

29 November 2023

Upskilling Management on Leadership Development & Managing Performance

An effective leader inspires others to do their best and achieves success through teamwork and shared values. Corporate leaders are responsible not just for managing the operations and performance of the organisation but also for knowing how to engage with their team members in order to develop, grow, and coach them so as to deliver their best.

The landscape of managing employees has changed over the years, with the latest technology easing our jobs and a new generation joining our workforce. Furthermore, the latest requirements from the government, such as the latest revision in the Employment Act, emergence of ESG and sustainability, have caused the job market today to shift to the candidate side and many organisations must adopt an employee-centric approach to gain a competitive advantage in talent retention or acquisition.

The Group held a two-day training pertaining to Leadership Development & Managing Performance for K-One's "Leadership" team on the 15 and 16 November 2023 to keep its leaders apprised on the most effective ways to engage employees. The training sessions were held at the MU Hotel in Ipoh. It was attended by 28 leaders from different departments and business divisions. The training covered various crucial topics as follows:

A. Employee Engagement

The first day of training started with "Employee Engagement" where our leaders were introduced with strategies to manage their team by "leading instead of dictating". They were advised on ways to manage the

process of hiring, confirmation/non-confirmation, performance improvement, training, dealing with misconduct and termination professionally. "Systems determine behaviour and if a manager or leader understands the company's systems or SOPs, then he/she can influence the behaviour of the employee.", was the key takeaway from the first session.

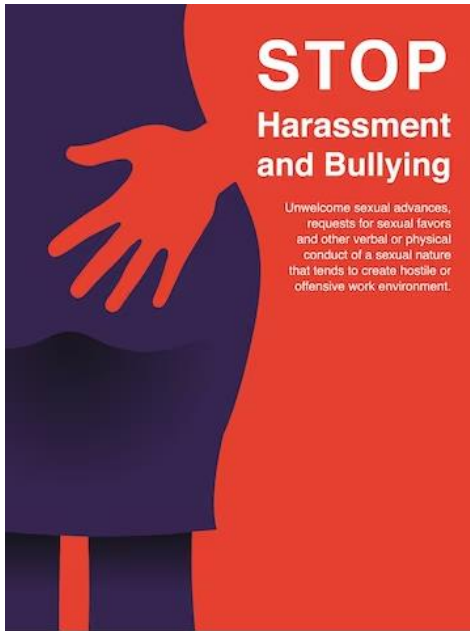
The leaders were also briefed on the effects of mismanagement and the importance of adhering to the company's SOPs in order to avoid constructive dismissal. A few case studies were also shared to enable the participants understand the financial and legal consequences of missteps of mismanagement.



Seriously going through the case study of Tan Ah Gek's unfair dismissal.

B. Sexual Harassment

The leaders were updated on sexual harassment to enhance awareness. This has been a sensitive topic with grey areas and one needed to be mindful to keep things professional at all times. It is important to keep clean in this area because any incidence of reported sexual harassment has a significant impact on the lives of both the victim and the harasser.



Stop harassment and bullying.



Mr. Ernest going through the two major categories of sexual harassment: sexual coercion and sexual annoyance.

C. Managing Different Personalities at Work

On the second day, the workshop began by discussing the four types of personalities that exist among ourselves and our colleagues. The trainer, Mr. Ernest

emphasised that we need to first understand ourselves before we can manage others well.



Subsequently, the first role-play was conducted to demonstrate prevalent obstacles and types of appraisee behaviour during appraisal, notably:

- The challenger
- The stickler to SOP and procedure
- The nice person (*achieves goal set but struggles to communicate valuable thoughts and comments*)
- The disruptive



A memorable role-play session with Mr. Ernest as an employee with "disruptive" behaviour and Wan, his superior.

D. Performance Management

Last but not least, the trainer, Mr. Ernest guided the class on the nitty-gritty and preparation required for an effective performance appraisal.



Stating the objective of performance appraisal.

There were more role-plays, followed by the trainer illustrating the framework for establishing KPIs. The participants were assigned the task of setting KPIs for "getting married" as an exercise to apply the framework set to make the session entertaining and relatable for everyone. Getting married is one of the most important events in one's life and many critical factors are similar to the work environment of establishing KPIs: financial management, timelines, milestones and ensuring the desired outcome.



Diving into the framework of managing performance with Mr. Ernest.



Four teams compete to be the wedding planner of the day.

After the session, the leaders were also trained to carry out "the talk" with poor performers in highlighting their shortcomings and plans for improvement. Participants were provided a scripting technique to guide through the difficult talk.

It was indeed an excellent training event. The leaders went home with renewed confidence in leading and managing their team members, better understanding of the company's SOPs, employment law and most importantly, the setting of KPIs and consequential performance appraisal of staff. We believe they will continue to practice the skills and knowledge they have learned from the training and apply it during the year-end performance appraisal.

**"The pessimist complains about the wind. The optimist expects it to change. The leader adjusts the sails."
John Maxwell**

More captured moments during the training.



Bon appetit everyone.



Leading with style, learning with smiles.



For most, lunch hour is the best hour of the day.



Digging in at the Salad Corner.



Artistic snapshot that encapsulates our commitment as K-One leaders.



Sumptuous buffet before the start of a long day.