

Nationals Development Training Programme Level 1 & 2

Developing Local Talent to Become Tomorrow's Leaders



Georgetown University

“ HNI is the most professional and customer-oriented training, consulting and coaching organisation in the Middle East. We have had in-house HNI programs and have sent people to public programs; the participants have always given the facilitators and the company, rave reviews. When it comes to selecting training or coaching, HNI has become my first choice! ”



Environmental Agency – Abu Dhabi

“ Superb Programme and what a memorable experience! The trainer was friendly, competent and played a significant role in developing my team through highly interactive sessions. The enthusiasm that I witnessed and the feedback received from my entire team is a true testimony of the fact that HNI has succeeded in delivering every aspect of this programme. It has been an amazing learning experience and I look forward to working with HNI in the future as well. ”





At HNI, we want to make a difference – by playing our role in meeting the rising learning and development needs of the local workforce.

To prepare the next generation of Future Leaders, we have developed a highly specialised 2-tier training and development programme. It enables promising Nationals to make a valuable contribution to the nation's knowledge economy in any sector, while also achieving personal fulfillment and growth.

Customise Programme Titles to include Your Organisation's Brand Name and be endorsed by ILM



As an “Approved Centre of the Institute of Leadership & Management (ILM), UK” HNI is proud to offer organisations the **choice to customise the title of their National Development Programme. This can include the organisation's name based on the Levels chosen.** The programme can then become an endorsed certified programme from ILM, making it an **exclusive certification of your organisation.**

How does the Programme Work?

STEP 1

Choose your Programme Level:

- Level 1: ABC Success – Skills Development for Nationals
- Level 2: Emerging Leaders Programme



STEP 2

Select your pre-course assessment tools:

- Focus Group
- Psychometric Assessment Tool - XT
- Checkpoint 360
- Other tailor-made assessment solutions



STEP 3

Customise your programme to meet your training needs

- Programme content and training delivery timeline can be customised based on organisation preferences and pre-course assessment feedback
- Select elective courses from the chosen programme level to match your goals.

Maximise ROI from Training with On-Going Executive Development

- Mini MBA - Take the learning and development of your team further up a notch by investing in our highly rated Mini-MBA
- One-to-One Coaching - Explore and address key areas for further development with on-going One-to-One Coaching throughout the programme.



STEP 4

Select your ROI Measurement Tool:

- Graduation Project
- ILM-Endorsed Modular Assessment
- Comparison of pre and post course assessment to measure return on investment (ROI).

Programme Options

Programme A

Level 1

ABC Success – Skills Development for Nationals

Who is it for?

- Newly Graduated Students
- Young Nationals who need skills development

Phase 1 – Core Courses (*mandatory*)

- Behavioural Development

Phase 2 – Elective Courses (*customised & optional*)

- Essential Skills Development for Business

Level 2

Emerging Leaders

Who is it for?

- Newly Appointed Managers/Executives
- Experienced managers who need to develop their leadership and management skills
- High potential professionals (with at least 2 years working experience) who have been selected/nominated by their organisation for leadership roles
- Top Performers who show keenness to take on authority and more responsibility

Phase 1 – Core Course (*mandatory*)

- The Leader in You - Essentials of Emotionally Intelligent Leadership

Phase 2 – Core Course (*mandatory*)

- Leading, Coaching and Building High Performance Teams

Phase 3 – Elective Courses (*customised & optional*)

- Essential Skills Development for Executives

Programme B (*optional*)

(can be combined with Level 1 and/or Level 2)

Mini MBA

Who is it for?

- Business professionals who seek all-round business skills

Course 1 - Organisation Awareness & Strategic Planning

Course 2 - HR Skills for Non-HR Professionals

Course 3 - Finance Skills for Non-Finance Professionals

Course 4 - Marketing Skills for Non-Marketing Professionals

Course 5 - Introduction to Project Management.

Why Choose HNI's National Development Programmes?

- Well-researched and designed for the GCC business culture
- Delivered in Arabic and/or English
- ILM Endorsed certifications
- Exclusive ILM Endorsed Certificate with your organisation's brand name
- Dedicated Project Manager to oversee the entire programme
- Individual progress reports for each participant
- Return on Investment (ROI) in training with One-to-One Coaching and/or a Graduation Project*.

