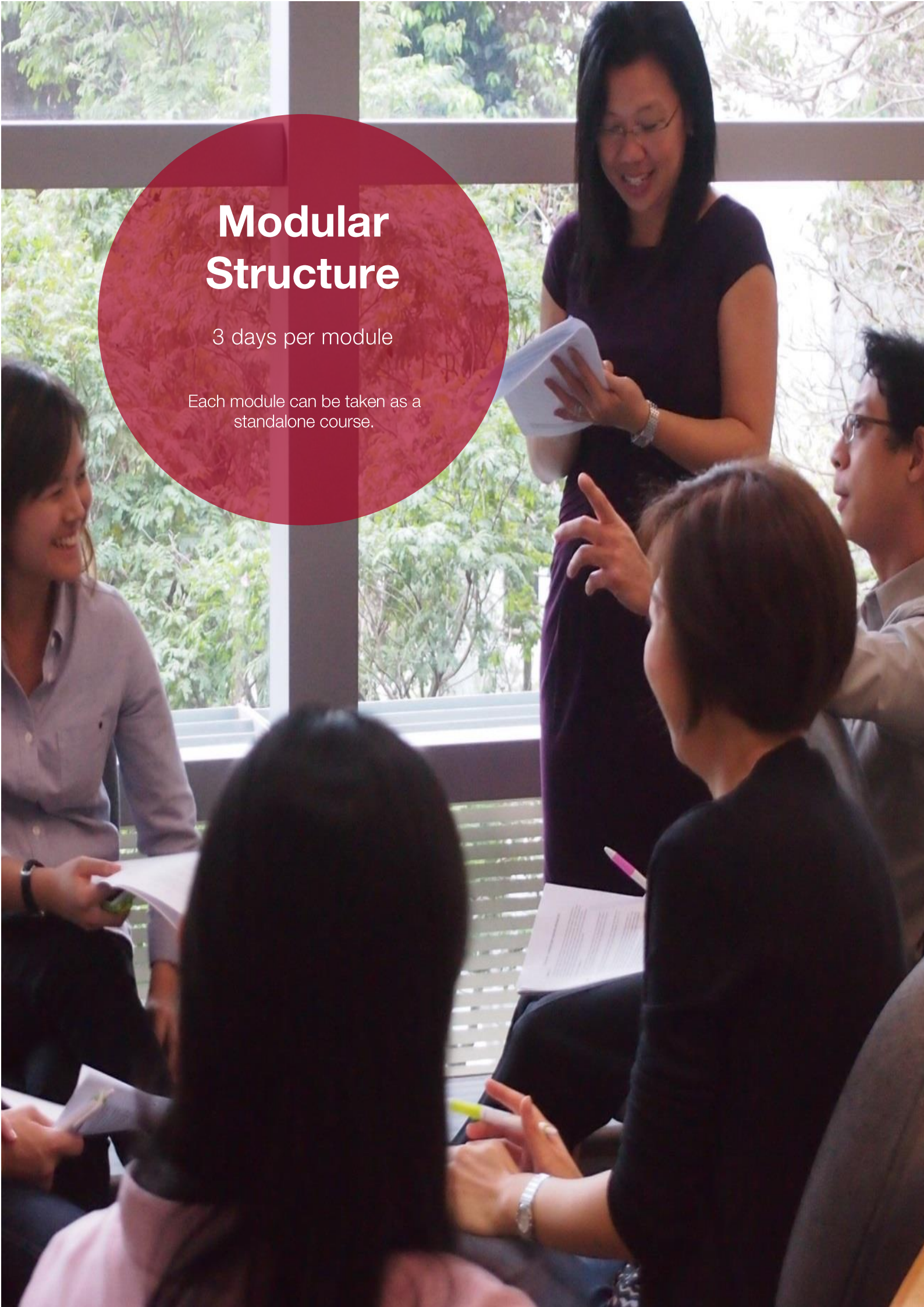
Powerful Partnership – Academia and Practice

SMU has partnered Mercer to jointly design and deliver the programme. The unique partnership offers participants the powerful combination of the best in class research and industry practices that are globally oriented, with special relevancy to the Asian business environment.

Who Should Attend

Middle to senior level executives who wish to:

- enhance their leadership and people management skills and
- extend their competencies to lead with purpose.



Modular Structure

3 days per module

Each module can be taken as a standalone course.

