



eLearning Modules

Prepared by:



PROGRAMME OUTLINE



Module Title: How Leaders can cultivate Innovative teams with Design Thinking

Duration: 1 hour

Introduction

If your company is not growing, your competitors or someone else will. As they grow, they gain greater access to more and better opportunities. They will be able to seize more of the new value created. Soon, you'll be unable to sustain your competitive advantage because your consumers have transitioned to new behaviours and beliefs.

Thinking that finding that one brilliant leader with a breakthrough idea will solve this challenge would be naïve. There is proof to suggest that the ability to organise and execute as a team plays a more pivotal role; and there are tools and techniques that give a much better chance for companies to sustain growth through innovation. In this course, instead of focusing on an individual's innovative capability, we will look at the critical role that leaders play and some ways in which they can cultivate innovative teams.

Learning Objectives:

- Strengthen team abilities to see and respond to the world through the eyes of users and customers
- Lead teams to learn and apply Design Thinking methodology, in order to solve user and customer problems in new, innovative ways
- Recognise the barriers of innovation faced by your organisation
- Be aware of the core logic of innovation and its three stages
- Identify the signs of dominant design in innovation
- Adopt ways to create psychological safety in your own teams
- Guide your team members to innovative behaviours
- Discover innovation opportunities from an ecosystem collaboration perspective

Content Outline:

- Module 1: Leading Design Thinking
- Module 2: The Fundamentals of Innovation
- Module 3: Nurturing an Innovative Culture

PROGRAMME OUTLINE



Module Title: Innovative Problem Solving and Decision Making

Duration: 1 hour

Introduction

We often tackle problems and decisions with a short-term view of attending to their urgency, without much thought to the impact and way we process data and alternatives. With Design Thinking as your foundation, we will explore how to find innovative solutions to problems which older methods are ineffective against.

Learning Objectives:

- Determine the objective you want to achieve
- Describe the sources of data for your decision making
- Determine the problem to solve in order to achieve your objective
- Understand the importance of divergent and convergent thinking
- Describe how to brainstorm for ideas
- Adopt simple rules for effective brainstorming
- Develop the criteria for choosing solutions
- Use a Decision Criteria Matrix tool
- Determine the solution to implement
- Identify tasks and resources needed to make the solution a reality
- Understand paper prototyping
- Create an implementation plan for the solution

Content Outline:

- Module 1: Define the Problem
- Module 2: Create and Consider Many Options
- Module 3: Choose a Solution
- Module 4: Implement the Solution

PROGRAMME OUTLINE



Module Title: Introduction to Agile at Scale

Duration: 1 hour

Introduction

Agile at scale is the ability to drive agile at the team level, while applying the same sustainable principles, practices, and outcomes at other layers of the organisation. In this course, we shall look at an overview of three popular Agile at Scale frameworks, to better understand their foundations, principles and key processes. These will help you have a better idea of the possible issues and mindsets needed when you are implementing Agile in your organisation.

Learning Objectives:

- Explain the need for scaling Agile in an organisation
- Briefly describe the rules to follow when deciding to scale Agile in an organisation
- Briefly compare the three Agile at Scale frameworks being covered
- Describe briefly the foundation concept and principles of Large-Scale Scrum (LeSS)
- Identify the foundation concept and principles of Disciplined Agile (DA)
- Describe briefly the foundation concept and principles of SAFe

Content Outline:

- Module 1: Overview of Agile at Scale
- Module 2: Large-Scale Scrum (LeSS)
- Module 3: Disciplined Agile (DA)
- Module 4: Scaled Agile Framework (SAFe)

PROGRAMME OUTLINE



Module Title: Sensemaking: A Practical Approach to Collaboration and Innovation

Duration: 1 hour

Introduction

Making sense of data is critically important throughout most, if not all, aspects of design thinking and agile methods, be it making sense of market trends or customer data to gain deep insights into what customers might value and their pain points, or making sense of feedback data collected from prototype testing, or initial sales figures from minimum viable products that have gone to market. In this course, we will look at helping you develop practical skills in taking a sensemaking approach to innovation and collaboration.

