

# Managing and Leading Diverse Teams

Internationally  
Acclaimed  
Course

How to significantly increase your effectiveness in leading groups of people in today's diversified workforce

Presented by  
**Greg M. Lee**



It has never been more difficult to head up a team of people.

In addition to all the usual issues, today's managers have to deal with globalisation, flatter organisations, more out-sourcing, more external/independent contractors, more telecommuting, more off-shoring, more time zones, more different cultures, guest-working, increased legal compliance. To name but a few.

The shape of organisations is changing and the makeup of teams and workgroups is becoming more and more diverse in terms of personality, race/creed/culture, religion, location, age, gender, career stage, life/family versus work aspiration, time-zone, employment status, and so on.

Traditional management skills no longer adequately prepare managers for today's more demanding environment. New skills and understanding are needed. This powerful 2-day program has been designed specifically to address the extra challenges you face today in managing your diverse team.

## Special Features

- **High Impact** experiential learning techniques supported by practical exercises within each module.
- **Video demonstrations** to illustrate real-life situations and enhance learning outcomes
- **Intensive two-day format** with limited class size to maximise effectiveness of training.
- **Results oriented.** The emphasis throughout is on acquiring tangible skills that can be immediately applied upon return to the workplace
- **Extensive bibliography** of researched material for further reference.



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# Managing and Leading Diverse Teams

How to significantly increase your effectiveness in leading mixed groups of people in today's diversified workforce

Today's workplace has come a long way since relatively similar people worked in the one physical location as full-time employees all under the direct gaze of their immediate manager who held their entire prospects in his hand. It now varies considerably - by geography, time-zone, race, culture, employment status, and so on.

So what is a manager or team leader to do? How will they handle this complexity? Can they possibly morph to fit every situation and adapt to every person in their team? How can we equip them to understand the dimensions and dynamics of such diversity?

## How Is This Program Different?

This training program has been specially commissioned to address these key challenges. It goes further than traditional management and team building programs by bringing a distinctly 21st century perspective of what makes people different. The course addresses diversity in its own right and across all dimensions. We look at how each of the core components needs to be re-examined and applied in a diverse environment – so that managers and team leaders can apply each of the core elements of first-level management and leadership in order to connect with every one of their diverse team and with the team itself.

## Key Benefits

- Learn skills to build effective relationships with each member of the team as well as the team as a whole
- Learn skills to manage diversity, relationship and cultural dynamics with each team member
- How to encourage team members to connect with each other, thereby creating more effective teams and more profitable businesses
- As leaders, learn the facilitation skills to ensure each member of the team contributes
- As team members, learn to play your role to the fullest and accept mutual responsibility for achieving team goals
- Learn skills from case studies and critical incidents of diverse teams struggling to perform
- Get increased effort and loyalty from more engaged staff and teams
- Learn to manage differences (race, gender, cross-functional, thinking style, relationship style, personality, culture, etc.)
- Acquire the tools to work together in synergy, where the total is more than the sum of the parts
- Participate in a complete well rounded learning experience
- Walk away with a new mindset and skills to enhance both your work performance and your career

## Who Should Attend

- Managers, leaders and team members who want to build high performance diverse teams in today's cross-cultural domestic and global context
- Anyone about to be appointed to their first supervisory or management position
- Anyone undertaking an overseas assignment or a position with cross-geography responsibility
- Anyone in a second-level position with new first-level supervisors reporting to them

## Greg Lee Course Leader



Greg Lee is a highly experienced and accomplished management consultant and trainer, having been involved in corporate training since 1987 and consulting since 1992 - with IBM for many years, then Mercuri International, Workforce Transformations, Bid Direction and his own company GMCL & Associates. Greg was initially trained in the IBM consulting approach and has maintained an active interest in methodologies ever since. Having excelled earlier in statistics, he recently gained Macquarie Graduate School of Management's Order Of Merit Award in qualitative methods and recently won an award for his paper at the Academy of Marketing's UK conference.

Greg regularly works across the Asia-Pacific region, where he has been delivering training since 1980, and the ICE program for over 18 months now. Greg typically works in two broad topic areas – IT as well as sales & marketing. He specialises in client relationships and value, sales management processes, consulting engagement design, qualitative methods, and interpersonal skills.

Given his career began as a programmer, Greg still works regularly in the ICT sector, as well as in banking and finance and other varied sectors. His clients include SME consulting firms, as well as large multinationals and government departments such as National Australia Bank, HSBC, Novell/SuSE, Panasonic, Rexel, and the Australian Department of Defence

Recent consulting assignments have included ITIL competency and e-strategy readiness assessments with Australian State and Federal governments, an advertising agency client-executive effectiveness study, a government agency IT service delivery consolidation and optimisation study, an electronics customer research and collateral development project, a not-for-profit outsource contract reassessment, an industrial services sales and marketing effectiveness study, and a government agency organisational IT requirements assessment.

Greg's formal qualifications include B.Sc., M.B.A., and M.Appl. Res.