Programme Structure

Please refer to **smu.sg/lpmcert** for module offering dates.

Instructional Methods

Leveraging on SMU's distinctive pedagogy for interactive, discussion driven and thought provoking seminar-style teaching, and Mercer's experience in helping clients achieve lasting impact and measureable results in business performance in more than 125 countries, we aim to provide our participants with the ability to translate the learning and insights into practice at the workplace. A variety of teaching methods such as experiential learning, role plays, case discussions, presentations, exercises, assignments and oral questioning will be employed by the programme's faculty in the training sessions. There will also be formal assessments for every module which serve to assess a participant's understanding of the subject matter.

WSQ Accreditation

This programme is accredited under the Leadership and People Management WSQ Framework which focuses on bolstering leadership and people management practices in Singapore. Statements of Attainment (SOAs) are awarded upon passing of the assessment and successful completion of each module. Participants who are either Singapore Citizens or Permanent Residents will also enjoy substantial SSG Funding (please refer page 14 for more details).

Structured Workshop

Activities driven

There will be extensive use of experiential learning methods. Learning will also come from best practices and real life cases shared by the facilitator.

Leadership for Strategic Impact

Strategic leaders can impact at the highest level. They define the organisation's future direction, taking into account the external environment and competitive forces to maximise value creation and position the organisation for success. But what does it take to be a successful strategic leader? Why do some smart and experienced professionals stumble while others excel?

This module will assist in your evolution from manager to strategic leader. The module provides case studies and practical tools to help you think, communicate, and lead strategically to further organisational objectives. It covers areas such as contributing to organisational strategy, ensuring compliance with corporate governance requirements, and providing direction to line managers.

Learning Outcomes

By the end of this module, participants will be able to:

- contribute to organisational strategy development.
- develop strategies to comply with corporate governance requirements.
- model leadership and behaviours to demonstrate application of organisational values, behaviours and governance priorities effectively.

Topics

- Strategy Development Tools
- Engaging Stakeholders in Strategy Development and Implementation
- Presenting your Strategy to Garner Stakeholders' Support
- Corporate Governance
- Employee Engagement
- Situational Leadership and Coaching Techniques

Facilitator

Max Edwards Mercer Affliated Faculty

Over 25 years Max has worked across the Asia Pacific and Europe with senior leaders, groups and teams, helping them make sense of complex people and performance challenges that lead to more effective decisions, improved accountability and better business outcomes. Max understands at a practical level how organisations, job roles and work relationships operate to help individuals get their expertise used, achieve performance goals, positively influence others and optimise career transitions. Currently, Max works with clients in financial services, energy, mining, professional services, engineering, government, healthcare and not-for-profit sectors. Prior to founding his own consultancy, Max held senior consulting roles with Mercer's Human Capital Division and Insurance Australia Group's corporate organisation effectiveness team. Previously he had worked with Royal Bank of Scotland, Australian Unity, ANZ Bank, CGU Insurance, Medibank, AonHewitt, UniSuper, Sensis, O2 Ireland, ExxonMobil, BHPBilliton, Newcrest Mining, Orica, Hewlett Packard, EMC Europe, Open Universities Australia, CSL, Alfred Health Group, Australia Post, Melbourne Fire Brigade and a number of state government departments.

LPM WSQ Statement of Attainment (SOA)	Competency Code
Lead Managers to Develop Organisational and Governance Strategies	LPM-VIS-501C-0

Facilitating Innovation and Leading Change

"Innovation is the lifeblood of any enterprise." Through this module, you will find out what that means in practice and how to be an entrepreneur without changing jobs. Prime Minister Lee Hsien Loong warned against 'navel gazing' - the "Hello Kitty" campaign fiasco and the Singapore's "fish ball stick" story both illustrate the need to adopt a wider and more 'strategic thinking' approach. You will learn how to create an environment that encourages risk taking and enterprising behaviours overcoming the "kiasu" and "kiasi" culture. You will also learn how to reduce defensiveness and evolve a learning organisation culture, adaptive in surviving in a VUCA (Volatile, Uncertain, Complex and Ambiguous) world, as well as apply strategic, "zoom out" Systems Thinking to avoid the "domino effect" of unintended consequences. After weighing risks and rewards, you will see opportunities for innovation and change. You will have fun learning from others and working on practical real-life challenges.

