



Do you incorporate **coaching** into your everyday interactions and role as a **leader**?

Are you asking the **right questions** to help your team to learn and grow?

How can you design a coaching plan and engage in **effective coaching conversations**?

Bring out the best in your people

COACH FOR SERVICE PERFORMANCE

Unlock your team's potential for learning and growth to improve your organisation's service delivery

SkillsFuture SG Accredited

TGS-2021009568

Eligible for Training Grant,
Absentee Payroll &
Use of SkillsFuture Credit

Leaders, managers and supervisors in today's organisations face many challenges posed by a wide spectrum of operational needs and customer expectations. All supervisory staff should be equipped with the skills to **lead, facilitate and accelerate the learning and development of their teams** to deliver service excellence. **Coaching** individuals to close service gaps includes asking the right questions to motivate them to reflect, seek the correct answers, actions or solutions, and monitor their progress for performance improvements. By imbuing a **coaching culture**, organisations can build a more productive and service-oriented workplace with an engaged team that takes ownership of their service performance.

"Coaching is unlocking a person's potential to maximise their own performance. It is helping them to learn, rather than teaching them."

Sir John Whitmore, Founder & Master Trainer, Imageworks

"Imageworks is excited to join forces with Spectrum Management Consulting to double our effectiveness in helping our customers achieve service excellence."

Christina Ong, Founder & Master Trainer, Imageworks

Gain access to a practical model for designing a **comprehensive coaching plan**. Learn to ask **powerful questions** that support **coaching conversations** and performance reviews. Role play coaching engagements to gain **confidence** in helping your team to attain better results at work. Coach for service performance and corporate excellence!

Key topics covered in this training programme:

The Role of a Coach • Design a Coaching Plan • Coaching Conversations • Service Excellence

COACH FOR SERVICE PERFORMANCE

Learning Outcomes (LOs) & Course Outline

2-Day Classroom Training Programme

RECOGNISE THE ROLE OF A COACH IN COACHING FOR SERVICE PERFORMANCE

LO 1 Define coaching and its importance in performance management

- Discover what coaching is and what it is not
- Recognise coaching as an everyday interaction and how it fits into your role as a leader
- Compare and contrast coaching, counselling and mentoring

LO 2 Evaluate the characteristics and roles of an effective coach for service performance

- Cultivate the attributes of successful coaches

PREPARE COACHING PLAN FOR INDIVIDUALS TO ADDRESS SERVICE PERFORMANCE ISSUES

LO 3 Identify opportunity moments, coaching needs and areas of improvement and development

- Discuss useful coaching opportunities and scenarios
- Assess your personal orientation towards coaching

LO 4 Analyse the G.R.O.W. model to formulate a coaching plan for service performance improvement

- Agree on the Goal, check on the Reality, consider the Options and commit to What's next
- Envision the process outcomes and formulate the coaching plan
- Adopt a 5-step model to address recurring issues and performance expectation problems

DEMONSTRATE THE USE OF COACHING TECHNIQUES TO ADDRESS SERVICE PERFORMANCE ISSUES

LO 5 Apply questioning techniques and active listening skills to develop goals and explore issue(s) that the individual is raising

- Practice the art of asking powerful questions
- Engage in active listening to uncover the individual's thoughts, feelings and actions

LO 6 Reflect feelings with appropriate words to engage the individual and overcome barriers to learning

- Connect through empathy
- Avoid pitfalls and overcome resistance in coaching

LO 7 Review areas of service performance with the individual to claim victories and address defeats

- Role play and practise different coaching scenarios to gain confidence and influence in coaching

LO 8 Coach individual to identify options to address service performance areas and commit to action plans

MONITOR PROGRESS OF INDIVIDUAL FOR IMPROVEMENTS IN SERVICE PERFORMANCE

LO 9 Apply appropriate techniques to monitor individual's progress for expected improvements in performance

- Coach the individual to develop desired behaviours and abilities to improve in service performance
- Encourage the individual to remove obstacles to performance in order to achieve targets and exceed customer expectations