***Maximise your Learning & Development ROI**

(Optional but Highly Recommended)

One-to-One Coaching Sessions

Our highly recommended one-to-one coaching sessions reinforce participants' natural leadership strengths and explore areas of further improvement.

Graduation Project – Two (2) days programme for each batch

The graduation project is designed to test the participants' implementation of the key competencies developed throughout this programme.

Led by HNI's senior trainers, participants will be encouraged to work together to prepare a value-adding idea for presentation in front of a high-level committee from their company and HNI's management team. The winning group will be selected and rewarded at a celebratory event.

Programme A - LEVEL 1

ABC Success – Skills Development for Nationals

Introduction

“ABC Success” bridges the gap between education and the workplace. It develops fresh graduates’ understanding of what their new/future employers will expect of them. Young Nationals will emerge from this programme ready to work with a positive attitude and willingness to move forward on their career development path. The programme can be customised to meet your key learning objectives by selecting the modules that will bring maximum long-term benefits to participants and to your organisation as a whole. HNI will provide a more detailed outline and course plan, based on the modules selected of the ABC Success programme for your organisation. An optional Graduation Project may be included to test the participants’ implementation of key competencies developed throughout the programme.

Who Should Attend?

- Newly Graduated Students
- Young Nationals who need skills development, and/or are beginning their careers.

How long will it take?

2 to 5 days every 4 weeks over a period of 3 to 12 months* (based on modules selected by the company, and on the preferred duration of the programme including any intervals)

* For the optional Graduation project, an additional 2 days is required.

Course Content:

Phase 1 – Core Courses (mandatory)

Behavioural Development (Duration: 5 days)

The ABC Success core module consists of five (5) courses of one (1) day each that build upon one another to provide the essential knowledge of understanding and developing one’s behaviour in relation to the business world.

Core Course 1: Being an Effective Team Member (Rapport amongst participants)

- o Defining success
- o Defining teams and teamwork
- o Types of teams
- o The 4 stages of team development
- o Sources of commitment and common purpose
- o Trust and the pillars for effective teams
- o Being the Trust Initiator.

Core Course 2: Emotional Intelligence (EI) and Self Leadership

- o What is Emotional Intelligence (EQ)?
- o The pillars of Emotional Intelligence (EQ)
- o Personal discovery and self management

- o Identifying your passion and motivational drivers
- o Identifying your strengths and areas for development
- o Tools for self management and regulating emotions
- o Personal impact: presenting yourself with confidence.

Core Course 3: Social Intelligence (SI) and Interpersonal Effectiveness

- o The definition of Social Intelligence
- o The 3 Levels of communication
- o The power of your subconscious mind in communication
- o The golden rule of communication
- o The art of communicating with different personalities
- o Emotional Viruses (EV) in the workplace
- o Flexibility and social impact.

Core Course 4: Resolving Conflicts and Building Winning Partnerships

- o An introduction to Conflict Resolution
- o Conflict Resolution styles with the Thomas-Kilmann Instrument
- o Creating an effective atmosphere
- o Creating mutual understanding
- o Focusing on individual and shared needs
- o Getting to the root cause
- o Generating options and resolving conflict.

Programme A - LEVEL 1

ABC Success – Skills Development for Nationals

(contd.)

Core Course 5: Communicating Your Self Worth

- o The secrets of positive attitude
- o The power of assertive communication
- o Aggression vs. assertiveness
- o Dealing with difficult behaviour
- o Feeling, looking and sounding “the part”
- o Dynamics of success
- o Your Success Road Map.

Review, Assessment and Action Plan

At the end of Phase 1, an assessment will be carried out and an Action Plan will be put into place for further improvement.

Phase 2 – Elective Courses *(optional & customisable)*

During this phase, organisations will have the option to choose from an impressive menu of 13 elective courses.