Learning Outcomes

By the end of this module, participants will be able to:

- create an environment conducive to taking risks.
- identify opportunities for change and innovation.
- apply Systems Thinking to facilitate change and innovation.

Topics

- Taking Calculated Risk
- Identifying Opportunities for Innovation
- Applying Systems Thinking
- Managing Change by Successfully Executing Strategies
- Creating a Learning Organisation

Facilitator

Eliza Quek Director, Terrific Mentors International; Affiliated Faculty, SMU Academy

Eliza brings with her a wealth of Transformational Leadership experience in both private and the public sector. As internal consultant to Esso Singapore, Exxon Chemicals and Esso Eastern Inc., she enabled teams to resolve conflicts and align performances to ensure seamless and synergistic operations. In Singapore Press Holdings, she established a competency based Performance Management, Talent Development and Succession Planning system. Eliza has been training for DELL regularly in their Hi-Potential Managers Programme which she touches on topics such as transformational leadership and change management in a globalised world. Eliza is on the Barclays Global Faculty and clients in the financial industry include Standard Chartered Bank, HSBC, UOB, BNP Paribas Malaysia, Deutsche Bank, Chase Manhattan Bank, American Express, where she coached C Suite, senior management and high potentials.

LPM WSQ Statement of Attainment (SOA)	Competency Code
Facilitate Innovation and Lead Managers to Manage Change	LPM-CHG-501C-0

Talent Management for Business Leaders

Successful organisations thrive on the sustained competitive advantage that comes from talent management practices that effectively attract, cultivate, position and reward its talent. Talent management exists to maximise performance in support of the organisation's goals. In view of the shortage of top talent as well as stiff competition for talent, organisations are no longer only concerned about developing and replacing top talents. Organisations have to focus on the attraction and cultivation of their best talent at all levels of the organisation.

In this 3-day module, we will address key human capital issues pertinent to the development of talent management strategies and processes that help organisations achieve sutainable competitive advantage and enhance employee engagement at all levels. We will explore how an organisation's business strategy, its values and culture inform talent management strategy. Following that, we will examine talent management processes that include acquisition, cultivation, positioning and rewarding of employees to sustain a high-performance workforce. Case studies and experiential learning activities will provide the context for us to discuss any leadership challenges in implementing talent management practices at the workplace.

Topics

- A High Performance Culture
- Leadership in Talent Management
- Assessing Talent and Performance
- Acquiring and Onboarding High Potential Employees
- Developing and Positioning High Potential Employees
- Successful Talent Planning and Reviews

Learning Outcomes

By the end of this module, participants will be able to:

- align talent management with organisational values and goals.
- attract and retain talent.
- develop and manage talent pool, and enhance employee engagement.
- conduct talent reviews.

Facilitator

Dr. Ma Kheng Min

Senior Lecturer of OB & HR; Director, Undergraduate Admissions, LKCSB, SMU

Kheng Min has extensive experience as a university lecturer, researcher and consultant in the field of leadership, human capital strategy and management. Prior SMU, she was a teaching faculty at the National University of Singapore (NUS). Kheng Min also taught in customised HR programmes for senior business executives from the Asia-Pac region. Her research interests are in cross-cultural and people management at the workplace. Prior to her teaching career, she has over 10 years of audit and management consultancy experience at PwC. She had managerial responsibility over the HR and Organisational Development intervention programmes in their Singapore and London offices. In addition, Kheng Min was a management consultant to client companies, specialising in the development and implementation of HRM, HRD and OD strategies and interventions.

LPM WSQ Statement of Attainment (SOA)	Competency Code
Develop Managers and High Potential Employees through Organisational Talent Capability Review	LPM-DEV-501C-0

Becoming a Whole Leader

Companies are increasingly focused on driving an aggressive growth agenda and prioritising innovation to deal with today's fast moving, interconnected, complex, and globally diverse marketplace. As a result, expectations of leaders are higher than ever before. Consider these leader profiles:

- Has brilliant ideas but does not follow through to bring them to fruition.
- Is incredibly hard working but lacks the ability to collaborate with others.
- Is laser focused on ambitious goals but is afraid to take calculated risks.

Do these sound like successful leaders? The next great CEO? Not likely. Why? They are all partial leaders.