LO 10 Provide constructive feedback to support individual in achieving expected improvements

- Develop skills to give on-going constructive feedback

6 months' value-added post-training follow-up to encourage effective transfer of learning:

Take Action Accountability • Training Outcomes Measurement • Optional Mentor Briefing

COURSE FEE & FUNDING INFORMATION

With SkillsFuture SG (SSG) Training Grant & Absentee Payroll Subsidy Eligible for Use of SkillsFuture Credit & SkillsFuture Enterprise Credit

For company-sponsored training, the actual fee payable is dependent on the company's incorporation type in Singapore (SME/non-SME) and the residency status and age of training participants. Non GST-registered companies should also consider GST implications. Here's an illustrative summary of the different funding components.

Learner Profile	Course Fee & Funding Information	COMPANY-SPONSORED				SELF-SPONSORED Incl GST
		SME		NON-SME		
		Excl GST	Incl GST	Excl GST	Incl GST	
Singapore Citizen ≥ 40 years	Full Course Fee	\$ 450.00	\$ 490.50	\$ 450.00	\$ 490.50	\$ 490.50
	Less: SSG Training Grant	\$ (315.00)	\$ (315.00)	\$ (315.00)	\$ (315.00)	\$ (315.00)
	Imageworks Invoiced Amount	N.A.	\$ 175.50	N.A.	\$ 175.50	\$ 175.50
	Less: Absentee Payroll	\$ (63.00)	\$ (63.00)	\$ (63.00)	\$ (63.00)	\$ -
	Net Training Investment	\$ 72.00	\$ 112.50	\$ 72.00	\$ 112.50	\$ 175.50
Singapore Citizen 21-39 years	Full Course Fee	\$ 450.00	\$ 490.50	\$ 450.00	\$ 490.50	\$ 490.50
	Less: SSG Training Grant	\$ (315.00)	\$ (315.00)	\$ (225.00)	\$ (225.00)	\$ (225.00)
	Imageworks Invoiced Amount	N.A.	\$ 175.50	N.A.	\$ 265.50	\$ 265.50
	Less: Absentee Payroll	\$ (63.00)	\$ (63.00)	\$ (63.00)	\$ (63.00)	\$ -
	Net Training Investment	\$ 72.00	\$ 112.50	\$ 162.00	\$ 202.50	\$ 265.50
Singapore PR ≥ 21 years	Full Course Fee / Invoiced Amt	\$ 450.00	\$ 490.50	\$ 450.00	\$ 490.50	\$ 490.50
	Net Training Investment	\$ 450.00	\$ 490.50	\$ 450.00	\$ 490.50	\$ 490.50

For example, assuming a non-SME (GST-registered) company organises a class for 15 employees consisting of 10 Singaporeans above 40 years, 4 Singaporeans between 21 to 39 years or Singapore PRs above 21 years, and 1 non-Singaporean/PR, the final training investment after applicable Training Grants and Absentee Payroll subsidies will be $(\$72 \times 10 + \$162 \times 4 + \$450 \times 1) = \$1,818$ for 15 employees attending the 2 day training.

- The above table includes Baseline Funding, Enhanced Training Support for SMEs (ETSS) and Mid-Career Enhanced Subsidy (MCES) where applicable. Imageworks will apply for these SSG Training Grants for eligible participants.
- As this is an SSG-funded programme, Singapore Citizen and Singapore Permanent Resident learners must record their attendance electronically via the SingPass app, meet a minimum attendance of 75% of the training hours, and pass the competency-based assessments to successfully complete the course and qualify for funding.
- Absentee Payroll is a grant for Singapore-registered companies (excluding government entities) to defray manpower cost, capped at \$100,000 p.a. Excluded from our invoice for course fees, employers have to endorse their employees' details in the Enterprise Portal for Jobs & Skills (EPJS) after their course completion to facilitate funding disbursement.
- Eligible employers can also tap on SkillsFuture Enterprise Credit (SFEC) to cover up to 90% of out-of-pocket expenses including training for non-Singapore Citizen/PR participants with Foreign Identification Number (FIN).
- Self-sponsored Singaporeans may utilise their SkillsFuture Credit to pay for Imageworks' invoiced amount.
- SMEs are companies registered or incorporated in Singapore with an employment size of not more than 200 employees or with an annual sales turnover of not more than S\$100 million.
- The above course fee excludes training venue and F&B expenses. Imageworks' training academy which is well-equipped and conveniently located at 100 Pasir Panjang, is available for corporate booking at a preferential rate.
- On completion of training, participants will be awarded a SSG Statement of Attainment in Service Coaching.

