

How to Drive Transformation, Performance and Incentives

Condensed from the proven ChangeU Way™.
The result of 30+ years of cross-cultural MBA research.



*The Tools of Fortune 500 Leaders
By Asia's No.1 Change Specialists*

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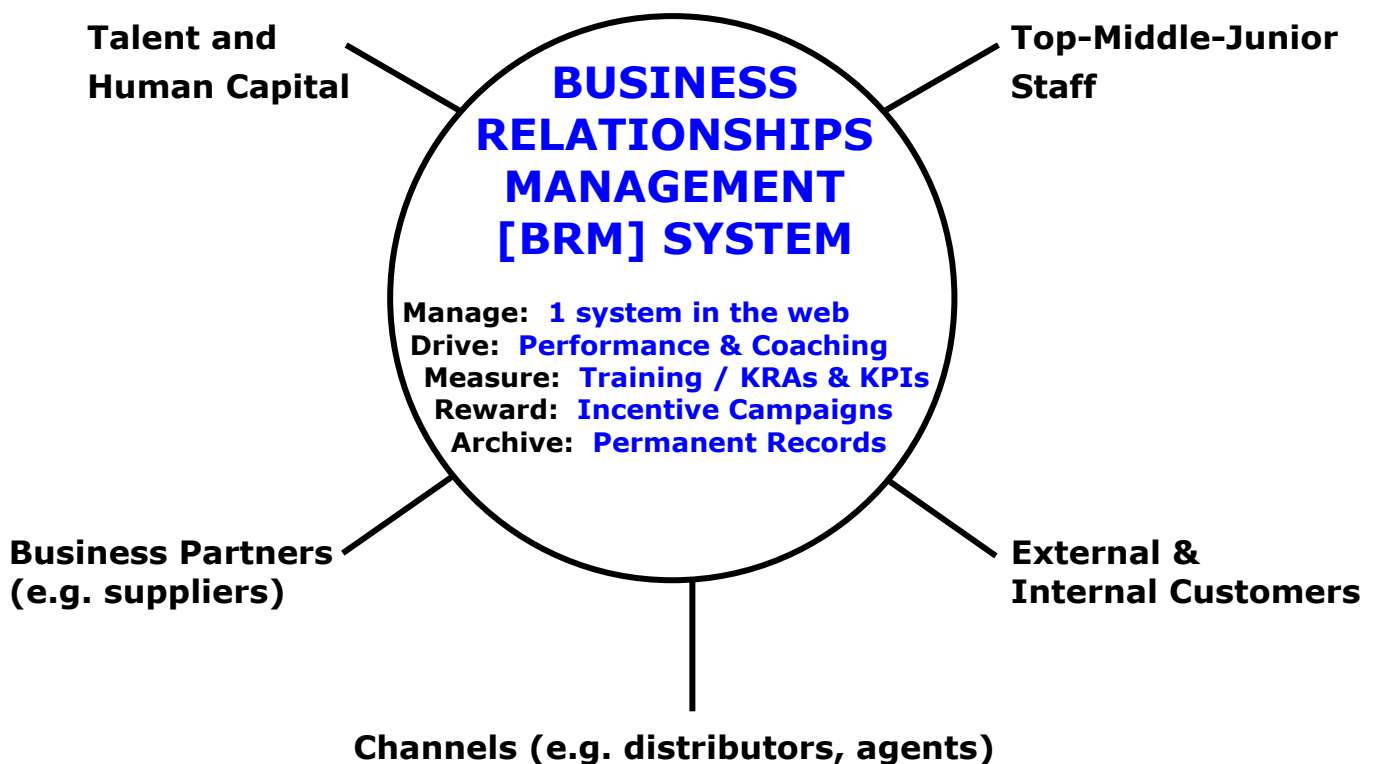
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How to Drive Transformation, Performance & Incentives *Successfully* in Your Organization

(and why 70% transformation initiatives fail)

Business Relationships Management System [BRM]

- ChangeU is the only consultancy that can drive and **measure** performance and training.
- Power partnership with “Pointcow” Business Relationships Management System (Asia’s No.1 and only).
- BRM System can:
 - [] **manage** – one system in the web that instantly manages all campaigns, focused KPIs, etc.
 - [] **drive** – drive performance through attractive incentives and high impact **coaching**.
 - [] **measure** – any training / KRA/ KPI can be measured and instantly accessible.
NO more *manual* record compiling and vital information
 - [] **reward** – create exciting **incentive campaigns** – to increase turnover by 5% or more.
 - [] **archive** – the system has a **permanent record** of all campaigns, so you can choose to revive a top favourite campaign (e.g. 20% that brings in 80% business). No problem with transition whenever someone resigns as records are permanent.
- **Business Relationships** to be managed may include relationships between:
 - [] **Top-middle-junior staff / talent and human capital:**
in the vital areas of training / performance / and incentive campaigns
 - [] **External and internal customers**
 - [] **Business partners** (e.g. suppliers)
 - [] **Channels** (e.g. distributors, agents)
– all instantly accessible in the **WEB!**



Driving Performance through attractive Incentives – on the WEB

(why **NON-CASH REWARDS** are much more effective than cash rewards)

For the first time in Asia you can instantly measure performance and offer incentives on the WEB – at affordable rates. In the USA, there are incentive web-based programs available but their rates are over 10 times our rates.

Features and Benefits

- [] The Campaign Manager can track performance of every user – instantly on the WEB (realtime)
This saves hundreds to thousands man-hours to get basic information.
- [] Any performance (KPI, key performance indicators) can be tested or measured.
- [] monitor trends (good or bad) instantly.
- [] Your incentive idea must be specific, clear, simple, with attractive rewards (with trophy value) that motivate your people to participate fully (this is one of the biggest problems of incentive programs).
Or we have heard companies back-tracking or twisting on giving the promised incentives when they hit their targets (this is a huge morale killer).
Some incentives are what we call “insincere” incentives i.e. they are very difficult to achieve, or full of clauses, terms and conditions, and restrictions (people are so easily fooled).
- [] staff retention increases.

How does our PointCow IncentivePlus System works

After the initial active exchange of ideas, we can help you identify possible KPIs and narrow down to say 2-4 KPIs.

We will work out what is an “**optimum**” increase in performance for your Targets (users). From our survey of companies who have not used our system, the increase is normally too high and too stressful to achieve. Incentive must be FUN, EXCITING, SELF-MOTIVATING - (NOT stressful, pressure, high expectations)

Once we agree on the set KPIs – we will help you achieve that KPI.

NOTE: YOU DON'T NEED A NEW SEPARATE BUDGET FOR THIS – AS IT COMES 100% FROM THE INCREASE PERFORMANCE.