Learning Objectives:

- Define Sensemaking
- Understand about Mental Models
- Identify the 4-rule approach to structuring your thinking (DSRP)
- Understand the importance of making sense to improve on internal systems and processes
- Identify the benefits of using Service Blueprinting and list its components
- Understand the importance of making sense of available data to make decisions when bringing a disruptive innovation to market
- Gain an appreciation of the strategy derived from "Crossing the Chasm" framework
- Identify information-sharing problems within teams
- Gain an appreciation of how to solve problems and make decisions more effectively when there are information-sharing problems
- Identify the importance of an information-management system
- Understand the importance of a collaboration culture characterised by psychological safety

Content Outline:

- Module 1: Introduction to Sensemaking
- Module 2: Sensemaking and Innovation
- Module 3: Sensemaking and Collaboration

PROGRAMME OUTLINE



Module Title: Introduction to Diversity and Inclusion

Duration: 1 hour

Introduction

Globalisation and technology advancement have rapidly knocked down geographical boundaries and made it possible for diverse groups of employees to work in the same organisation. The ever-shortening product and service lifecycles have prompted an increased pace of business transformation, which can only be kept up by bringing together diverse groups of individuals in an inclusive manner, in order to harness the unique potential of each individual. This will bring about the innovation needed to sustain the transformation and growth of organisations.

Learning Objectives:

- Define Diversity and Inclusion
- Explain the importance and benefits of Diversity and Inclusion
- Explain the emotional conflict to hiring Diverse talents
- Describe some strategies for hiring and retaining Diverse talents
- Describe some successful strategies adopted by companies in their Diversity and Inclusion programmes

Content Outline:

- Module 1: Defining Diversity and Inclusion
- Module 2: Driving Diversity and Inclusion
- Module 3: How Companies are Promoting Diversity and Inclusion

PROGRAMME OUTLINE



Module Title: Developing and Engaging Your Team for Workplace Success

Duration: 1 hour

Introduction

Every team manager needs to work on developing their team's strengths and keep each member engaged and focused on their goals. It may not always be easy maintaining a high level of engagement within the team, especially when there are disengaged members or otherwise conflicting team members. As a manager, how do you put in place strategies to ensure high-performance in the team?

Learning Objectives:

- Describe how training and career development can be used for employee development
- Outline the elements of an effective Coaching relationship
- Explain the cornerstones of Coaching
- Define the 3 types of Coaching conversations you can have with your coachee
- Explain the value of Employee Engagement
- Describe the possible ways to engage employees
- Discuss the 4 factors of Employee Engagement
- Debunk the myths regarding Employee Engagement
- Craft a possible Employee Engagement strategy that you can adopt
- Explain how employee engagement can be measured through surveys
- Be able to manage disengaged employees

Content Outline:

- Module 1: Developing Your Team
- Module 2: Understanding Employee Engagement
- Module 3: Engaging Your Employees

PROGRAMME OUTLINE



Module Title: Data Analytics

Duration: 1 hour

Introduction

Big Data is now considered one of the essential ingredients for the success of any business. And regardless of the industries that you are in or the functional work that you do, you are expected to be able to make decisions based on the data that you have. Companies such as Airbnb and Grab etc have successfully made use of Big Data to disrupt their industry and traditional companies that were not able to evolve and adapt are now being replaced.

But what is Big Data and what are the steps taken to analyse the data.

In this course, you will learn what is big data and apply the 5 steps framework of Data Analytics while creating reports or dashboards in your workplace.

Learning Objectives:

- Explain what is Big Data.
- What is the Value of Data?
- Understand traps of Data decision making
- Identify how data accuracy can be compromised
- Describe and manage the Data Analytics process and workflow using the 5-step Framework

Content Outline:

- Module 1: Big Data
- Module 2: 5 Steps to Better Decision-Making to Solve Business Problems

PROGRAMME OUTLINE



Module Title: Systems Thinking

Duration: 1 hour

Introduction

Most of the time when we are faced with problems, our first instinct is to search for solutions to resolve the issues. However, when we take a step back and take a systems perspective to look at the problem, typically, there is more than meets the eye. Systems thinking is an approach to problem solving. Achieving systems thinking requires us to have an understanding about the interconnectedness of wicked problems in real-life and to be able to see beyond the events level. In this course, we will introduce you to a systems thinking tool - The Iceberg, which will guide you to think systematically and see things differently. We will also share with you some tips for mapping and diagramming to help with visualising of complex problems and some examples of systems thinking application.

Learning Objectives:

- Understand the importance of thinking ahead about the longer term effects of changing a system
- Understand that systems consist of feedback loops and time delays
- Discuss the disadvantages of reacting to situations that indicate a problem
- Describe the "why" and "what" of Systems Thinking
- Understand the cause and effect relationship between the parts of a system and how to leverage on it
- Discuss how systems thinking is being used to discover solutions, evaluate effects of potential change, and in business
- Describe the Iceberg Framework
- Understand the importance of seeing beyond the events level
- Discuss the application of the Iceberg Framework
- Explain the use of mapping in Systems Thinking
- Identify examples of mapping in Systems Thinking
- Understand the tips and guidelines for mapping and diagramming
- Identify applications of Systems Thinking
- Discuss certain applications of Systems Thinking
- Understand the advantages of applying Systems Thinking in these applications

Content Outline:

- Module 1: An Introduction to Systems Thinking
- Module 2: Why Systems Thinking?
- Module 3: The Iceberg - A Tool for Systems Thinking
- Module 4: Mapping and Diagramming in Systems Thinking
- Module 5: Applying Systems Thinking to ...