Essential Skills Development for Business

Elective Course 1: Understanding Organisations and Organisational Behaviour (1 day)

- o What is an Organisation?
- o Corporate culture
- o Organisational behavior
- o Enhancing personal credibility
- o Enhancing organisational credibility
- o Assessment and Action Plan.

Elective Course 2: Embracing and Leading Change (2 days)

- o Why Change?
- o Challenging your comfort zone
- o What's in it for Me?
- o Letting go
- o Seizing the opportunity
- o Leading the change
- o Celebrating
- o Assessment and Action Plan.

Elective Course 3: Creative Thinking & Problem Solving (2 days)

- o Insights into creativity - principles of creativity
- o Information gathering
- o Problem definition
- o Brainstorming
- o Generating solutions
- o Planning your next steps
- o Assessment and Action Plan.

Elective Course 4: Essentials of Customer Service (2 days)

- o External customers vs. internal customers
- o What does 'customer service excellence' mean to your customers?
- o Emotional literacy: “How do my feelings affect my customer?”
- o Focused listening
- o Asking questions
- o How to deal with different types of internal customers
- o Frameworks and frames of reference
- o Delivering what we promise and more
- o Assessment and Action Plan.

Elective Course 5: Fundamentals of Business Etiquette (1 day)

- o Understanding Etiquette
- o “Meet and Greet” and networking for success
- o Business email etiquette
- o Phone etiquette
- o The written letter
- o Dressing for success
- o International etiquette
- o Assessment and Action Plan.

Elective Course 6: Making Meetings Work (1 day)

- o Preparing for a meeting: The basics for effective meetings
- o The best and the worst of meetings
- o Setting the stage for success
- o Meetings process and content
- o Your role as a meeting attendee
- o Converting boring lengthy meetings into productive ones
- o How to control a meeting
- o Assessment and Action Plan.

Elective Course 7: Stress Management Techniques (1 day)

- o The principles of fight or flight
- o Causes of stress
- o Types of stressors
- o Symptoms and effects of stress
- o “I perform better under pressure” vs. “I perform better under stress”
- o Taking care of yourself: proper diet, exercise and sleep
- o Leading a balanced work and life
- o Assessment and Action Plan.

Elective Course 8: Presentation Skills (2 days)

- o Understanding your audience
- o Making your listeners/readers hear you
- o Key themes and sentences

Programme A - LEVEL 1

ABC Success – Skills Development for Nationals

(contd.)

- o Organisation methods
- o Beginnings and endings
- o Assessment and Action Plan.

Elective Course 9: Fundamentals of Business and Report Writing (3 days)

- o The 7Cs of communication
- o How to use words, sentences, and paragraphs
- o Punctuation and capitalization
- o Planning to write
- o Tips for proofreading and editing
- o Effective email writing
- o Reports that work
- o Assessment and Action Plan.

Elective Course 10: Getting Organised for Peak Performance (1 day)

- o The power of change
- o Prioritising time matrix
- o Setting a ritual
- o Planning and scheduling yourself
- o Keeping on top of tasks
- o Tracking new tasks and projects
- o Organising your workspace and files
- o Managing your workload
- o Assessment and Action Plan.

Elective Course 11: Mastering Microsoft Office (4 days)

- o MS Word, MS Excel, MS PowerPoint and MS Outlook
- o Assessment and Action Plan.

Elective Course 12: Introduction to Project Management* (2 days)

- o Project Management (PM) background and importance
- o Overview of PM key concepts
- o Project Manager skills and titles
- o The Project Triangle: viewing projects in terms of time, cost and scope
- o Introduction to project initiation
- o Introduction to Planning and Preparation
- o Introduction to Monitoring and Control
- o Introduction to Risk Management
- o Introduction Project Close-out
- o Assessment and Action Plan.

Elective Course 13: Finance for Non-finance Professionals* (3 days)

- o Basic financial statements and their management uses: Income Statement (P&L) and Balance Sheet



- o How market conditions impact business decisions
- o The difference between cash and profit
- o Fixed and variable costs
- o Cost structure and capacity utilisation
- o Budgets and cash flow forecasts
- o The impact of inventory build-up
- o The need to control working capital
- o Ratios as metrics for management (ROA, ROI)
- o The specific financial metrics used by your company to gauge performance and why they are used
- o Effects of strategy changes
- o Assessment and Action Plan.