About PERFORMANCE AND KPIs (“what do you want to test?”)

▪ sales ▪ customer service ▪ up-selling ▪ best employee ▪ top reseller ▪ staff referral ▪ balance score card ▪ what is your idea ▪ product knowledge ▪ staff attendance ▪ medical leave, etc.

About INCENTIVES

The vast majority of all levels of staff will always claim that MONEY is the no.1 motivator. Actually non-cash rewards are the no.1 motivators.

Case-in-point: **The Cash Trap**

We know that generally 20% of the top performers bring 80% of the business. These super-performers will perform with or without incentives. The focus should be on the **remaining 80%** staff to raise their performance. And money is the most inefficient way to do that!

An American Express Survey have shown that they will use the cash reward for paying bills (29%), and normal household items (11%)! And within a few months the reward is well forgotten.

Non-cash incentives are much more memorable such as recognition, travel, exposure to other regional offices, etc.

4 Areas of Incentive Campaign

1. The Incentive/ Reward

(See above)

2. Collateral (visible promotion)

For *internal* staff campaigns, some big companies have their own designers to do the collaterals. Or we can recommend you our SPECIALIST DESIGNER TEAM.

If the KPI involves *external* people for e.g. IT/ property company wants to increase sales turnover – they need to have an EVENT PLANNER (we have our own event planning team).

Some event examples are: road shows, shopping malls, exhibitions, product launches.

3. Training (highly recommended especially for *internal* staff) – from Change University

We can recommend you the Top 7 Tools to Transform our team (email us for full details).

4. Corporate Incentive Web-System (very easy set up).

Specific KPIs are identified to be monitored.

An Example of an Incentive Campaign in a nutshell

Say your KPI is to increase sales by 10% in the next 12 months.

Your current sale is say \$10,000,000.

10% increase in sales = \$1,000,000

Your company keeps say 50% of the 1M = \$500,000

The remaining 50% is for the CAMPAIGN:

[] Incentive/ Reward/ Gifts – this tends to be biggest part of the campaign

Note: if the target is not achieved they can't get the reward so there's little risk on the company's part.

[] Collateral

[] Training (highly recommended) – from Change University

[] System investment – set-up and campaign management fees (from PointCow)

NOTE: we can explore this effective concept and give you a proposal.

A subsidiary of Change University Ltd. holds the **SOLE Regional Agent rights** to market PointCow in North Asia region and South East Asia region.

Our Clients that used the BRM system:

DHL

Heineken

Lo Hong Ka

Microsoft

Nippon Paint

OCBC Bank

Seagate

Star (ST Automotive)

Swiss-Garden International

Tiger Beer

2 Part Proven Approach to Transform Your Human Capital and Talent

Change University recommends 2 part proven approach to develop your organization's human capital in order that your transformation efforts are successful.

Part A: Self Change, Team Change & SOFT SKILLS PowerCamps	Competencies
<p>Gold Mindset & Team Alignment PowerCamp [1-2 days]</p> <p>Diamond Leader PowerCamp [1-2 days]</p> <p>High AQ-EQ Climber Culture [1 day]</p> <p>Papillon Metamorphosis Journey [2+2 days]</p>	<p>Team building, mindset change, communication, purpose (vision-mission-values)</p> <p>5th generation leadership roles, soft skills & tools</p> <p>Personal effectiveness, handle adversities</p> <p>Metamorphosis, self change, 7 life areas & goals</p> <ul style="list-style-type: none"> • Why you should send your Key Managers to stabilize their <i>personal life</i> first – in order to achieve peak performance at work – see page 7
Part B: Corporate Transformation and HARD TOOLS PowerLabs	Competencies
<p>CQ Leading Breakthrough Changes [1 day]</p> <p>KRA-KPI e-Card PowerLab [1 day]</p> <p>Free Employee Ideas & 4 Thinking Roles [1 day]</p>	<p>Leading changes, buy-in, sense of urgency</p> <p>KPIs & KRAs in 1 card! goal-setting, life-time mgt</p> <p>Revolutionary & evolutionary employee ideas system from grass roots, 1 idea per employee per month!</p>

Rationale for 2 Part Proven Approach to Transformation

- **Part A: Soft Skills PowerCamps**

These PowerCamps have been very successful and rated "Excellent" 8.6-9.6 out of 10.

Corporate and Government transformation always begins with **INDIVIDUAL** self changes. Therefore, we would highly recommend that Part A goes first for newcomers.

A1) **Gold Mindset and Team Alignment PowerCamp**

This is an excellent foundation workshop to establish the platform for transformation and change. Without **mindset changes** it is pointless to give employees the latest management tools. This is quite similar to giving a monkey a diamond that will only treat it like useless stones.

A2) **Diamond Leader PowerCamp**

You'll learn 5th generation leadership tools and principles. Polish the raw "Dinosaur Manager" into a brilliant Diamond Leader".

A3) **High AQ-EQ Climber Culture PowerWorkshop (adversity quotient)**

Learn powerful strategies to handle any crisis, and overcome daily adversities.

A4) "Papillon" Metamorphosis PowerRetreat

We highly recommend your Key Director-Managers to attend together as it will create a bonding that goes much deeper. NO corporate workshop can do that, only a personal growth retreat can! (See page 7-8).

NOTE: Often times the CEO or Key Directors are *the biggest problem* – because of their **personal life or spouse relationship is not stable**, or their mindset is too fixed, stubborn, etc.

We have seen that when CEOs and Directors attend personal growth retreats together they usually come out renewed; and go on to create their biggest opportunity for global growth! You may have to influence these Key Directors to take some time off for self improvement - as the bottom line results can be hundred-fold in return.

• Part B: Hard Tools PowerLabs

These tools are a must to lead transformation successfully.

B1) CQ Leading Breakthrough Changes PowerLab

This is an 8-Step Process for getting real buy-in and creating a sense of urgency.

Be warned: There are 8 reasons why **70% transformation initiatives FAIL** (see page 4).

B2) KRA-KPI e-Card PowerLab

Just imagine having all your KPIs and KRAs in **1 card**! These KPIs are only relevant to YOU – not your boss or subordinate. You can also monitor your subordinate's progress in their KPIs monthly or anytime. Everyone is **focused and committed**. Everyone knows what their most important goals are and what are expected out of them. We will slant KPIs to *Transformational* KIPs.