Added benefits for choosing a corporate training session exclusively conducted for your organisation:
Contextualisation to organisation • Alignment of standards • Team bonding opportunities

At Imageworks, we believe in forging strong partnerships with our clients. We are committed to deliver effective training solutions that produce results.

Beginning with a clear understanding of each client's needs, we'd suggest ways to contextualise our programme and adapt training activities to deliver memorable learning experiences that both organisations and individuals appreciate. Our high percentage of repeat clients bears testimony of our training effectiveness. Here's a list of some of them:

PRIVATE CORPORATIONS

ABN AMRO
Accenture
ACE Insurance
ACES Learning
AIA
AmBank
Antiant
ANZ Bank
Aon Hewitt
Ascent Solutions
Atos Origin
AXA Life
Avanade
Bally
Bank Julius Baer
Bank of Singapore
Barclays
Body Contour
Borneo Motors
Bosch
BSL Group
BW Maritime
Capitaland
CFA Singapore
Changi Airports International
CIMB Bank
Citibank
City Developments Ltd
CLA Global TS
CLS International (Berries)
Colin Ng & Partners
ComfortDelGro
Credit Agricole
Credit Suisse
Crimson Logic
Daimler South East Asia
Dale Carnegie
DBS Bank
Deloitte
DNV
Duke Bakery
Eastport Maritime
Edelman
Elsevier
Estee Lauder
Eurokars Group
Experia Events
Far East Organization
Finexis
Fisher & Paykel
Frasers Property
FT Consulting
Fullerton Health
Gammon Construction
Global Logistic Properties
Golin Harris
Great Eastern Life
GREIF
GuocoLand
HK Land
Hongkong & Shanghai Hotels
HSBC
IN.FOM

IPP Financial Advisers
Jigger & Pony
Jones Lang LaSalle
JP Morgan
Keppel Corporation
Kimberly-Clark
KMP Group
Knight Frank
Kuok Group
Laguna National Golf & Country Club
Liberty Insurance
Lum Chang Building Contractors
M1
Maersk
Mandai Wildlife Group
Manulife
Maybank
McKinsey & Co
MediaCorp
Meritus Mandarin Hotel
Merrill Lynch
Merz Asia Pacific
Montage Studios
Nefful
NTUC Income
OCBC Bank
OCBC Securities
Oculus
Olympus
Panasonic
PGIM Real Estate
POSB Bank
Procter & Gamble
PropNex
Prudential
Resorts World Sentosa
Richemont Luxury
Rockwell Automation
Qornerstone
S&P Global
SAA Architects
Sanden International
Schlumberger
Schroders Investment Management
Sea Group
Sentosa Development Corporation
Shinji by Kanesaka
Sime Darby Insurance Brokers
Singapore Exchange (SGX)
Singapore Technologies
SingPost
SPH Media
St Gregory Spa
Standard Chartered Bank
Taj Hotels
TEE International
Teledirect
The American Club
The Body Shop
ThermoFisher Scientific
Tolido's
Toyota Tsusho
Transglobal Logistics
Triumph International

UBS
United Overseas Bank (UOB)
Wearnes Auto
Wong, Ong & Partners
Yahoo!
Yue Hwa Chinese Emporium