* Note: An organisation that chooses Mini MBA as the next step of their executive development will not be required to take the courses 'Introduction to Project Management' or 'Finance for Non-Finance Professionals' at this stage.

Completion of Programme

Participants who successfully pass the modular assessments for each course will receive an ILM endorsed certificate at the end of the programme.

Programme A - LEVEL 2

Emerging Leaders Programme (ELP)

Introduction

To fuel long-term success, organisations need to prepare their high-potential executives to tackle ambiguity and face the unknown challenges that arise when moving into senior leadership roles. Most new front-line leaders struggle, not with the technical aspect of their job, but with the fundamental leadership and people management skills that are critical for success in their new role.

The 'Emerging Leaders Programme (ELP)' uses a holistic leadership approach that focuses on self-knowledge, problem-solving, developing and motivating employees. The programme provides the coaching and support participants need to lead under pressure and to be effective in their new roles. Managers will take a thorough look at their own personal objectives and leadership styles and explore how to leverage their existing strengths to inspire performance. HNI will provide a more detailed outline and course plan, based on the modules selected for the Emerging Leaders Programme for your organisation.

Who Should Attend?

Your company's support and encouragement of your chosen Emerging Leaders will enable them to move into executive roles seamlessly, confidently, and successfully. This programme is ideal for:

- Newly Appointed Managers/Executives
- Experienced managers who need to develop their leadership and management skills
- High potential professionals (with at least 2 years working experience) who have been selected/nominated by their organisation for leadership roles
- Top performers who show keenness to take on authority and more responsibility.

How long will it take?

2 to 5 days every 4 weeks over a period of 3 to 12 months* (based on modules selected by the company and preferred duration and intervals)

* For the optional Graduation project, an additional 2 days is required.

Course Content:

Phase 1 – Core Courses (mandatory)

The Leader in You – Essentials of Emotionally Intelligent Leadership

(Duration: 5 days)

The 1st phase of this development programme focuses on emotional intelligence. Participants will gain a better understanding and awareness of themselves and an increased ability to develop inter-personal relationships.

Pre-assignment review and Setting Expectations

Developing Yourself as a Team Leader:

- Defining leadership
- Difference between leadership and management
- Roles and responsibilities of a leader
- Discovering personal skills and abilities
- Assertiveness and Self Confidence.

Understanding Effective Teams

- Definition of Team and Teamwork
- Characteristics of effective teams
- Team development and behaviours
- Creating and maintaining the shared vision
- Building trust in teams.

Emotional & Social Intelligence in Leadership

- Definition of Emotional and Social Intelligence
- Core skills of Emotional Intelligence and Social Intelligence
- Discovering your intelligences (EI Assessment)
- Self awareness and self leadership
- Empathy in the art of leadership.

Maximising your influence as a leader

- Social awareness: Understanding different personalities
- Personality assessment game
- Managing and dealing with different personalities
- The secret of influence and persuasion
- A new perspective of respect.

Situational Leadership and what to use to have a winning team

- o What is Situational Leadership?
- o Telling-Selling-Participating-Delegating
- o Motivation: the key to performance
- o Your Action Plan: my Vision as a Leader
- o Briefing about the next phase and how to use Situational Leadership in managing performance and coaching employees.

Review, Assessment and Action Plan

At the end of Phase 1, an assessment will be carried out and an Action Plan will be put into place for further improvement.

Phase 2 – Core Courses *(mandatory)*

Leading, Coaching & Building High Performance Teams

(Duration: 5 days)

In this 5-day workshop participants will discover the leader within them. Techniques on how to manage their team's performance, and most importantly how to coach and mentor their team members to achieve their set goals, will be accomplished by the end of this phase.

Introduction to Performance Management

- o The context for performance management
- o The principles of effective performance management
- o The role of HR in performance management
- o The role of Managers, Supervisors and Team Leaders in performance management.