Whole leaders know how to leverage their strengths, but they can also recognise when a different approach is needed. This three-day module offers senior managers the knowledge and skills required for Whole Leadership. The module covers areas necessary for personal effectiveness in senior roles, such as effective collaboration techniques, influence strategies, and executive presence.

Learning Outcomes

By the end of this module, participants will be able to:

- communicate effectively.
- influence management team and organisation decision making.
- develop own leadership style and capability.

Topics

- Whole Leadership Overview
- Personal Brand and Executive Presence
- Effective Communication
- Team Alignment
- Influencing Techniques

Facilitator

Dr. Wiboon Arunthanes Mercer Affiliated Faculty

For over 20 years, Wiboon has worked with LVMH Wines and Spirits as their Regional Director and Managing Director for various Asian markets. During the period, Wiboon continues to share his expertise with MBA students and is currently a visiting professor on "Strategic Brand Management". Wiboon was the Regional Director of MH Asia-Pac and led a team of over 10 Managing Directors, Regional offices' Finance and HR Directors and more than 600 employees in South East Asia and India. He has founded MH Taiwan and served as its first Managing Director. Wiboon also served as the Marketing Director for MH Thailand, which he led strategic branding and marketing plan for the fast growing market. He is currently a Visiting Professor of the MBA programme of the Thammasat University in Thailand. He was also an Assistant Professor of Marketing & International Business at the Washington State University.

LPM WSQ Statement of Attainment (SOA)	Competency Code
Develop Self to Maintain Professional Competence at Senior Management Level	LPM-PER-501C-0

Role of Effective Managers - Connecting the Dots!

At the transformational leadership level, where the span of control is larger and the focus is on the larger department or division, this module takes on another level. This is the level where there is stronger control over how the department/division will be shaped. In other words, on a personal level, this is the level where the need to develop and maintain business and professional networks takes on a more urgent tone. In addition, instead of managing workforce diversity, one now encourages it. Hence in this module, the focus is on how one can actively shape the direction of the division.

The framework for this module focuses on larger issues that begin with understanding one's role in the organisation as that of a super network connector, both for key stake holders within and outside the organisation to facilitate the seamless interaction between key internal and external stakeholders. In other words, the manager at this level is no longer only focusing within the organisation. Understanding and developing this role will necessitate the re-examination of the group/organisational culture, and more importantly learn how to enact change management. Change management is a key focus at this level as the shaping of the group/organisation demands skills in engagement, buy in and execution. An understanding of how culture is facilitated by practices of the organisation also is important and there will be a module that analyses and evaluates how organisational human resource policies frame one's perception of what the organisation values. In turn, this is also the area where one can actively encourage workforce diversity and in the process work out potential conflict areas that can be better managed, both at the interpersonal and at the organisational level. In summary, this module takes on an in-depth analysis of how policies can be shaped to reflect the key values of the organisation. The manager at this level is the one who will be equipped to do so.

Topics

- The Manager as the Super-connector
- Building your Networks
- Managing your Networks
- Leveraging your Networks
- Championing Diversity
- Resolving Conflicts

Learning Outcomes

By the end of this module, participants will be able to:

- develop and maintain business and professional networks.
- encourage workforce diversity.
- manage conflict.

Facilitator

Dr. Tan Hwee Hoon Associate Professor of OB & HR, SMU

Hwee Hoon has been with the Lee Kong Chian School of Business of the Singapore Management University since December 2005. Prior to this, she taught at the School of Business at the National University of Singapore from June 1990 to November 2005 and was the Head of the Department at NUS between 2004 to 2005. Her research interests are in the areas of interpersonal trust, cross cultural awareness and emotional management at the workplace. She has published in many international journals. Hwee Hoon is the Programme Director of SMU Executive Certificate in Leadership and People Management programme.

LPM WSQ Statement of Attainment (SOA)	Competency Code
Foster Business Relationships and Organisational Diversity	LPM-RLT-501C-0

Driving Performance Excellence

At the end of the day, it all comes down to results. But what is a leader's role in ensuring both short term and long term value for the organisation?

Building leadership capabilities is a powerful way to win competitive advantage. In today's challenging business environment, great leaders are able to secure short-term wins as well as build growth engines for the future. They drive execution through disciplined planning and set high standards for themselves and their teams.

This module covers competency areas such as developing business plans, mitigating risks, enhancing team effectiveness, and managing group and individual performance – critical elements in the relentless pursuit of performance excellence that leads to strong and sustainable results.