PROGRAMME OUTLINE



Module Title: Contingent Workforce Management

Duration: 1 hour

Introduction

Changes in population growth, social-economic trends and globalisation have resulted in many organisations embracing contingent workforce as part of their overall organisational resources. Together with the rise of the digital economy and impact from the VUCA world, there has been an increasing number of contingent workers across economies of the world. Selecting and including contingent workforce in your organisation may be tricky to manage. However, with the proper considerations and processes in place, organisations can tap into this growing resource pool to fill organisational needs at various points in the business cycle.

Learning Objectives:

- Define Contingent Workforce
- Discuss the pros and cons of Contingent Workforce
- Describe the necessary arrangements required in hiring contingent workforce
- Understand how performance standards are being set and evaluated
- Understand the considerations to take note of when sourcing and interviewing potential candidates
- List the areas to work on in order to engage contingent workforce effectively
- Discuss how to effectively engage contingent workforce

Content Outline:

- Module 1: What is Contingent Workforce and Why Hire them
- Module 2: Preparing to Hire and Evaluate the Performance of Contingent Workforce
- Module 3: Working with Contingent Workforce

PROGRAMME OUTLINE



Module Title: Leadership Coaching

Duration: 1 hour

Introduction

The most valuable resource in organisations are its people. Having employees adequately stretched to peak performance, makes it that much easier for the organisation to meet its goals and targets. When leaders take the time and invest in developing coaching relationships, the return can be multi-fold when employees are encouraged to be accountable for their development, are willing to spend time mentoring more junior employees, and to stretch to future roles quickly.

In this course, we shall learn the foundation of coaching and how to start and maintain coaching relationships in our teams.

Learning Objectives:

- Define Coaching
- Differentiate Coaching from Training and Mentoring
- State the value of coaching in an organisation
- Describe the four stages in the GROW coaching model
- Identify the skills that the coach needs to have for an effective coaching relationship
- Describe the three types of coaching conversations to have
- State the purpose of the tools and resources for coaching highlighted in this module
- Utilise the featured tools and resources to help you understand your coachee better and to aid you in your coaching journey
- State the three cornerstones of coaching
- Describe the key to coaching low and high performers
- Discuss how to overcome challenges to coaching

Content Outline:

- Module 1: Understanding Coaching
- Module 2: Starting the Coaching Journey
- Module 3: Coaching Resources
- Module 4: Maintaining the Coaching Journey

PROGRAMME OUTLINE



Module Title: Human-Centred Design: Understanding your Users

Duration: 1 hour

Introduction

Designing a product or service to meet user expectations and needs should be based on a clear understanding of their user environment, behaviour and sentiments. In order to appreciate your users' needs, it is important to collect qualitative data, and not just quantitative data. Qualitative research employs a whole different set of tools in order to yield data that tells you more than the "what" and "how often". Having a strong knowledge of qualitative research will open up new avenues of data collection and analysis in order for you to design with your users as the focus.

Learning Objectives:

- Explain the role Context plays in Human-Centred Design
- Describe the different uses between Quantitative and Qualitative data for Design Research
- Describe the Design Research process
- List the tools used in Qualitative Research
- Describe how the tools are used in Qualitative Research
- Describe how Experience and Story Maps are used

Content Outline:

- Module 1: Design Research for Human-Centred Design
- Module 2: Qualitative Research Tools
- Module 3: Analysing Qualitative Data

PROGRAMME OUTLINE



Module Title: Business Model Canvas

Duration: 1 hour

Introduction

As the business landscape continues to be shaped by volatility, uncertainty, complexity, and ambiguity (VUCA), business leaders must continue to review, re-evaluate, and re-strategise to keep their businesses relevant. The Business Model Canvas (BMC) is the perfect framework and tool for business leaders to use in a structured and systematic manner to help uncover gaps / discover opportunities before formulating strategies and plans to address these.