Setting relevant goals to make things happen

Addressing the performance gap

Starting well: objectives and feedback

- o Introducing the principles to your team
- o The importance of agreeing on objectives
- o Quantitative and qualitative objectives.

Defining coaching and mentoring and how they are related to managing people

Background to coaching and mentoring in business

Building trust and rapport

Working with values

How coaching can help trigger and improve performance

Overcoming coaching roadblocks to success

The Reflection Process

Providing and receiving ongoing feedback

Developing employees through coaching with short and long-term plans.

Review, Assessment and Action Plan

At the end of Phase 2, an assessment will be carried out and an Action Plan will be put into place for further improvement.

Phase 3 – Elective Courses *(optional & customisable)*

Essential Skills Development for Executives

As a part of this phase, organisations will have the option to choose from an impressive menu of our 6 elective courses.

This phase focuses on the key business skills required to make one a successful leader. It enhances core skills of creativity, assertiveness, strategic decision-making, skillful negotiations, handling change effectively, getting organised and communicating professionally. These essential business skills are very important for day-to-day tasks and make it easier to handle a team and manage different people in different situations.

Elective Course 1: Organising and Planning Yourself (2 days)

- o Getting out of your comfort zone
- o Why do we need planning? and how does it help you as a future leader
- o Planning facts
- o Plan vs. strategy
- o Planning vs. organising
- o How effective is your time management
- o The 80/20 Rule
- o Common mistakes of time management
- o First thing first: to do lists
- o Becoming a time detective
- o 7 Steps to using the Prioritisation Matrix
- o What can it do for you?
- o 4 Quadrants of Prioritisation
- o 30 ways to manage time
- o Wrap up and action plan
- o Assessment and Action Plan.

Elective Course 2: Critical and Creative Thinking: Strategies in RAPID Decision Making (3 days)

- o Brainstorming — 100 Uses For...
- o Creative thinking vs. critical thinking: which is more important?
- o Creativity and beliefs about creativity

Programme A - LEVEL 2

Emerging Leaders Programme (ELP)

(contd.)

- o How to step into a new space of thinking
- o Thinking strategies
 - Holistic thinking
 - Edward de Bono's Six Thinking Hats
- o Strategies for creative thinking
 - Outside of the Box vs. there's no box
 - 3-dimensional thinking
- o Strategies for group creative thinking
 - Generating ideas: brainstorming
 - Brain writing
 - Organising ideas: affinity diagrams
 - The Wheel of Multiple Perspectives
- o Unleashing creative solutions
 - Designing Your Highest & Best Creativity
 - Coaching conversations for high-level creative problem-solving
- o Designing a compelling outcome
 - Disney creativity strategy
 - Coaching the mind
 - Well-formed outcomes
- o Well-formed innovation: actualizing creativity in the real world
- o Ethics and decision making
- o Cultural consideration in the decision making process
- o RAPID decision-making
- o Assessment and Action Plan.

Elective Course 3: Powerful Negotiation Skills (2 days)

- o Understanding Negotiation
 - Types of negotiations
 - The three phases
 - Skills for successful negotiating
- o Getting prepared
- o Understanding customer behaviour needs and attitude
 - Why do people buy?
- o Existing Value Chain of a customer when buying a typical basic product
- o Laying the Groundwork
- o The Negotiation Game
- o Phase One — Exchanging Information
- o Phase Two — Bargaining
- o About mutual gain
- o Phase Three — Closing
- o The role of Emotional Intelligence in negotiation
- o The power of reading the meaning of facial expressions
- o Recognising body language to your advantage
- o Using non-verbal signals to guide and persuade
- o Techniques for overcoming objections and getting past disagreement

- o Team role playing, negotiation exercises and activities (buyers and sellers)
- o Assessment and Action Plan.

Elective Course 4: Success with Change (2 days)

- o What is change?
- o The change cycle
- o The pace of change
- o The Pyramid Response to change
- o A four room apartment
- o Leading change with Emotional Intelligence
- o Adapting to change
- o Building flexibility
- o Strategies for dealing with change
- o Preparing for change
- o Identifying the WIFM and WAMI
- o Understanding change on an individual level with the ADKAR Model
- o Managing change
- o Gaining support
- o Making it all worthwhile
- o Assessment and Action Plan.