MINISTRIES, STATUTORY BOARDS & GOVERNMENT-LINKED COMPANIES

A*STAR
Auditor-General's Office (AGO)
Civil Service College
Centre for Management Development
Economic Development Board
Enterprise Singapore
Government of Singapore Investment Corporation (GIC)
GovTech
Housing and Development Board
Infocomm Development Authority
InvestHK
Inland Revenue Authority of Singapore (IRAS)
Integrated Health Information Systems (IHIS)
Jurong Town Corporation (JTC)
Maritime Port Authority of Singapore (MPA)
MINDEF
Ministry of Communications and Information
Ministry of Culture, Community and Youth
Ministry of Home Affairs
National Gallery
National Healthcare Group
National University Health System
Public Utilities Board
Singapore General Hospital
Singapore Land Authority
Singapore Tourism Board
Surbana
Tan Tock Seng Hospital

LEARNING INSTITUTIONS

Henderson Secondary School
Hwa Chong Institution
INSEAD
Manchester Worldwide IHE
Methodist Girls' School
Nanyang Polytechnic
Nanyang Technological University
National Junior College
National University of Singapore
Ngee Ann Polytechnic
Republic Polytechnic
Singapore Institute of Management
Singapore Management University
Singapore Polytechnic
The British Council

NON-PROFIT ORGANISATIONS

Breast Cancer Foundation
St James Church
Trinity Christian Centre

WHY ORGANISATIONS CHOOSE



"I often get asked by colleagues which is our most popular program we run...the answer is always Imageworks...
I often get asked which program is critical to our overall training...the answer again is Imageworks.
Imageworks has worked with us to not only deliver training but they have consulted with us the whole way.
The program we have is tailored to our needs and represents what we stand for, aligning with our brand
and the way we do business. Imageworks has captured our essence and helped us to create customer driven employees
not only through how they dress, but how they represent our business and most importantly themselves."
- Head of Learning & Development of a major financial institution -

"I visited some of the training sessions which you were conducting with members of our staff.
I was very glad to see a very high level of enthusiastic response and participation.
I think it has to do with your affable and effective style...
Your work has contributed much in supplementing our recent efforts in the process of
building our people into an effective organisation."
- Managing Director of an international luxury goods brand -

"The questioning techniques taught in this programme are really smart, practical and valuable.
I can see how they can effectively help to bring out the best in people, businesses and organisations!"
- Business Coach and Consultant from a professional services consulting firm -



GET TO KNOW US ...

Service excellence is wired into the "heartware" of Imageworks and Spectrum. Our trainers and consultants are dedicated to delivering visible and transformational results through our programmes to enhance customer journeys and brand experiences. We facilitate the effective transfer of learning and equip our participants with service competencies that elevate their personal and professional effectiveness.

Established in 1995, Imageworks has 28 years of experience in training participants from diverse backgrounds, industries, cultures, job roles and stages of life. Our alliance partner Spectrum has also been instrumental in driving business and service excellence among many corporate and government clients over the last 18 years. Imageworks is also a 3-time winner of the HR Vendors of the Year Awards from 2020 to 2022, as Best Management Training Provider and Best Sales Training Provider.

At Imageworks, we are guided by NICE, an acronym for our core values of nurturing, integrity, creativity and excellence: we are nurturing towards our staff and clients; we discharge our duties with integrity; we inject creativity into our learning experiences, and continually strive for excellence in all that we do. Let us inspire and equip you and your people for personal empowerment and corporate excellence!

...AND OUR TRAINING TEAM



PROFESSIONAL TRAINERS & EDUCATORS
Everyone learns differently. Our certified trainers reinforce learning through interactive facilitation techniques, innovative visual aids and impactful learner demonstrations that enable the effective transfer of learning.



EXPERIENCED SUBJECT MATTER EXPERTS
Our trainers are experienced subject matter experts in the areas of social intelligence, professional presence, effective communication and customer experience. Our active practice of these skills allow us to coach our trainees with relatable, relevant and applicable content.



STRONG CORPORATE BACKGROUND
Our trainers have solid portfolios and corporate track record, with a deep appreciation for business and HR issues. We are thus able to contextualise training effectively and motivate learners with practical insights.



MULTI-INDUSTRY PRACTITIONERS
We've contextualised our training to cater to different industries and adapted it to ensure an inclusive environment. It's no wonder that our clients come back for more!

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