B3) Free Employee Idease-System and 4 Thinking Roles PowerLab

Revolutionary and evolutionary employee ideas system. 1 idea per employee per month! *Evolutionary* ideas from grass roots will greatly enhance day to day operations efficiency; whereas *Revolutionary creative* ideas can re-invent a business and enhance innovation to be global brand. We end the powerlab with The 4 Thinking Roles session. This is a real fun CRAZY ideas session – to stimulate the creative juices.

Note: You can start this transformation program with a **pilot** workshop to test it out 1st. Then if it is successful, you can then roll it out in *phases* - with different *levels* of staff grade. After a *Diagnostic Needs Analysis [DNA]* we can tailor-made an attractive learning and coaching program for you

Your Choice of a Variety of Popular Formats and Workshops:

- [] **2-hour Tea Talk or Lunch & Learn:** we have some very exciting interactive modules which showcase our signature Mindset Experiential Coaching Style. This can serve as "**pilot**" for you and your team to you to experience us LIVE in action, and for future programs.
- [] **Public workshops:** you can send your managers under a special group rate.
- [] **In-house:** core workshops
- [] **Meetings Off-site in KL or residential outside KL area:** ▪ conference ▪ keynote powertalk
- [] **Facilitation:** ▪ annual strategic planning ▪ revisiting vision-mission-values
- [] **Kick-off:** ▪ new change/ transformation initiative ▪ new CEO vision buy-in ▪ annual theme/ focus ▪ staff awareness campaign
- [] **"Best Candidates Selection TestCamp"** – a revolutionary way to recruit the very best talents by testing all core skills (e.g. AQ, leadership, soft skills, creativity, competitiveness, etc.). Depending on your criteria, our coaches can identify The Top 3 out 100 potential candidates through a series of tough eliminations and reality games - in just ½ to 1 day! It saves you a lot time and thousands to Ringgits to shortcut the identification process BEFORE they even start work! (details on request).

The following pages (page 1- 8) contain the course outline of Part A PowerCamps and Part B PowerLabs.

Picture Gallery (Change University)



Lorraine Hahn (CNN) & Jackie Chan with Robert Chaen (The Coach to CEOs & Celebrities)



Memorable annual meetings



TVB Celebrities (Cheng Yee-Kin) showing proof of our Charity FireWalk Certificates

Wong Jim walking on 650°C fire



Asia's No.1 benchmark for organizational transformation, team and self change



Mindset Experiential Coaching Style



Consistently voted as the best team building / leadership learning experience (outstanding workshop ratings: 9.2-9.6 out of 10)





Gold Mindset and Team Alignment PowerWorkshop

Reach for the stars. S-T-R-E-T-C-H yourself and achieve the impossible! Go for gold! It is ChangeU's belief that without mindset change breakthroughs and greatness cannot be achieved. Align towards 1 vision, 1 team. Voted by many as their best cross-team building foundation workshop. [1-2 days]

COMPETENCIES:

- Team Building and Mindset change
- Communication
- Vision-Mission-Values

From OLD to GOLD Mindset

Don't squeeze or punish your team! Expand your team's old, stale thinking process instead. In today's globally competitive marketplace and economic crisis, we need to change and adapt to new trends. There is a need to break out of boxed conditioning. With the right mindset, we can "go for gold". Learn how to initiate changes, and use creative thinking and team effectiveness.

According to an U.S. National Productivity Review survey, **70%** of all change programs have FAILED with time and money wasted (estimated \$20 billion). The main reason is the lack of **Soft Skills** - not *Hard* (functional) skills which most executives already know.

To be a top performing manager, you need soft skills competencies such as leadership, creativity, innovation, communication, and how to lead teams.

Objectives, business deliverables, benefits and results gained

- Change old, confining mindsets to a new, can-do, winning attitude that will pump up the bottom line.
- Reach for the stars! Go for gold! Breakthrough mental ceilings and barriers that are keeping you from reaching your peak performance. Learn what it takes to excel in today's global business world

Outline and choice of modules

Break corporate conditioning boxes

Case in point: Our workshops helped Hong Kong Jockey Club (a 125 years old establishment who contributes 9% of all HK taxes) to break out of the box thinking:

- Expand into China.
- Convince the I.O.C. to have the Olympics horse-riding events in HK instead of Beijing.
- Make their catering \$60M profitable after our 1st year coaching.

ALL CAN BE POSSIBLE THROUGH MINDSET CHANGE!

Butterfly Thinking (revolutionary) vs. Caterpillar (tiny changes) or Cocoon (stale, old)

A butterfly is NOT a new and improved caterpillar (crawls) – it's a totally different creature (flies).

Unravel power of focus FireWalk (our signature ex.)

ChangeU was the 1st to introduce FireWalk to corporate Asia in early 90s. We coached TVB celebrities (Cheng Yee-Kin) to walk on 650°C fire; and raised HK\$68M in the world's 1st live TV Charity FireWalk. Hong Kongers pay RM2,000 each to learn the secrets on how to walk on fire. YOU TOO will learn the same secrets and principles behind his famous FireWalk - WITHOUT walking on fire.

Know the difference between team building VS. cross-team alignment

Most team building tends to be a "short-term motivational high" whereas cross-team alignment inspires long-term attitude changes, break barriers, and align your Vision-Mission-Values as 1Team.

Why is there a great need to change

Unravel the secret why **50%** of ALL staff (all levels) is resistant to change. Case studies of market leaders that failed and those who succeeded to change with market trends.

Go for gold mindset. Break gold corporate records (our signature ex.)

Break old mindsets e.g. fears, limiting beliefs, "Kiasu" mentality (scarcity), "little Napoleons" (low-ranking officers demanding power). Raise your "mental ceilings" for peak performance. Prove that the impossible is achievable and you can break through what's holding your back!

Play the 3 roles in the change process

Are you a change sponsor, change agent, or change target?



Diamond Leader PowerCamp

Learn the 5th Generation leadership tools, ideas, principles, skills, and multi-faceted key roles. [1-2 days]

COMPETENCIES:

• Leadership • 5th Generation Leadership Tools • Soft Skills

Polish the Raw “Dinosaur Manager” into the “Diamond Leader”

In the new management paradigm, “**Dinosaurs**” are out and **Change Leaders** are in. While the “dinosaurs” control and dictate, change leaders empower, coach, counsel their team, and adopt a win-win approach, according to Robert Chaen.

~ *New Straits Times*

Today’s manager needs to be more multi-faceted with *SOFT* skills rather than just one dimensional in managing situations and people. Bad management styles can cause the loss of customers, destroy a company’s reputation, create conflicts within teams or scare potential investors away.

Objectives, business deliverables, benefits and results gained

- S-t-r-e-t-c-h mindsets/expand participants’ thinking process.
- Be a leader (lead people) vs. a manager (manage things).
- Provide the 5th generation management tools to replace outdated management styles.