Elective Course 5: Business Writing Skills for Managers (3 days)

- o The 9Cs of communication
- o Business writing essentials
- o Prewriting techniques
- o Drafting
- o Proofreading and editing
- o Writing for your audience
- o Effective email writing
- o Reports that work
- o Assessment and Action Plan.

Elective Course 6: Making Meetings Work: Leading Meetings (2 days)

- o The basics of effective meetings
- o The best and the worst meetings
- o Holding productive meetings
- o Preparing for meetings
- o Agendas
- o Setting the place
- o Leading effective meetings
- o Process and content
- o How to control a meeting
- o Assessment and Action Plan.

Completion of Programme

Participants who successfully pass the modular assessments for each course will receive an ILM endorsed certificate at the end of the programme.

Programme B

Mini MBA

(Optional)

HNI recommends the popular Mini MBA programme for organisations who want to further invest in developing their fresh graduates and managers in specialised areas of the business. The Mini MBA can be combined with Level 1 and/or Level 2 programmes.

How long will it take? 15 days over a course of 3 to 6 months

Course 1: Organisational Awareness and Strategic Planning (3 days)

- o Administration vs. Management
- o Identifying basic concepts and trends of office administration
- o Role of management in the workplace
- o Organisational charts
- o Reporting systems
- o Roles and responsibilities
- o Division heads and Department managers
- o What is a Vision? What is a Mission?
- o Communicating the Vision and Mission
- o Organisational Core Values
- o Planning: strategic, tactical and operational
- o Strategic thinking vs. Strategic planning and the “Helicopter View”
- o Strategic planning and control process
- o Creativity and brainstorming
- o Setting strategic objectives
- o SMART(ER) objectives and goals
- o Implementing the Strategic Plan
- o Communicating the Strategic Plan
- o Developing control systems and performance measures.

Course 2: HR Skills for Non-HR Professionals (3 days)

- o Defining Human Resources
- o Relationship between HR and line management
- o Job analysis and job descriptions
- o Finding candidates
- o Employee engagement
- o Recognition
- o Communication excellence
- o Motivation and teambuilding
- o Change Management
- o Performance reviews
- o Setting objectives
- o Discipline and grievance
- o Workplace diversity
- o Termination.

Course 3: Finance Skills for Non Finance Professionals (3 days)

- o Basic financial statements and their management uses: Income Statement (P&L) and Balance Sheet
- o How market conditions impact business decisions

- o The difference between cash and profit
- o Fixed and variable costs
- o Cost structure and capacity utilisation
- o Budgets and cash flow forecasts
- o The impact of inventory build-up
- o The need to control working capital
- o Ratios as metrics for management (ROA, ROI)
- o The specific financial metrics used by your company to gauge performance, and why they are used
- o Effects of strategy changes.

Course 4: Marketing Skills for Non-Marketing Professionals (3 days)

- o The scope of marketing
- o Defining marketing
- o Core marketing concepts
- o The marketing mission
- o Objectives and goals
- o The importance of market segmentation
- o The benefits of market segmentation
- o Steps in market segmentation
- o Market targeting and product positioning
- o The Product Life Cycle (PLC) Concept
- o Advertising
- o Sales promotion
- o Public relations
- o Superior relationships
- o Risk Management
- o Vision.

Course 5: Introduction to Project Management (2 days)

- o Project Management background and importance
- o Overview of PM key concepts
- o Project Manager skills and titles
- o The Project Triangle: viewing projects in terms of time, cost and scope
- o Introduction to Project Initiation
- o Introduction to planning and preparation
- o Introduction to monitoring and control
- o Introduction to Risk Management
- o Introduction to Project Close-out.

Completion of Programme

Participants will receive an HNI Mini MBA course completion certificate at the end of the programme.

HNI OFFICES WORLDWIDE





HNI SERVICES



Certified In-house
Training Programmes



Certified Public
Programmes



Executive Coaching



Leadership
Development



Nationals
Development



HR Consulting



Business Simulation



Assessment &
Development Centre