



DIAMOND MANAGEMENT
DEVELOPMENT
PROGRAMS

UNCERTAIN WORLD

โลกในปัจจุบันนี้ มีการเปลี่ยนแปลงอย่างรวดเร็วมาก จนถึงขนาดว่ามีการให้นิยามของโลกยุคนี้ว่าเป็นโลก VUCA WORLD หรือโลกที่มีความผันผวน ไม่แน่นอน ซับซ้อนและคลุมเครือ



ต่อมาก็เปลี่ยนคำนิยามอีกว่าเป็นโลกยุค BANI WORLD คือ เป็นโลกที่เปราะบาง และคาดการณ์อะไรไม่ได้ ซึ่งในอนาคตก็คงมีการเปลี่ยนแปลงคำนิยามนี้อีกเช่นกัน แต่ไม่ว่าโลกจะถูกนิยามว่าอะไร พื้นฐานอย่างหนึ่งของโลกยุคนี้ ก็คือ โลกที่ไม่มีความแน่นอน ซึ่งก็น่าจะเป็นเช่นนั้นมาโดยตลอด แต่เพิ่มเติมนอกจากความไม่แน่นอนแล้ว ยังมีการเปลี่ยนแปลงที่รวดเร็วด้วย

VUCA

- V - Volatility คือ ความผันผวนสูง
- U - Uncertainty คือ สภาวะที่มีความไม่แน่นอนสูง
- C - Complexity คือ ความซับซ้อนที่มากขึ้นเรื่อยๆเชิงระบบ
- A - Ambiguity คือ ความคลุมเครือ ไม่ชัดเจน

BANI

- B - Brittle เป็นโลกที่เปราะบาง
- A - Anxiety เป็นโลกที่เต็มไปด้วยความกังวล
- N - Nonlinear หรือ เป็นโลกที่ความสัมพันธ์ของสิ่งต่างๆ ไม่เป็นเส้นตรง
- I - Incomprehensible หรือ เป็นโลกที่เข้าใจได้ยาก

MANAGEMENT PROBLEM

IN UNCERTAIN WORLD

จากโลกที่มีความไม่แน่นอน และมีการเปลี่ยนแปลงอย่างรวดเร็ว การบริหารงานต่างๆ ก็ต้องมีการเปลี่ยนแปลงตามไปด้วย แต่ในความเป็นจริง ผู้บริหารส่วนใหญ่ยังคงยึดติดกับการบริหารงานแบบเดิมๆ ไม่ใช่เพราะไม่อยากเปลี่ยน ทุกคนรู้ว่าต้องเปลี่ยน แต่เป็นเพราะความเคยชิน หรือ นิสัยที่ฝังติดตัวมานาน การจะเปลี่ยนแปลงอะไรในชั่วข้ามคืนมันเป็นไปได้ยาก

ดังนั้นทำให้การบริหารงานยังอยู่บนพื้นฐานเดิมๆ ภายใต้บริบทที่เปลี่ยนแปลงไปอย่างมากและรวดเร็ว โดยปัญหาเกี่ยวกับการบริหารที่มักจะเกิดขึ้น เป็นอันดับแรกๆ คือ



MANAGEMENT PROBLEMS



1. การกำหนดวิสัยทัศน์

แม้จะมีความพยายามเปลี่ยนแปลงวิธีคิดจากเดิมแล้ว แต่พื้นฐานความคิดยังวนเวียนอยู่ในประสบการณ์แบบเดิมๆ แตกต่างกับคนรุ่นใหม่ที่ตั้งบริษัท Startup ที่แทบไม่มีประสบการณ์เดิมในหัวเลย ทุกอย่างเริ่มต้นจากศูนย์บวกกับความฝัน จนเห็นโอกาสตามมา แต่สำหรับธุรกิจที่ตั้งมานานแล้วนั้นวิสัยทัศน์ทางธุรกิจมักจะเริ่มต้นมาจากการรักษาฐานของธุรกิจเดิมไว้ แล้วคิดต่อยอดจากนั้น ทำให้สุดท้ายก็วนเวียนไปไม่ไกลจากเดิมมากนัก