Outline and choice of modules

- Discover the 5th generation of leadership development**
Are you still using the OLD ways/ old styles of mgt?
Know the different generations of schools of thinking.
- Discover the difference between the Dinosaur Manager VS. Diamond Leader**
- Master key leadership roles and soft skills**
- Practice the 3 circles of greatness**
(source: “Good to Great” by Jim Collins)
- Manage people through the 3 orientation styles**
How to work with the 3 styles in your team (-ve & +ve).
- Practice the 5Rs motivation model**
How to motivate your team members and keep the momentum going.
- Presenting to *Alphas* (strong tough leaders), top managers, and investors**
- Think out of the box, be creative and innovative**
- Learn the 4Cs of the Diamond Leader**
- Know the proactive model**
Are you proactive or reactive to situations and changes?
- Tap the power of perception**
How your perception of others affects everything. Manage the perception of others about you, your business, and your product.
- Use the communication model – effectively**
The shocking fact about words, tone and body language.
- Test the leadership chain race** (our signature ex.)
Put your leadership skills to the ultimate test.



High AQ-EQ Climber Culture PowerWorkshop

The ultimate personal effectiveness system. Create a high AQ-EQ climber culture. Handle daily adversities and crises with ease. Tap on the power of positive placebo effect. [1 day]

COMPETENCIES:

- Personal Effectiveness
- Handle Adversities

High AQ-EQ means Peak Performance

Contrary to popular belief, one's IQ only dictates **20%** or less of all success factors. Other 80% factors are life skills and tools such as AQ-EQ (adversity-emotional quotients).

Some people can experience challenges such as a bad economy, company buy-over, new initiative, new CEO; or personal issues and relationship obstacles — and turn it into an opportunity. Others react by becoming stuck, and paralyzed with fear. Therefore, it is never *WHAT* has happened but **HOW** you react to it.

By raising their AQ, organizations have raised their bottom line profits by 10%-40+% after the first year. AQ can cut through countless issues, complaints, and excuses and make them all *irrelevant!* Find out if you a *Climber*, a *Camper*, or a *Quitter*? We'll help you survive the storms of personal and career adversities, and climb to the top!

Objectives, business deliverables, benefits and results gained

- Discover the strengths & weaknesses in your AQ profile.
- Stop your personal life from bleeding (impacting) into your work life (and vice versa).
- Have a higher AQ i.e. be more resourceful, resilient, and not get stuck on any obstacles.

Outline and choice of modules

Discover the 3 shocking EQ facts

1. The Emotional Brain is **24 times** more powerful than your Rational Brain!
2. It's very difficult to control your emotions.
3. IQ makes up only **20%** or less of all success factors.

Unravel your own AQ Profile

Take the AQ Questionnaire. Examine and identify your strengths and weaknesses when dealing with adversity. How to strengthen your weak areas and raise your AQ.

Tap into the immense power of Placebo (+ve) and Nocebo Effect (-ve)

If you think positive, you'll attract positive outcomes. But if you expect and think pessimistically, you will get more and more negative results.

We will give real case studies of placebo surgery and the shocking nocebo effects of fake chemotherapy.

Think-on-your-feet drill exercises

AQ is all about sharpening your high AQ mindset i.e. DRILL-DRILL-DRILL.

Drill yourself so that you'll never be stuck again. Think sharp. Feel sharp.

Use AQ to handle ANY rejections, difficulties, changes. Ride out any bad economic times and personal storms!

Know the 3 AQ Types (Climbers-Campers-Quitters)

Understand and identify their characteristics, behavior, and language.

Transform Campers and Quitters to Climbers.

Climbers to act as role models.

Bounce back and make excuses irrelevant!

Be instantly resilient, resourceful, and proactive.

Use your AQ Stopper anytime anywhere!

Use instant mental alarm bells to STOP yourself from low AQ, anxiety, anger, hopelessness, depression, worry, restlessness, and boredom.

Stretch yourself in the prison break game

A great AQ test on how teams handle an adverse situation and see how adaptable they are to changes, threats and opportunities.



CQ Leading Breakthrough Changes PowerLab

Create change quantum leaps (CQ), establish change agents, and lead the whole change process. [1 day]

COMPETENCIES:

- Leading changes

Why 70% Transformation Initiatives Fail

According to a world authority on change, **70%** of all change initiatives had **FAILED**. Change efforts had gone under many banners: *TQM, reengineering, transformation, right-sizing, restructuring, and turnaround*. Discover Change University's CQ (change quantum), the missing key to success in any type of change process.

Change management must involve and alter the perceptions, mindset, attitudes, and behaviors of people. Most managers are too caught up in a succession of "doing" things (hard skills) – without a shift in "being" (soft skills).

Objectives, business deliverables, benefits and results gained

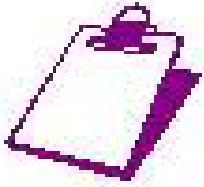
- Understand the complete 8 stage change process.
- Change agents and change target transformed into change sponsors.
- Ever-ready for changes. Ability to handle concerns, fears, and resistance to change.

Outline and choice of modules

- **Proven 8 -Stage Process of Creating Major Changes**

Why Change Succeed	Why Transformation fail
1 Increase sense of urgency	Allowing too much complacency
2 Build the guiding team	Failing to create as sufficiently powerful guiding coalition
3 Get the vision right	Underestimating the power of vision
4 Communicate for buy-in	Undercommunicating the vision by a factor of 10/ 100
5 Empowering action	Permitting obstacles to block the new vision
6 Create short-term wins	Failing to create short-terms wins
7 Don't let up	Declaring victory too soon
8 Make changes stick	Neglecting to anchor changes firmly into corporate culture

- **Sense of urgency**
 - complacency and false urgency; look out for red flags (warning bells)
 - 4 tactics: bring the outside in; behave with urgency every day
 - find opportunity in crises; deal with the NoNos
- **4 ways to kill a good idea**
 - 1. Fear mongering 2. Delay
 - 3. Confusion 4. Ridicule (or character assassination)
- **Buy-in**
 - 24 attacks and 24 responses
- **The need to change**
 - case studies of market leaders that did not re-invent themselves
- **CQ-EQ-AQ curve**
 - expect things to get worse before they get better in the change process
- **70% failure rate**
 - 4 reasons why 70% of ALL change initiatives fail
- **3 roles in change**
 - 1. change sponsor (initiate) 2. change agent (implement)
 - 3. change target (integrate)
- **Resistance bell curve**
 - 50% of ALL levels of staff resists change
- **10 fears of change**
 - how to respond to change and handle concerns, fears and resistance
- **Facilitation & coaching**
 - on *HOW* to handle resistance, concerns, fears,
- **Getting buy-in**
 - **Pre-Wiring** and testing the ground • 3 level goal setting
- **Transparency-urgency**
 - balance of both.
- **The art of revealing Good & bad news**
 - "surprise" announcements can have nasty consequences
 - intervene vs. interfere
- **Damage control**
 - prevent situations from escalating into corporate disasters
- **Case studies present**
 - present a change initiative based on 8 stage change model



KRA-KPI e-Card PowerLab

This card system goes beyond performance appraisals! Focus on the right meaningful information and measurable KPIs for every single individual in the company. [1 day]

COMPETENCIES:

• **KPIs and goal-setting** • **Life organizing and Time management** (optional)

Note: we can slant the KPIs to Transformational KPIs.