Learning Outcomes

By the end of this module, participants will be able to:

- develop business plans to achieve success.
- drive the implementation of strategies to manage and reward performance.
- monitor divisional performance.

Topics

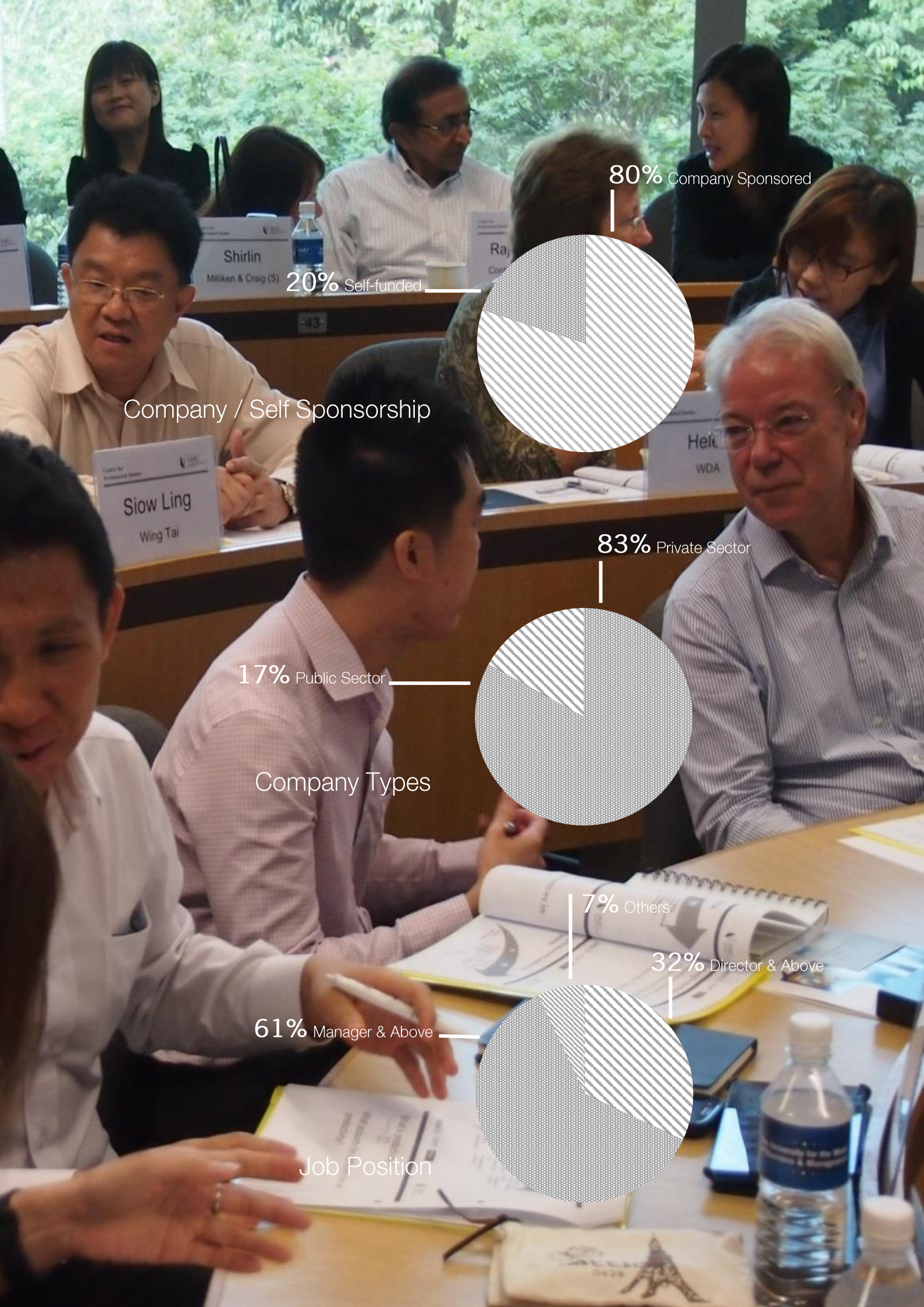
- Effective Business Planning
- Minimising Risks in Business
- What and How of Performance
- Assessing Team Performance
- Performance Management Cycle and Best Practices
- Rewarding Performance

Facilitator

Leong Kwong Yee Mercer Affiliated Faculty

Kwong Yee has 20 years of experience as a dynamic business leader and consultant in Asia Pacific with large multinational organisations. He is skilled at establishing credibility with senior executives and working through complex client business issues. Most recently, Kwong Yee founded TAO Consulting to help companies and individuals excel in the area of personal development and talent & performance management. Prior to founding TAO Consulting, he worked at Mercer, first as the Managing Director for East China and then as the leader of their Talent & Diversity COE for Asia, Middle East, Africa & Latin America.

