



LEADERSHIP AND PEOPLE MANAGEMENT (LPM)

A Singapore Workforce Skills Qualifications Programme

The LPM courses are designed to benchmark corporate leadership capabilities and provide a leadership development roadmap for business leaders. It enables leaders and managers to keep up-to-date with the latest trends and practices through structured and peer learning.

WSQ LEVEL 3

IMPLEMENT CHANGE

Duration: 16 hours

LEARNING OUTCOMES

- Participate in the development of a learning organisation that supports the development of individuals within the team and work environment
- Analyse workplace performance and processes to identify opportunities for innovation, improved work practices and better use of technology
- Support enterprising behaviour and risk taking within the team
- Prepare and communicate a plan for implementation of change and reinforce intended outcomes and benefits
- Assign roles and responsibilities to implement change strategies and processes
- Identify systems and behaviours that may support or limit change processes
- Work with team members to plan for predictable consequences of change
- Provide support and resources to support change activities
- Communicate the organisational continuous improvement processes to team members
- Encourage team members to take responsibility for their participation in continuous improvement processes
- Monitor performance of teams and individuals to identify opportunities for further improvement

ENCOURAGE PEOPLE

Duration: 16 hours

LEARNING OUTCOMES

- Review your team and organisational business plans to identify new and emerging skills requirements
- Work with your team members to identify current and future skills requirement
- Translate your team members' skills requirement into learning and development plans
- Identify learning and development opportunities that support the development of team members' skills
- Encourage and support your team members to develop and share their skills and experiences to enhance team effectiveness
- Provide on-the-job instruction, coaching and mentoring to increase the capability and performance of your team members
- Communicate expectations of team performance in a positive manner
- Provide opportunities for your team members to take on added responsibilities and learn in the workplace
- Support your team members to identify and address their skills requirement

WSQ LEVEL 3

DEVELOP SELF

Duration: 16 hours

LEARNING OUTCOMES

- Adapt your communication style to suit your work context
- Communicate ideas and concepts using appropriate verbal and non-verbal cues
- Seek feedback to ensure the message is received and understood
- Address barriers to communication
- Gather necessary information for decision making and explain the process to your team members
- Evaluate the risks and consequences of potential actions or decisions
- Work with your team to develop and assess options that will lead to successful outcomes
- Select the most appropriate decision in relation to your team and organisation's objectives
- Review your own performance to identify strengths and limitations of your professional competence and management practices
- Seek opportunities to develop your skills and knowledge
- Maintain communication and engagement with team leaders to identify new and emerging areas of professional practice

SUPPORT ACHIEVEMENT OF RESULTS

Duration: 18 hours

LEARNING OUTCOMES

- Work with your team members to interpret team plans
- Allocate tasks and resources to team members considering each individual's skills, knowledge and experience
- Negotiate and document the deliverables and performance expectations of each team member
- Identify learning and development programmes that may support performance
- Provide regular feedback to your team members to maintain awareness of expected and actual performance
- Respond to employee performance to ensure performance standards are met
- Manage and lead team performance to generate results
- Work with your team members to evaluate the outcomes of implementing your team plan
- Review your team performance against success criteria
- Monitor and assess emerging risks that may impact on your team performance
- Identify appropriate control and contingency measures to address emerging risks
- Report on the evaluation of the implementation of your team plan

BUILD TEAM RELATIONSHIPS

Duration: 16 hours

LEARNING OUTCOMES

- Establish working relationships with network members to improve knowledge sharing and networking opportunities
- Pursue collaborative opportunities that will support mutually beneficial outcomes
- Facilitate information exchange among network and team members to support organisational and team priorities
- Communicate expectations to ensure your team is focused and clear about its role and purpose
- Establish team processes to encourage collaboration and shared responsibility for decisions and actions
- Support diversity in your team and encourage cooperation and engagement
- Identify the roles and responsibilities of your team members to minimise conflicts that may impact team performance
- Work with your team members to resolve conflicts
- Monitor and review agreed actions to resolve conflicts

SUPPORT TEAM

Duration: 16 hours

LEARNING OUTCOMES

You will experience and learn to:

Tell the Story

If you inspire your team members, it's because the team shares the same vision with you. When you use storytelling to share a vision, be clear in what you want them to see. If uncertain, your story will be ineffective and the vision or theme you have will be lost.