Your Transformational KRAs, KPIs and Goals in 1 Card!

If you are drowning in a whirlpool of 100-200+ cc-ed daily emails, memos, and all sorts of reports, the KPI-Card may be your corporate life saver! This insanely simple system is being used successfully across ALL industries.

This is a two 1-card system.

- **Card 1:** identifies and prioritizes your own **Self KRAs** (4-5 Key Result Areas). *Self* is different from *Company* or *Department* KRAs which are too general. It must be directly relevant so that the individual can feel excited that he/she has a direct control, responsibility, and influence over one's KPIs.
- Each KRA is measure by several **KPIs** (Key Performance Indicators are measures of business performance).
- Each KPI has **3 levels of benchmark-goal setting** i.e. minimum/ stretch/ *transformational* goals.
- **Card 2:** monitors direct reports and lower levels' KRAs-KPIs (good and bad trends). Use this monthly card system rather than using the dreaded once-a-year performance appraisal.

KRA-KPI Card is the ultimate **Transformational Effective System** which include:

- 1. Accountability System:** Everyone must be clear on what is expected of them (self KPIs).
- 2. Data System:** Performance information must be compiled timely and quickly by the executives themselves to analyze their own progress (good or bad areas and trends).
- 3. Feedback System:** Feedback between supervisor and subordinate will address problem KRAs.
- 4. Recognition System:** Individual good performance is recognized up the Senior Org Chart to enhance peak performance.
- 5. Coaching System:** Problem individual with weak skills can be identified through Needs Analysis, and they must be coached. High expectations without Skills will only lead to frustration and poor performance. Often SOFT Skills (non-functional skills e.g. leadership, mindset) have huge impact on bottom-line results.

NOTE: Bring along your **laptop** we have a soft copy version for you to key in your KRAs-KPIs. If you don't have a laptop you can use the paper version. You can also access a KPI Library of 5,300 KPIs by process and industry to choose from.

Objectives, business deliverables, benefits and results gained

- Identify your Self KRAs & KPIs: set 3 levels of goals i.e. minimum, stretch, and extraordinary goals.
- Monitor team members' KPIs and productivity for strengths/weaknesses, and trends in progress.
- Staff more focused with their own measurable KPIs/goals (all in just 1 card), plus monitoring team members' progress.

Outline and choice of modules

- 6 KRAs-KPIs identified**
 - 6 KRAs will be identified that are relevant only to the individual. (therefore you'll have different and narrower KPIs than your boss).
- Transfer measurables and KPIs**
 - Identify: * strategies * objectives * goals * benchmarks
 - * milestones * budget * manpower * key projects.
- Answer the 6 big Qs**
 - Why-What-Who When-Where-How (6 Questions)
- 3 level target-setting**
 - 1) Minimum target (baby steps) 2) Stretch target (slightly higher than satisfactory goal) 3) Transformational target
- 1 card system for everything!**
 - e.g. 1 card only for: strategy, personal goals, presentation, products, checklists, etc.
- The 6th KRA**
 - for self-development needs * skill competencies
- Monitor team KPIs**
 - Strengths and weaknesses, upward or downward trend in KPIs.



Free Employee Ideas & 4 Thinking Roles Powerlab

Get 1 free idea from every employee per month! Re-invent your business, products, and yourself through both revolutionary creative and critical Thinking. Inspire entrepreneurship, innovation and greatness. [1 day]

COMPETENCIES:

- Revolutionary & Evolutionary Employee Ideas system
- Innovation



Bring WOW back to your business from Grass Roots

Traditional management takes thinking OUT OF FRONTLINE to top management. Tap *grass roots* ideas that create revenue and profits; save time, \$\$\$, resources, and manpower; attract and retain customers and employees and improve operational management across the board. A proper system saves you a lot of time, energy and money. Our research reveals that a vast majority of **90%** of ALL ideas initiatives **FAIL**. Why? Because a bad system receives many ideas but very little get looked at, evaluated, implemented, or monitored.

Re-invent your business, products, and yourself through innovation and revolutionary creative thinking. This is an outrageous crazy, fun, free-flowing, fast-paced creative workshop. This workshop is designed to stimulate, stretch and expand your thinking beyond the proverbial boxed-thinking.

Objectives, business deliverables, benefits and results gained

- Create a evolutionary (grass roots, small ideas) and revolutionary (transformation) ideas culture
- Greater creativity, innovation, and enhance any weak roles in creativity. Break-out-of-the-box.

Outline and choice of modules

- Free Employee Ideas System**
 - 1) Go for small ideas 2) why **suggestion boxes/cash rewards don't work**
 - 3) Make ideas part of everyone's role job (CE to tea lady)
 - 4) Focus employees on the ideas you want
 - 5) Help people come up with more and better ideas
 - Why the greatest source of competitive advantage is not really cost or quality, but employee creativity.
 - Use ideas as a KPI (key performance indicator).
- 8 Characteristics of a Good Ideas System**
 - 1. Ideas are encouraged
 - 2. Submitting ideas is simple
 - 3. Evaluation of ideas is quick
 - 4. Feedback is timely and constructive
 - 5. Implementation is rapid
 - 6. Ideas are reviewed
 - 7. People are recognized and success are celebrated
 - 8. Idea system performance is measured and improved
- The need to innovate**
 - case studies of market leaders that did not change with market trends and have lost their leadership positions, or have now gone bankrupt. Why it has become critical that we are innovative and creative.
- Butterfly Revolutionary Thinking exercise**
 - **Objective:** - **crazy brainstorming method**
 - **revolutionary thinking vs. evolutionary thinking**
 - Everyone is encouraged to Brainstorm many crazy Butterfly
 - Ideas on a topic (e.g. Q. "Ideas to improve our transport system"). Vs. Caterpillar thinking (tiny improvements). Vs. Cocoon thinking (stale, old mindsets).
 - A butterfly is not a new & improved caterpillar. A butterfly is a totally different creature from the caterpillar.
- 4 Thinking Roles (4 Creative Hats)**
 - 1. **Explorer** research for info *I Explore*
 - 2. **Artist** change info into ideas *I Expand*
 - 3. **Judge** evaluate an idea *I Evaluate*
 - 4. **Warrior** implement your idea into an action plan *I Execute*
- 5 Steps for producing great ideas**
 - **incubating ideas**
- Your Creative Profile**
 - identify where you are strong and weak in the creative process