In this one-hour course, you will be able to design, analyse, and innovate with the business model canvas as we work you through the 9 building blocks that make up the canvas. You will be able to conceptualise how it all begins with strategy and how having the right strategy determines how you approach each of the blocks and the concepts to analyse any business. This course is for innovators who want to have a holistic understanding of how to analyse their business and create a strategy that puts all factors into consideration.

Learning Objectives:

- Explain the importance and usefulness of the business model canvas for businesses.
- Use the Value Proposition Canvas for understanding your customers and how you can create value to suit your customer segments.
- Map out your business model using the nine building blocks of the Business Model Canvas.
- Use the Business Model Canvas to align your business model and/or discover new opportunities for business model innovation.

Content Outline:

- Module 1: Business Model
- Module 2: Nine building blocks

PROGRAMME OUTLINE



Module Title: Effective Stakeholder Engagement

Duration: 1 hour

Introduction

Effective engagement is built through discussion and transparency, particularly in times of crisis, to achieve shared motivation among stakeholders in achieving business goals. In this introductory course, you will gain curated insights about stakeholders engagement and ways to develop positive working relationships.

Learning Objectives:

- Describe methods to identify stakeholders
- Discuss the ways to analyse and prioritise stakeholders
- Describe the communication process and styles
- Identify the barriers of communication and ways to overcome them
- Appreciate the concepts of communication management such as active listening
- Describe the rapport building principles.
- Appreciate the practices to engage stakeholders effectively.

Content Outline:

- Module 1: Stakeholder Identification
- Module 2: Stakeholder Communication
- Module 3: Stakeholder Relationship

PROGRAMME OUTLINE



Module Title: Mindfulness and Resiliency

Duration: 1 hour

Introduction

In this course, you will learn how the VUCA environment disrupts your mental health, contributing to adverse effect of stress; what you can do to recognise the symptoms that you are not performing at your optimum and steps you can take to be aware of your thoughts, emotions and actions and develop inner strength to overcome adversity.

Learning Objectives:

- Recognise the signs of VUCA world
- Understand what you can do to prepare for VUCA
- Develop strategies to lead in a VUCA environment
- Explain the locus of control
- Understand how you explain the outcome of your actions
- Apply strategies to bring control back to you
- Understand the Change Cycle
- Recognise different phases of change
- Apply strategies to manage change
- Understand what is Reframing
- Apply techniques to turn adversity to opportunity

Content Outline:

- Module 1: Disruption – The New Normal
- Module 2: Locus of Control
- Module 3: Understanding Change
- Module 4: Reframing Adversity to Opportunity

PROGRAMME OUTLINE



Module Title: Continuous Innovation with Lean Stack

Duration: 1 hour

Introduction

Continuous Innovation with Lean Stack helps innovators succeed in the market. It is an innovation accounting framework that supports the definition, measurement and communication of progress with your internal and external stakeholders.

The Lean Stack approach requires empirical evidence and is data-driven. Innovators will need to test and validate all their assumptions, risks and opportunities through experimentation. Through experimentation new insights are born, giving more credence to the business model. Innovators can stand up and pitch their ideas and innovations more confidently with the Lean Stack framework.

Learning Objectives:

- Explain the need for continuous innovation in today's business landscape
- Use the 3-factor framework for evaluating the potential of innovative ideas
- Identify the 3 basic principles of Lean Stack
- Explain the use of the Lean Canvas Business Model
- Breakdown your innovative ideas into the 9 building blocks of the Lean Canvas
- Evaluate the risks of your assumptions
- Identify the riskiest assumptions in your business plan
- Distinguish between low fidelity and high fidelity minimum viable products
- Design small experiments to test your assumptions and reduce risk

Content Outline:

- Module 1: Introduction to Continuous Innovation and Lean Stack
- Module 2: How to develop the Lean Canvas Business Model
- Module 3: Identifying risky assumptions
- Module 4: Testing your assumptions

PROGRAMME OUTLINE



Module Title: Introduction to Agile Fundamentals

Duration: 1 hour

Introduction

Agile Fundamentals is about preparing yourself for an Agile mindset; it is not about any single methodology or framework for practicing Agile. In order to be successful in adopting agile approaches, organisational leaders and teams need to focus on “being agile” first as an underpinning mindset for success in “doing agile”.

Learning Objectives:

- Start establishing an Agile mindset towards working
- Understand the fundamental concepts to how agile teams work
- Explain why Agile exists and when it is needed in your organisation or teams
- Understand the difference between traditional methods and agile methods
- Understand the similarities and differences between Scrum, Kanban, and Scaled Agile Framework (SAFe)
- Know when best to use which method

Content Outline:

- Module 1: An Introduction to Agile
- Module 2: Why Agile?
- Module 3: Agile Methods

PROGRAMME OUTLINE



Module Title: Strategic Workforce Planning

Duration: 1 hour

Introduction

Workforce planning is a core business process to align changing organisational needs with people strategy. As companies and organisations strive to become more agile with a combination of full, part-time, permanent, contract and freelance workforce, the ability to plan effectively, forecast skill gaps, and understand the supply and demand of talent has never been more important.