LPM WSQ Statement of Attainment (SOA)	Competency Code
Monitor Divisional Performance and Develop Reward Strategies to Facilitate Achievement of Results	LPM-RES-501C-0

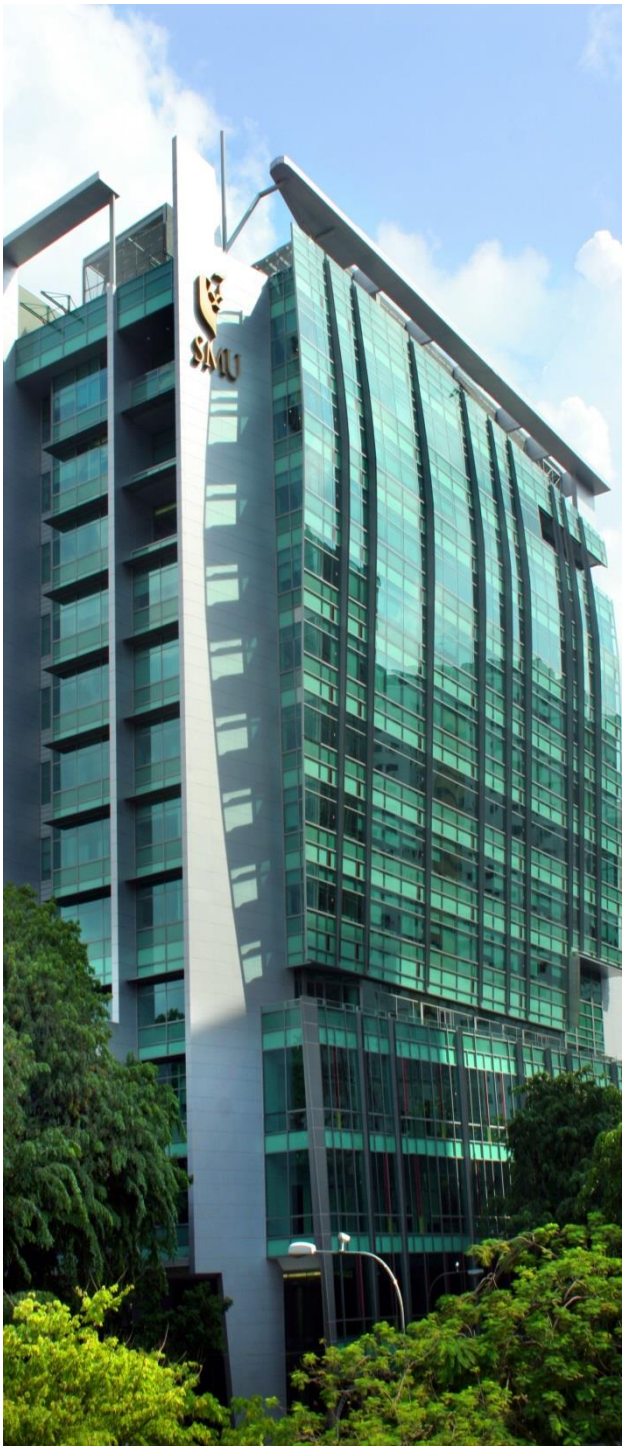

80% Company Sponsored
20% Self-funded
Company / Self Sponsorship
83% Private Sector
17% Public Sector
Company Types
7% Others
32% Director & Above
61% Manager & Above
Job Position

About Singapore Management University (SMU)

A premier university in Asia, the Singapore Management University (SMU) is internationally recognised for its world class research and distinguished teaching. Established in 2000, SMU's mission is to generate leading edge research with global impact and produce broad-based, creative and entrepreneurial leaders for the knowledge-based economy. It is known to be a pioneer for its interactive and technologically-enabled pedagogy of seminar-style teaching in small class sizes which remains its unique hallmark.