- Theme to communicate vision, values and expectations to team members
- Storyboard will help identify organisational values that support strategic priorities
- Script writing of role model behaviours that demonstrate organisational values in the workplace

Act the Story

When you're using storytelling as a means to motivate your employees, you must be able to charm them and get them committed to work on the story you're telling.

- SMART Delivery to review organisational objectives and business plans and identify the requirements of your team and to create a team operational plan to support team progress towards the defined objectives
- Lead team planning activities to identify trends and issues impacting on your team and its productivity
- Work within the budget and time to market by allocating resources required for the implementation of objectives

Live the Story

When you share your story with your team it needs to feel original, not like a canned speech. The authentic feeling projected within your story is essential for your team members to find your story believable and thus feel inspired to act in the manner you want.

- Communicate clear, inspiring goals, plans and priorities to ensure team members support and buy in
- Model strong leadership by demonstrating application of organisational values, behaviours and governance priorities in all actions
- Engage team members to contribute towards the organisation's strategic priorities

WSQ LEVEL 4

MANAGE CHANGE

Duration: 16 hours

LEARNING OUTCOMES

- Define the future states of the company and identify the drivers of change
- Map the change journey, carve the flagstones and set the tone
- Understand the mechanics of culture and leadership competencies in times of change
- Communicate and deliver change

ENABLE PEOPLE

Duration: 16 hours

LEARNING OUTCOMES

- Identify team leaders' skill requirements
- Review organisational strategies and business plans that impact on team competency requirements
- Select and use tools to review current skills of team leaders
- Establish team leaders' learning priorities and to support team leaders in writing, learning and development plans
- Identify learning and development opportunities that support the development of team leadership skills
- Facilitate learning and development opportunities to address skills needs of team leaders
- Provide resources and support for learning and development of team leaders

MANAGE SELF

Duration: 16 hours

LEARNING OUTCOMES

- Communicate effectively and delegate responsibilities and duties to team leaders using a variety of communication techniques and behaviour
- Seek feedback from team leaders to enhance team cohesion and ensure common understanding of goals and requirements
- Role model effective communication techniques and behaviour that demonstrate the organisation's values and ethics
- Influence decision-making and contribute to the development of implementation plans to support the strategic priorities and direction of the organisation
- Facilitate the decision making process to ensure support for implementation plans and business strategy
- Influence team leaders to pursue actions which support the achievement of the organisation's strategic priorities and develop strategic direction
- Demonstrate commitment to self-development and undertake self-assessment in relation to own performance and leadership style
- Evaluate current and future requirements of own work role in relation to organisational strategies and plans
- Maintain currency of knowledge in required areas of technical and managerial expertise

MANAGE ACHIEVEMENT OF RESULTS

Duration: 16 hours

LEARNING OUTCOMES

- Contribute to the development of implementation plans to support the strategic priorities and direction of the organisation
- Facilitate the decision-making process to ensure support for implementation plans and business strategy
- Influence team leaders to pursue actions which support the achievement of the organisation's strategic priorities and develop strategic direction
- Support team leaders to respond to issues relating to employee performance
- Provide regular feedback to team leaders to maintain awareness of expected and actual performance
- Respond to team leader performance in accordance with organisational policies and procedures
- Analyse data and feedback from performance management processes to make recommendations or refinements

CULTIVATE WORKPLACE RELATIONSHIPS

Duration: 16 hours

LEARNING OUTCOMES

- Network internally and externally
- Benefit from networking opportunities
- Build systems and processes to support team diversity
- Consider legal and ethical issues for workplace diversity
- Perform individual role and responsibility for building workplace relationships
- Overcome the barriers to building good team relationships
- Manage interpersonal style in a social and cultural business context
- Identify sources of conflicts
- Manage conflicts

WSQ LEVEL 4

LEAD TEAM

Duration: 16 hours

Understand the Fundamentals

- The concept of team
- Why do you need teams?
- Advantages of forming a team
- Leadership and “followship”