"Papillon" Metamorphosis PowerRetreat

**A complete life changes, metamorphosis and personal growth retreat program and coaching support in your 7 Life Areas.
[4 days retreat + 3 months continuous coaching]**

COMPETENCIES in the 7 Life Areas:

• Self • Health • Wealth • Spirituality • Career • Family • Relationships

Live a Great Life Full of Possibilities in the 7 Life Areas

"Life is difficult." (from the 1st sentence in "The Road Less Travelled" by M. Scott Peck)

The journey through life can be a very tough and lonely path. There are many ups and downs along the way. For a balanced living, there are 7 Life Areas: • Self • Health • Wealth • Spirituality • Career • Family • Relationships.

STRESSFUL relationships and family

Adding to an already stressful life, if something in your *personal life* is bothering you (e.g. conflicts in relationships, struggles with family and parents), your career and health will also very likely be out of control. We see that played out every day in life – in newspapers, TV, celebrity scandals, marriages and businesses gone badly, etc.

It's time for the manager-leader to receive and learn

We find that leaders can get so busy teaching or leading others, they themselves hardly receive constructive feedback. Especially about their "*shadow*" – their *dark side* that stops them from flying and achieving their success and goals. They need to receive support and coaching, to walk their talk, and to continuously better themselves.

"I never have enough money"

Our experience shows that for many people, money, wealth and material success are major issues – whether lack of, too much, or having an unhealthy negative attitude that "*money is filthy*". If you always think that "you never have enough money, then that is your reality. The bottom line is unhealthy attitude towards money = equals unhealthy bank account!

Papillon Metamorphosis Journey Program

Now you can transform your 7 Life Areas in just 4 days, through the Papillon program. Papillon means *butterfly* in French. Papillon is an advanced, *optimum size, self-change* 2 weekends, plus 2 months FREE follow-up. This is NOT an impersonal 1-day 1,000+ pax convention format. It is our passion and the culmination of our 30 years of cross-cultural research into mindset, psychology, success, and life skills.

This is a "*journey*" of the heart, mind, body and soul. We will take to places you never been, or even dream is possible...

Outline and choice of modules

- Change "yucky me" from ugly caterpillar to butterfly**
These are your no.1 biggest obstacles, limiting beliefs and fears that *stop you from flying!* Transform your "Yucky Me" issues (your *gold mine*) into hidden talents. Be a better you!
- Set goals in your 7 Life Areas**
S.W.O.T. review of your 7 Life Areas. Reinvent yourself!
- Master your moods (The 4 Temperament Types)**
Do you, or anyone you love, suffer from *anxiety, fears, rejection, over-sensitivity, anger, worry, obsession, sadness, depression, moodiness, craving, restlessness, or boredom?* Recognize your emotional style and make it work for you (some say this had saved many years of destructive frustrations and it's priceless).
- Commit to great health**
Get feedback on your image, posture, and body language.
- Attract wealth and feel good about money and power**
Eliminate all debts. Re-claim your power and money.
- Create career-home balance**

- Move from feeling out of control to work-growth balance.
- ☐ **Resolve family issues**
Settle issues with parents /children /siblings.
- ☐ **Have fulfilling relationships, healthy boundaries**
Set boundaries (not walls) with friends / BF-GF / spouse. Say "no" without guilt.
- ☐ **Unravel spirituality: your purpose, values, and destiny**
Discover what's really important to you.
CHANGEU GIVES BACK to the Rakyat via Pass-It-On.
- ☐ **Accelerate healing**
Let go of past hurts, pain, failures, baggage, etc.
- ☐ **Build the 6 pillars of self esteem**
Raise the 6 pillars: awareness-accountability-acceptance-assertiveness-integrity-purpose.
- ☐ **Understand that "The TRUTH will set you FREE"**
Actually, you first need to *discover* the truth i.e. your true self, values, and what negatives that stop you from being successful. Then more importantly, you need to *apply and act* on the truth and you will be free! Change your thinking - change your life.

Survey results of Papillon

100% of participants felt that Papillon was one of their life's *most* rewarding and valued experiences.

[A Word to the Employer or Head of Training:](#)

This program is open to the general public. It is only available at our own training center in Kuala Lumpur, Malaysia. Our Hong Kong, China, and Singapore clients have been sending their senior directors/ managers to this life-changing program. With the huge savings in workshop fees at **1/3** of Hong Kong prices – our clients find that it is still cheaper (including hotel and air ticket) to send their key people to Kuala Lumpur than to attend a similar advanced course in Hong Kong, or the USA.

The Triple Benefits why you should send your CEO and Key Directors

1. If you send your **CEO and 2-3 Directors** to attend together, we have seen that they become a lot closer and bonded. All defensive walls will come down. NO corporate type workshop can do this – only a personal growth program can! They will also feel that they have been given a **perk** – to participate in one of their life's *most rewarding* and valued experiences.

Often times the CEO or Key Directors are *the biggest problem* – because of their **personal life or spouse relationship is not stable**, or their mindset is too fixed, stubborn, etc.

We have seen that when CEOs and Directors attend personal growth programs together they usually come out renewed; and go on to create their biggest opportunity for global growth! The program fee is tiny price to pay - as the bottom line RESULTS CAN BE HUNDRED-FOLD in return!

2. Let's be frank, **fight**s between your managers and their spouses often have the BIGGEST DAMAGE on their performance – more than all other factors. They often become depressed, rageful, bitter, obsessed, or pre-occupied. So if the **spouse relationship** is more stable = your manager also will be more stable.
3. Your managers will learn about the 7 Life Areas (e.g. self esteem, moods, health, wealth) – to live a happier, balanced life.

SPECIAL OFFER: if your company sponsors a senior manager, Change University will match that by offering a **FREE seat to the Spouse**. There are no restrictions - so the spouse can take it ANY time, at the most convenient time (e.g. sometimes one of them must be at home to take care of the kids).

This offer is only for Companies (under company's cheques), not individual accounts.