2. สมดุลระหว่างการเติบโตและเสถียรภาพ

จากโลกยุคปัจจุบันทำให้การดิ้นรนเพื่อเอาตัวรอดมากขึ้นจากเดิมเป็นอย่างมาก และการดิ้นรนนี้เองนำมาซึ่งการปรับตัวหรือเปลี่ยนแปลงอย่างรวดเร็วและเน้นไปที่การเติบโตของธุรกิจ จนในบางครั้งเน้นมากกว่าเสถียรภาพหรือความมั่นคงทางธุรกิจ ทำให้ขาดความสมดุลไป ซึ่งถ้าพลัดขึ้นมาก็จะล้มลงมาแรงมาก

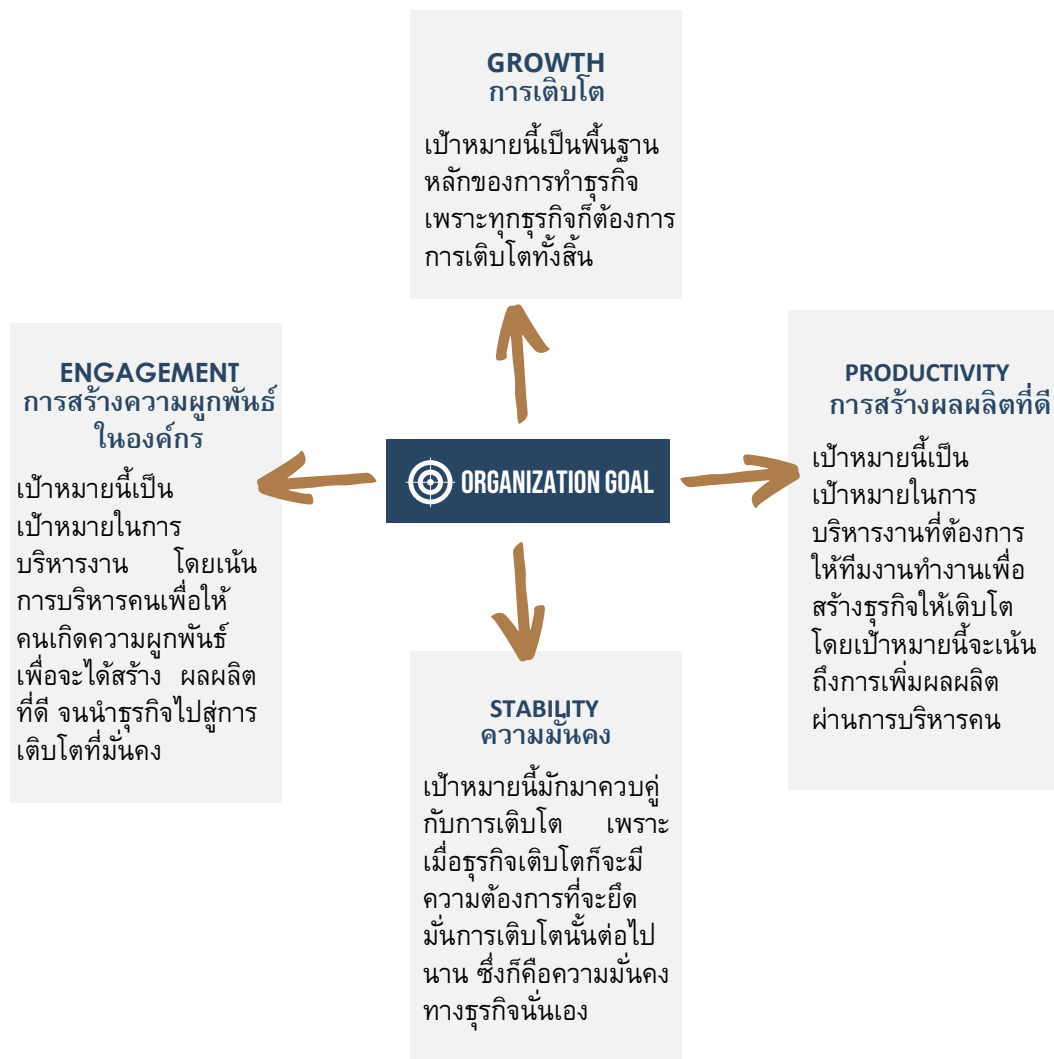


3. การบริหารคน

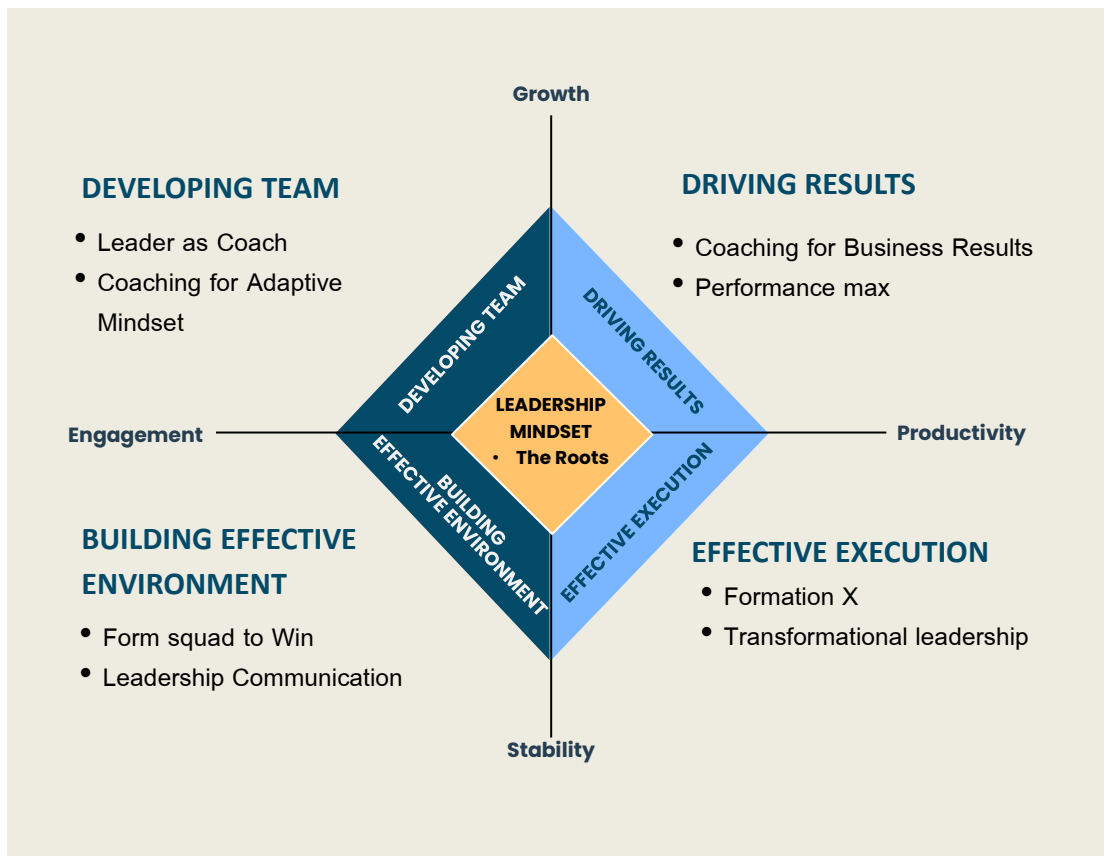
เป็นปัญหาที่เกิดขึ้นตามมาจากวิธีคิดทางธุรกิจข้างต้น เพราะจากการเปลี่ยนแปลงวิสัยทัศน์และการปรับเปลี่ยนวิธีการบริหารงานอย่างรวดเร็วแต่การบริหารคนกลับยังมีแนวคิดแบบเดิม ซึ่งจากการเปลี่ยนแปลงของโลกที่ทำให้คนมีวิธีคิดและความต้องการที่แตกต่างจากเดิม ไม่ว่าจะเป็นคนรุ่นใหม่หรือ คนรุ่นเก่า ทำให้วิธีการบริหารคนแบบเดิมไม่เหมาะสมในการรักษาคคนเก่งเอาไว้หรือแม้แต่การจะพัฒนาคนให้เก่งขึ้นด้วยวิธีการเดิม ก็เป็นไปได้ยาก