Facilitate Implementation of Organisation Strategies

- Assist team leaders to identify trends and issues impacting on teams and their productivity
- Facilitate team leaders’ involvement in the development of business unit strategies
- Support team leaders to develop operational plans
- Communicate strategic priorities to stakeholders and ensure their support and buy-in

Promote Compliance with Corporate Governance Requirements

- Develop or modify systems to ensure compliance with corporate governance and social responsibilities
- Develop processes for reporting non-compliance and risks
- Ensure employees comply with corporate governance requirements

Provide Direction and Guidance to Team Leaders

- Communicate organisational values and expectations of behaviour in the workplace
- Engage regularly with employees and provide required support
- Model leadership and demonstrate the application of organisational values, behaviours and governance priorities in all actions

WSQ LEVEL 5

LEAD MANAGERS

Duration: 16 hours

LEADERSHIP OUTCOME 1:

Contribute to Organisational Strategy Development

- Research and report on trends and factors of strategic value or significance to the organisation
- Consult with stakeholders to define mission and objectives for the organisation
- Facilitate management team involvement in the development of organisation strategies
- Communicate strategy to influence stakeholders and ensure their support and buy-in

LEADERSHIP OUTCOME 2:

Develop Strategies to Comply with Corporate Governance Requirements

- Access information sources to identify and interpret key requirements of governance and social responsibility relevant to the organisation
- Review systems and processes used to support compliance and identify required changes
- Implement processes to ensure that business units address the corporate governance and social responsibility requirements of the organisation

LEADERSHIP OUTCOME 3:

Contribute to Organisational Strategy Development

- Communicate clear, inspiring goals, plans and priorities to ensure stakeholder support and buy-in
- Engage employees to ensure implementation of plans to support achievement of goals
- Model strong leadership by demonstrating

FACILITATE CHANGE

Duration: 16 hours

LEADERSHIP OUTCOME 1:

Facilitate an Environment Conducive to Taking Risks

- Contribute to development of a learning organisation that supports the development of teams and individuals
- Develop systems and structures to support enterprising behaviours and risk-taking
- Provide opportunities for individuals within the business unit/division to explore ideas and opportunities for change and innovation

LEADERSHIP OUTCOME 2:

Identify Opportunities for Change and Innovation

- Analyse performance data and communicate areas of achievement and opportunities for growth or improvement
- Identify systems and behaviours that may affect the achievement of organisational goals
- Prioritise opportunities to provide support and resources required for implementation of activities producing greatest impact or benefit

LEADERSHIP OUTCOME 3:

Apply Systems Thinking to Facilitate Change and Innovation

- Determine most appropriate systems thinking methods and tools
- Identify and acquire resources required to successfully implement programmes for change and innovation
- Communicate with stakeholders to design processes to support achievement of objectives of change and innovation programmes
- Define performance standards to lead the management of services and work to be conducted
- Monitor and review progress of change and innovation activities

WSQ LEVEL 5

FOSTER BUSINESS RELATIONSHIP

Duration: 16 hours

LEADERSHIP OUTCOME 1:

Develop and Maintain Business and Professional Networks

- Identify and prioritise networks which may provide strategic value to the organisation or the individual
- Assess and review the constraints that may affect participation in networks
- Pursue collaborative opportunities that will support mutually beneficial outcomes

LEADERSHIP OUTCOME 2:

Encourage Workforce Diversity

- Develop strategies that support diversity and cooperation at all levels of the organisation
- Manage relationships so that cross-cultural cooperation results in positive outcomes for individuals, teams and the organisation
- Support individuals to attain respect and address instances of unfairness or discrimination
- Adjust interpersonal style to the social and cultural business context

LEADERSHIP OUTCOME 3:

Manage Conflict

- Identify and act on possible causes or sources of conflict
- Negotiate issues to reach acceptable outcomes
- Review the effectiveness of conflict management strategies
- Take action to prevent recurrence of conflict

ENGAGE PEOPLE

Duration: 16 hours

LEADERSHIP OUTCOME 1:

Review Organisational Talent Capability

- Identify critical positions in the organisation and assess risks for those positions
- Assess the capability and capacity of existing talent
- Identify and categorise high potential employees for critical positions