Tap the Expertise from Asia's No.1 Change Specialists

Change University had been brought into Fortune Global 500 corporations, top brands, and government agencies to transform their organizations, break through corporate conditioning boxes, change stale mindsets, and to turnaround teams into peak performance. Managers from **Hong Kong Airport Services, Sime Darby, ExxonMobil, Sheraton, Citigroup, HP, DHL, and MSC-Cyberjaya (S.E. Asia's Silicon Valley)** use ChangeU tools daily to create breakthroughs. Our forté is Mindset Experiential Coaching style.



ROBERT CHAEN *CEO-Founder*

Robert Chaen is "The Coach to CEOs & Celebrities". He has transformed CEOs and managers in **Coca-Cola, Apple, Cathay Pacific, Nestlé, HSBC, Sony, AIA, Li Ka-Shing's Hutchison Whampoa, Public Bank, and Nokia**. His track record includes mindset coaching, leadership, marketing, creative, and branding. As "The Father of Asia's Firewalking", he coached TVB celebrities (Cheng Yee-Kin) to walk on 650°C fire; and raised HK\$68M in the world's 1st live TV Charity FireWalk.

Chaen is an International Consultant-Coach who is based in Hong Kong for 20+ years, and coached internationally in China, USA, etc. He had worked with top ad agencies at JWT and Leo Burnett, and was a certified FranklinCovey (7 Habits) and NLP MasterCoach. He has been widely featured in TVB, ASWJ, CNBC, SCMP, The Star, and Sin Chiew. His warmth is known to soften the most hardened, resistant skeptics. Reach for the stars. Tap into the great mind of Robert Chaen.



MENDY MOK *Head of Coaching*

Mendy is a coach par-excellence and a most sought after coach. His high energy style and ability to connect with participants remains unrivalled within ChangeU. As a role model himself, he is an excellent mentor and is widely admired and respected by everybody who has been touched by him. He has coached *HK Airport Services, Swire Resources, Dairy Farm, VF Asia, and Kimberly-Clark*.



M.L. YIP *Senior China Coach*

He was one of the first banking managers to enter the China market over 20+ years ago. He spearheaded and opened China business for *Fuji Bank, First National Bank of Chicago* (as VP of HK & PRC operations), and *ABN AMRO Bank*. Yip holds an *MBA* in Management and Marketing from *Oklahoma City University*. He is an *Associate of The Chartered Institute of Bankers (UK)*. He is tri-lingual, fluent in Mandarin, Cantonese, and English. He also teaches the BBA Degree course at the *Open University of Hong Kong*. He has coached *Swire Beverages, Coats, and Wharf T&T*.



AMBROSE CHAN *Advisory Board Member*

Ambrose Chan is one of the first Chinese Headhunters and Investment Bankers in Asia, with 20+ years experience. He had worked for *KPMG, Merrill Lynch, and UBS*. His clients include many blue chip organizations such as *Sino Land Development, Henderson Land Development, Long Term Credit Bank of Japan, Johnson & Johnson, and Nikko Securities*. He received his B.A. in Communications from the *University of Washington, USA* and his MBA from *Brunel University, UK*.

Survey of Workshop Ratings

9.2-9.6 out of 10 (Outstanding)

Our workshops are rated **9.2-9.6** vs. **6.9** for all other workshops.

Media Acknowledgments

We're talking about sharper awareness, increased personal communication skills, and a greater understanding of human nature. We are talking about a **winning attitude**, which can affect an entire business.

~ *South China Morning Post* ~

The faithful say FireWalk can change your life. This is a dramatic way to train managers to harness the **power of the mind** — to be more focused, confident, stronger. They focus on that power and walk across hot ambers without feeling a thing. There's **only praise** for Asia's newest inspirational technique.

~ *TVB* ~

In the new management paradigm, "**dinosaurs**" are out and Change Leaders are in. While the "dinosaurs" control and dictate, change leaders empower, coach, counsel their team, and adopt a win-win approach.

~ *New Straits Times* ~

Success Stories

With my 20 years of experience in HR in Asia, I have seen and run many training programs before, but Change University stands out from all the rest. You handled our China teams so well.

~ *Group HR Director, Coats China (Good People Management Award)*

Excellent job. Our people loved it. They enjoyed the program so much that at the end they were reluctant to leave the room. The coach was full of energy and spirit.

~ *Director, Regional HR, GAP*

ChangeU is simply a compulsory for every new entrepreneur to be part of. It will normally take me 10 years to achieve this much — in just a few days coaching! I am very proud to say that I am a product of ChangeU.

~ *ED, HezMedia Interactive (Best Product Launching, Best Audience Choices Awards)*

I must confess that some managers were initially sceptical about having yet another management seminar but your unique dynamism enable faster learning while having fun. It's well worth the time and investment! I regularly hear my managers use many of your concepts.

~ *Managing Director, Eddie Bauer Int'l, Otto Group*

The results are extremely positive. ChangeU is the benchmark from where all others will be judged.

~ *Executive Director, HK Jockey Club*

Excellent program. Given a group of students who had not been exposed to this type of training, the results far exceeded my expectations. I've definitely witnessed the benefits, a noticeable improvement in their team spirit and willingness to take the extra step.

~ *Senior VP, JWT (advertising)*



ChangeU Track Record

Executives from across ALL industries have attended our in-house or public workshops (partial list)

☑ Top Brands / FMCG / MNCs

Amway
Bausch & Lomb
Coca-Cola
Gap
GlaxoSmithKline
Hutchison Whampoa
Jardines Group
Kimberly-Clark
Nestlé
Nu Skin
Procter & Gamble
Sime Darby
Sony
Swire Group

☑ Finance / Banks / Insurance

AIA
Bank of America
Bank of East Asia
Citigroup
Credit Suisse
Great Eastern Life Assurance
HSBC
Malaysia Venture Capital Management
Manulife
Maybank
Public Bank
Standard Chartered Bank
Tai Fook Securities Group
Zurich Insurance

☑ ICT / Internet / Telecom / Media

4As (Advertising Agencies)
Apple
Cisco Systems
CSL
Fuji Xerox
HP
IBM
JWT (Advertising)
MSC Cyberjaya (Malaysia's "Silicon Valley")
Nokia
SmarTone-Vodafone
TVB
Wharf T&T

☑ Retail / Trading / Manufacturing Merchandising

7-Eleven
Chinese Manufacturers' Assoc.
Coats China (world's biggest thread factories)
Dairy Farm Group (Giant)
DKSH
Jebsen & Co
Li & Fung
Marks & Spencer
Mannings (Guardian)
Marathon Sports
Otto Int'l & Eddie Bauer
Sims Trading
Starbucks Coffee
Swire Beverages
Swire Resources
VF Asia (world's no.1 apparel group)

☑ Services / Hotels / Property / Government

Cathay Pacific Airways, Swire Group
DHL
ExxonMobil
Hong Kong Airport Services
HK Civil Service Training & Dev. Institute
HK International Terminals
HK Police Force
HK Post
Hospital Authority
Malaysian Association of Hotels
MTR Corp
Ritz-Carlton, The
Sheraton Hotel
Shui On
Sun Hung Kai Properties
Tsinghua University, Beijing

☑ Clubs / Professional Associations

American Chamber of Commerce
Employers' Federation of HK
Garment Personnel Club HK
HK Jockey Club, The
HK Venture Capital & Private Equity Assoc.
Royal HK Yacht Club

The proven ChangeU Way™

The unique methodologies of Asia's no.1 change coaches

• Mindset Experiential Coaching Style (NOT boring lecture-style!)