With an emphasis on generating rigorous, high impact cross-disciplinary research that addresses Asian issues of global relevance, SMU faculty collaborates with leading foreign researchers as well as partners in the business community and public sector through its research institutes and centres. Through executive education and SMU Academy, the university provides public and customised training for working professionals in meeting the needs of the economy.

The SMU city campus is a state-of-the-art facility located in the heart of downtown Singapore, fostering strategic linkages with the business and wider community. In an era of exacting global competition for skills and innovations, SMU is primed to deliver the nurturing of diverse and relevant talents in a borderless world.



About SMU Academy

SMU Academy with its pillars of Financial Services; Human Capital, Management & Leadership; and Technology & Intelligent Systems leverages SMU's reputation and linkages to prepare our workforce with the competencies, skills upgrading and career resilience required for today's rapidly changing world. SMU Academy – Human Capital, Management & Leadership offers programmes which have an unique combination of practical industry knowledge integrated with general management skills. We are dedicated to meeting the educational needs of working professionals and preparing them to realise business / career opportunities. We also work closely with government bodies such as Building and Construction Authority (BCA) and SkillsFuture Singapore (SSG) and other organisations such as Singapore Health Services (SingHealth) to develop programmes that deepen the competencies of select target professionals.

About Mercer

Mercer is a global consulting leader in talent, health, retirement, and investments. Mercer helps clients around the world advance the health, wealth, and performance of their most vital asset — their people. Mercer's 20,500+ employees are based in more than 40 countries, and we operate in more than 140 countries.

Mercer's Leadership and Talent Solutions business comprises 2,600+ colleagues serving 50,000 clients — many for more than 20 years — in 125 countries around the world. Powerful analytics are used to diagnose, evaluate, predict, and make fact-based decisions; apply an end-to-end perspective across strategy, solutions, and delivery; connect people-investment choices to each other and to broader business strategy; and shape the future of how people drive performance.

Mercer's competitive advantages:

- Serve clients in markets across the globe.
- Believe that business strategy is not enough — business performance requires organisational alignment, capability, and commitment.
- Take a systems view of problem solving, consistently considering the various organisation levers that enable performance and how they interrelate.
- Committed to taking an evidence-based approach to problem solving and believe that best-fit solutions are more effective than best-practice solutions.
- Believe that successful interventions rely on rigorous, efficient diagnosis.
- Leverage technology, consulting, and information to help our clients achieve lasting impact and their organisational objectives.

Other Essential Information

FEE PER MODULE

Fee per module:

SGD2,728.50 (incl. 7% GST) per person

Fee per module for Singapore Citizens / PRs (after 70% SSG Funding):

SGD818.55 (incl. 7% GST) per person

Fee per module for Singapore Citizens aged 40 years & above (after 90% SSG Funding & Mid-Career Enhanced Subsidy):

SGD308.55 (incl. 7% GST) per person

Fee per module for Singapore Citizens aged 35 years & above (13 years & above for Persons with Disabilities) and earning a monthly income of not more than SGD2,000 (after 95% SSG Funding & Workfare Training Support Scheme):

SGD181.05 (incl. 7% GST) per person

Fee per module for SMEs sponsoring their employees who are Singapore Citizens / PRs (after 90% SSG Funding & Enhanced Training Support for SMEs):

SGD308.55 (incl. 7% GST) per person

Fees include tuition, course materials, instructors' fees, 2 tea break refreshments per day (excluding lunch) during the programme and 1 assessment per person for each module.

ADMISSION CRITERIA

- Participants should ideally be a Head of Department or senior business executive with **more than 5 years of significant managerial responsibilities**; or
- Aspiring leaders who demonstrate exceptional leadership potential in their course of work; and
- Have direct reports

CERTIFICATION

In order to be awarded with the Executive Certificate in Leadership & People Management, participants are required to complete all 6 modules within a maximum duration of 3 years, subject to meeting a minimum attendance rate of 75% and passing of the assessment(s) of each module.

REGISTRATION

Registration is via **registration.smu.edu.sg.**

Registrants are required to submit the following documents upon registration:

i. Copy of highest qualification certificate
ii. Updated Curriculum Vitae / Company letter stating your job profile and current number of direct reports
iii. Complete organisational chart showing your current position

Admittance to the programme is subject to the review and approval of the Programme Admission Committee.

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SMU Academy | Human Capital, Management & Leadership

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