LEADERSHIP OUTCOME 2:

Develop High Potential Employees

- Work with managers and identified successors to provide development and career plans
- Monitor the progression and development of high potential employees
- Act as a mentor to support the development of high potential employees

LEADERSHIP OUTCOME 3:

Engage and Support Managers

- Encourage and motivate managers to promote employee engagement
- Support managers in the development of their professional, technical and managerial competencies
- Empower managers to demonstrate independence and take responsibility for their personal development

FACILITATE ACHIEVEMENT OF RESULTS

Duration: 16 hours

LEADERSHIP OUTCOME 1:

Develop Business Plans to Achieve Success

- Consult with stakeholders to gather inputs to develop business plans
- Develop the divisional business plan to specify the deliverables and expectations of each department, business unit or team
- Identify, request and allocate resources required for implementation of the business plan

LEADERSHIP OUTCOME 2:

Drive the Implementation of Strategies to Manage and Reward Performance

- Work with the management team to define performance management requirements in line with departmental operations and roles
- Work with the management team to define remuneration requirements in line with departmental operations and roles
- Work with the human resource specialists in the organisation as required to achieve remuneration requirements
- Facilitate the development of a policy framework to support implementation of strategies to manage and reward performance

LEADERSHIP OUTCOME 3:

Monitor Divisional Performance

- Identify the success criteria by which divisional performance will be evaluated
- Identify appropriate methods for gathering data relating to divisional performance
- Monitor and assess trends and identified risks of strategic impact to the organisation
- Ensure risks are assessed in relation to the organisational risk management framework
- Establish reporting mechanisms and timelines to support effectiveness measurements
- Analyse reports and related measures to enhance future divisional performance

WSQ LEVEL 5

DEVELOP PERSONAL EFFECTIVENESS

Duration: 16 hours

LEADERSHIP OUTCOME 1:

Communicate Effectively

- Collaborate with stakeholders to enhance organisational communications and develop communication channels
- Promote the organisation using a variety of communication techniques and behaviours
- Encourage and display effective communication techniques and behaviours that demonstrate the organisation's values and ethics

LEADERSHIP OUTCOME 2:

Influence Management Team and Organisation Decision Making

- Work with the leadership team to develop plans to implement strategic priorities and directions of the organisation
- Identify underlying issues and trends that may affect stakeholders expectations and needs
- Influence stakeholders to pursue actions which support the achievement of the organisation's strategic priorities and develop strategic direction
- Maintain self integrity throughout the decision making process

LEADERSHIP OUTCOME 3:

Develop Own Leadership Style and Capability

- Apply emotional intelligence and use opportunities for reflection on own work performance and leadership style
- Maintain awareness and understanding of the skills and knowledge of colleagues and competitors in order to identify professional development opportunities for self
- Demonstrate alignment between personal ethics and values and those of the organisation

LEADERSHIP AND PEOPLE MANAGEMENT (LPM) A SINGAPORE WORKFORCE SKILLS QUALIFICATIONS PROGRAMME

Individuals can now develop their leadership competencies and combine it with two electives from any WSQ frameworks to achieve the following qualifications below.



WSQ PROFESSIONAL DIPLOMA IN LEADERSHIP AND PEOPLE MANAGEMENT

To achieve this, you need to complete 8 competency modules comprising of **6 Core and 2 Elective modules**.

CORE MODULES:

- Cultivate Workplace Relationships
- Enable People
- Lead Team
- Manage Change
- Manage Self
- Management Achievement of Results

ELECTIVE MODULES:

2 elective units can be taken from Level 3, 4 or 5 within any WSQ frameworks



WSQ SPECIALIST DIPLOMA IN LEADERSHIP AND PEOPLE MANAGEMENT

To achieve this, you need to complete 8 competency modules comprising of **6 Core and 2 Elective modules**.

CORE MODULES:

- Develop Personal Effectiveness
- Engage People
- Facilitate Achievement of Results
- Facilitate Change
- Foster Business Relationship
- Lead Managers

ELECTIVE MODULES:

2 electives can be taken from level 4, 5 and 6 within any WSQ frameworks

For more information, please contact us at 6309 5738 or email at enquiry.sg@kaplan.com.



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