This has proven to be the most preferred style of learning for ALL levels of executives. First of all, the set-up is different. There are no tables to hide behind; the coaches go right up close to every participant, and s-t-r-e-t-c-h their comfort zones.

This **Inward**-Bound style has set CU apart from all other training styles e.g. non-stimulating lecture style or *physical* experiential learning type (i.e. Outward Bound). It goes much deeper, faster & wider to challenge old mindsets and thinking.

• Individuals targeted for mindset change and empowering feedback

We identify border-line cases, rising stars, problem or negative individuals (no matter how senior). Even in a large group, we will target individuals for personal coaching — indirectly or directly. If there are old mindsets, resistance, or sensitive personality issues, we will do a "behind-the-scene" attitude switching. For example, "*Blind spots*" (defined as "what you don't know that you don't know!") can *never* be discovered through books or e-learning, but through safe feedback and coaching.

• Highly interactive self-discovery processes — unforgettable experience

Participants discover and think for themselves. They learn quickly *HOW* well they fare in the related subjects. The experience is typically inspirational and empowering. We often hear how the experience made a big difference in their lives. Now, no lecture-style format can ever do this!



Some training methodologies may include:

- our high impact **signature Experiential Learning games**
- evaluation, "*blind spots*" feedback / targeted individual **coaching**
- outdoor activities / fun competitive games / ice-breakers
- mindset change exercises / teamwork and team energizers
- small group discussions / creative brainstorming and problem-solving
- sharing and interactive communication/ / role-playing
- quiet ones are encouraged to stretch and express more
- **graduate profiling** (strengths and weaknesses)
- Gold medal, prizes, acknowledgement cards are given to those who make outstanding contributions and for "*the best participant*"



• The **5th Generation** of management development (*long-term* attitude changes)

Management styles have changed. The proven ChangeU Way takes the very best of the earlier 4 generations, and transforms the "raw" manager into a polished 5th Generation Diamond Leader. The team dynamics environment is extremely powerful as participants freely share, exchange, and learn from each other's ideas, experiences and mistakes. This greatly short-cuts the learning process. The outcomes are accelerated progress and breakthroughs in a very short time.

• Your choice of variety of popular formats

- **workshop:** in-house / off-site / residential / retreats / incentive travel / outdoor activities
- **2 hour talks:** lunch and learn / evening 2-3 hour talks / "Best Candidates Selection" test workshop
- **meeting:** international convention / keynote talk / sales conference / lunch talk
- **facilitation:** annual strategic planning / change initiative / revisiting vision-mission-values
- **kick-off:** culture change / annual theme-focus / staff awareness campaign / CEO vision buy-in
- **consulting:** succession planning (rising stars) • **languages:** English / Cantonese / Mandarin

FAQs

The most frequently asked questions about Change University

Q: You are a full-range change specialist, does that mean you only do **change management**?

A. Actually, technical hard skills in change management are just a small part of the change process. More importantly, the success of any kind of change involves **soft skills** - individual mindset change, thinking and attitude, team alignment, transformational leadership skills, creating a high AQ-EQ culture, innovative idea systems, customer perception, and all other aspects of organizational development. Therefore, "full-range" means a total solution in the change process.

Q: Are you a **traditional university**?

A. We are not what you would call a traditional university as we do not cover subjects like engineering, chemistry, etc. We like to say that ChangeU is the university of life. We cover life skills, and the critical areas of management and leadership that have the most impact on organizations and individuals.

Q: How is it possible that you can **change mindsets** in just 1 or 2 days?

A. We use highly interactive games and activities that allow us to quickly assess participants' mindsets and capabilities. We practice Plato's philosophy that "*one can discover more about a person in 1 hour of play than in 1 year of conversation*". With 30+ years experience and having trained more than 100,000 individuals, we are able to quickly identify the different personality types. Through participants' approach and interaction in the games and activities we are able to coach each individual and provide specific skill sets that will move them forward.

Q: Do you have any experience in **our industry**?

A. We have vast experience in a wide range of industries, however, we do acknowledge that our clients usually know more about their own particular industry. As ChangeU's focus is on soft skills and mindset, rather than functional hard skills, our tried and tested management principles are generic and applicable to *ALL* industries, all functions, and locations.

Q: Why should I use Change University over an **internal or industry expert**?

A. Often clients use external experts like us because they are looking for significant breakthroughs that will take them to the next level. This requires fresh, creative and innovative new ideas that are not confined and stuck in organizational conditioning and old mindsets.

ChangeU Coaches have the expertise to get **buy-in** even from suspicious, skeptical staff e.g. unpopular change initiatives, or new, bold concepts. We are *unbiased authorities* and therefore, feedback and wake-up calls are much more readily accepted by your people – including seniors who have been in your organization for many years, or those who have old mindsets. Your people will not feel threatened to hear constructive feedback from an external consultant or coach, whereas they are likely to react with hostility to an internal member of staff.

Q: How do you **measure results** in learning and training?

A. For the first time in Asia you can offer **incentives** linked with learning, and instantly measure performance (KPIs) - in the WEB using our PointCow system.

Q: How much is this going to **cost**?

A. Overall, we are very competitively priced and fall in the range of market price for international management consultants of our caliber. It is almost impossible to give price quotes without a full exploration of your business needs. There are many variables that will affect the total cost, including number of participants, course duration, management level, and total number of training days committed. Obviously, if you are running a corporate-wide development program, special pilot rates will apply and it will be extremely cost-effective. We make it affordable to match your budget needs.

Many clients comment that we are very affordable and great value for money in comparison to the results that are achieved. Some say they've "***gained a Rolls-Royce for the price of a Honda.***"