Learning Objectives:

- Understand the impact of the future of work on businesses and the workforce
- Describe the importance of workforce planning for the organisation
- Appreciate the different types of workforce planning models
- Identify the common elements across the different workforce planning models
- Describe processes to collect workforce data
- Appreciate the different types of tools and techniques to analyse workforce data

Content Outline:

- Module 1: The Value of Workforce Planning
- Module 2: Workforce Planning Principles
- Module 3: Workforce Planning Data Collection and Analysis

PROGRAMME OUTLINE



Module Title: Applying Professional Scrum

Duration: 1 hour

Introduction

The word Agile is arguably the most talked-about in the field of software engineering. And Scrum Framework is the most popular Agile framework across all the sectors including non-IT.

This course introduces you to the world of Agile focusing on the Scrum Framework. It intends to benefit beginners as well as professionals practicing Agile & Scrum. This course aims to provide a deeper understanding of Agile and Scrum covering several aspects.

This course will also help you kick-start your product development journey with Scrum through some of the best engineering practices, metrics, and tools.

Learning Objectives:

- Describe what Agile is and how it has developed as a popular method for product development
- Identify the 4 foundational values and 12 supporting principles of Agile
- Discuss the differences between the traditional waterfall method and Agile
- Describe the 3 pillars and 5 values of Scrum
- Discuss the 3 different Scrum roles

Content Outline:

- Module 1: Agile Development
- Module 2: What is Scrum

PROGRAMME OUTLINE



Module Title: The Growth Mindset
Duration: 1 hour

Introduction

The Growth Mindset is designed to help you develop strategies to challenge widely-held beliefs and practices and to adopt new approaches to dealing with adversity and changes. This programme addresses the challenges and opportunities the dynamic workplace presents you with and that the key to navigating these new norms is to adopt a mindset that embraces new thinking patterns.

Learning Objectives:

- Identify how a mindset is formed
- Discuss factors that have impacted the formation of your mindset
- Describe the differences in fixed and growth mindset
- Identify areas of growth mindset you want to develop for yourself
- Describe the 4 steps to developing a growth mindset
- Discuss the various options you have for developing a growth mindset

Content Outline:

- Module 1: What is Mindset?
- Module 2: Fixed versus Growth Mindset
- Module 3: 4 Steps to Cultivating a Growth Mindset

PROGRAMME OUTLINE



Module Title: Introduction to Leading SAFe Agile

Duration: 1 hour

Introduction

This course will give you an introduction to the Scaled Agile Framework (SAFe). It will be a great place to start to get familiar with how scaling agile through an organisation can be beneficial and how to go about getting started on this journey.

The Scaled Agile Framework (SAFe) is a knowledge base of proven, integrated principles, practices, and competencies for achieving business agility using Lean, Agile, and DevOps.

Created by Dean Leffingwell, this framework effortlessly aligns and synchronizes for large-scale, multi-team Agile projects to develop and deliver enterprise-class technology-based solutions with high quality and faster time-to-market.

Learning Objectives:

- Explain the need for adopting the SAFe Framework
- Discuss the core competencies, values and principles of SAFe
- Differentiate the different out-of-the-box configurations for SAFe
- Explain the 12 steps to implementing SAFe
- Design a high-level plan for executing the SAFe Framework in your organisation

Content Outline:

- Module 1: Introduction to SAFe
- Module 2: Implementing SAFe

PROGRAMME OUTLINE



Module Title: Cybersecurity Awareness

Duration: 1 hour

Introduction

The world has become more interconnected with devices that we used everyday, such as computers, handphones, tablets and IoT devices that people used, through a network. Each devices is a potential gateway to an cyberattack. All users need to play a part in securing the network and minimise the potential of an attack through user carelessness.

In this course, you will learn some common attacking techniques employ by attackers and also how to identify and take precaution against such attack.

Learning Objectives:

- What is Social Engineering?
- What are the different Social Engineering techniques?
- What is Malware?
- How does Malware work?
- How to protect against Malware?
- How to maintain password hygiene
- How to create a strong password

Content Outline:

- Module 1: Social Engineering
- Module 2: Malware
- Module 3: Good Password Hygiene