“ Successfully managing diverse teams increases the scope of possibilities and provides more creative business solutions ”

## 1 Introduction

- Defining the role of a 'manager'
- Identification of 5 Core Components of a manager's job
- Personal introductions and objectives
- Overview of program topics and method

## 2 Understanding Diversity

- Issues and Challenges
- Strategies for dealing with difference
- One size fits all - sameness vs difference
- Identification of 5 Dimensions of Diversity
- Identification of 4 personality types / styles
- Physiology vs psychology
- Role of culture
- Impact of age / 5 "Generations", 4 career stages
- Impact of work status

### Practice Exercise

## 3 Motivating Each Member of Your Team

- Pitfalls of traditional motivation approaches
- Review of motivation theory
- Discussion of importance of money versus other motivators
- Influence of personal characteristics
- Impact of manager's own behaviour
- Guidelines – how to tailor motivation by diversity

### Practice Exercise

## 4 Planning and Managing Tasks and Resources

- Discussion of resource planning challenges
- Introduction to Managing by Objectives
- Guidelines to monitor and gather data for performance
- Reporting upwards, managing your manager
- Guidelines – managing your own time
- Guidelines – how to vary according to diversity?

### Practice Exercise

## 5 Delegating

- Pitfalls in delegating
- How to, and how much to, delegate?
- Introduction of the Situational Leadership model
- Discussion of how to treat staff ... cadre or hired hand?
- Introduction to the Delegation Triangle
- Guidelines – how to vary according to diversity?

### Practice Exercise

## 6 Coaching Each Team Member

- Typical approaches and issues
- Formal vs informal
- Manager's coaching plan
- Introduction to the GROW model
- Guidelines – how to vary coaching by diversity?

### Practice Exercise

## 7 Getting Your Team to Work Together

- Issues and challenges
- Discussion of feasibility of teamwork across diverse teams?
- Introduction to Belbin Team Roles
- Guidelines – how to leverage diversity

### Practice Exercise

## 8 Communicating With Your Team

- Challenges in communicating across diversity
- What to communicate, and when
- Individual vs team communication
- Role of technology
- Guidelines – how to vary communication by diversity:
  - by geographies, time zones
  - by generation/age
  - by culture
  - by personalities
- Guidelines – conducting meetings and tele-conferences
- Strategies for communication

### Practice Exercise

## 9 Conclusion

- Revision of key topics and messages
- Personal plans of action
- Evaluations

“ Greg helped me considerably both before and after I got into management and contributed to my promotion from team leader to Director ”

Business Unit Director, Major Global Bank

“ Greg brings an intelligent and useful mix of theory, guidance and opportunities to discuss and practice. ”

## In-House

This training program is available for private presentation, either on your own premises or 'off-site'. To discuss your inhouse requirements please call (03) 2161 9900 or email [learn@alctraining.com.my](mailto:learn@alctraining.com.my)



## Internal Consulting Excellence

This powerful and intensive 3-day course is designed for managers and specialists, whether working as individuals or as members of a team, who seek to maximise the value and benefit of their services to the organisation. The course is aimed at those involved in:

- Identifying, capturing, and/or scoping business requirements
- Managing relationships with business representatives/sponsors
- Deploying and managing IT services to support business operation
- Solving organisational issues

This program will build upon your existing technical skills and knowledge to develop a consultative approach to your work that is both systematic and effective. Learn an effective framework for running focused consultant meetings, undertaking well-structured projects, managing demanding clients, and designing and facilitating customer workshops.

## Communications Excellence

Modern organisations focus on structures and procedures and utilise technology to get their work done. In the end, though, it still comes down to getting this work done via people.

So do today's professionals have the skills needed to maximise their performance in getting people to input to, corroborate on, and/or agree to any initiative?

This 3-day course prepares participants with the skills to communicate internally within their organisations and externally with other organisations. It will assist with establishing and maintaining channels to communicate up, down and sideways to senior management, peers, and subordinates.

Improve your in-bound as well as outbound communications, and be able to implement this on a one-on-one basis locally and remotely, face-to-face, and via technology such as telephone, tele-conference, email, and SMS.

### HOW TO REGISTER

-  Register Online  
[www.alctraining.com.my](http://www.alctraining.com.my)
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**Fax: (03) 2178 4118**
-  Any queries please call Customer Service  
**Tel: (03) 2161 9900**
-  Post the completed Enrolment Form to:  
**ALC Training Sdn Bhd**  
 Suite 34.02A, Level 34 Menara Citibank,  
 165 Jalan Ampang, 50450 Kuala Lumpur

### COURSE DETAILS

**FEES:** (per delegate)  
 Managing and Leading Diverse Teams **RM 3150**

**VENUE:** The course will be held at a high quality centrally-located hotel. Full details will be on your confirmation letter and can also be found on our website.


**COURSE INFORMATION:** The course is held from 9.00am to 5.00pm with registration from 8.30am on the first day. Upon enrolment you will be sent a confirmation letter giving full details.

**TERMS:** The course is of limited class size. To ensure admission, fees must be paid in advance or else an official Purchase Order Number must be supplied. Fees include tuition, lunch, coffee breaks and all course materials. An invoice will be forwarded to you upon receipt of enrolment.

**CANCELLATIONS:** Cancellations will be accepted up to 10 working days before the course. After that time no refunds can be given but substitutions can be sent at any time.

**10% Discount**  
for 3 or more delegates.  
Please call for larger groups.

### ENROLMENT FORM - Managing and Leading Diverse Teams



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