BUSINESS GOAL

จากปัญหาหลักๆ ข้างต้น ถ้าเราลองย้อนกลับมาดูถึงความต้องการหรือเป้าหมายที่แท้จริงของธุรกิจว่ามีเป้าหมายอะไรบ้าง ก็สามารถแบ่งเป้าหมายออกได้เป็น 4 ด้านหลักๆ คือ



Programs to Develop Manager for Balancing Organization Goals



“

*The Trusted Leader is one who
does the right things & attracts
others to follow, willingly.*

— Kom Suwanpimon

THE ROOTS

Build Your Leadership Foundation

“THE ROOTS OF LEADERSHIP
IS AN **ATTITUDE**”



Why Important?

Being a manager does not imply that you are a leader. You must be a "Trusted Leader" in order to gain the trust of your team. This program will assist you in understanding the proper mindsets for being a great leader as well as knowing how to express the appropriate behavior in each situation. Furthermore, it provides essential skills for managing your team to achieve goals.

Program Highlight



Leadership Mindset

Be a trusted leader by doing the right things & attracting others to follow you willingly.



Task Management

Motivate and inspire others to participate in achieving those objectives & goals.



Team Management

Lead the team to success, and keep team performance up.

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THE ROOTS

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FOR GOAL

Build Your Leadership Foundation



FRAMEWORK EXPLANATION

Develop leadership from the roots up by cultivating the right mindsets and three essential leadership skills: direction, motivation, and teamwork.

DEVELOPMENT JOURNEY



Identify issues
in a real-world
work situation.



Increase self-
awareness through
workshop



Practice and
learn through
Assignments

KEY CONTENTS

The Dimension of Leadership

- Understanding leadership definitions and leadership styles.
- Understanding the difference between leadership and management.
- Understanding Leadership Performance (human performance model : C-A-R Model).

Being a Trusted Leader

- Assessing your leadership to build self awareness (Identify your Personal Values and Leadership Behaviors).
- Building leadership principles in mind.

The Effective Communication

- Understanding why communication fails?
- Improving communication skills to make team clearly understand your visions, goals, and directions and to build trust in your team.

Building Motivation

- Understanding Motivational Factors.
- How to give constructive feedbacks (both positive and negative)?

The Effective Teamwork

- Sustaining team performance by understanding, thinking positively and acting positively.

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“

*Leadership is the capacity to
translate vision into reality.*

— Warren Bennis

COACHING FOR BUSINESS RESULTS

Strategic Coach to Boost team performance



Why Important?

In order to achieve business results, each team member must engage in strategic behaviors. This program provides a coaching leadership style to enable all leaders to assist a team in developing team member specific behaviors to deal with the dynamic world challenges.

Program Highlight



Leadership Mindset

Be a trusted leader by doing the right things & attracting others to follow you willingly.



Strategic Thinking

Capable of defining key results that are aligned with organizational goals and improve team execution.



Coaching Skills

Capable of coaching can help with strategic behavioral change.

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COACHING FOR BUSINESS RESULTS



Strategic Coach to Boost team performance



FRAMEWORK EXPLANATION

Develop five key components to be a great strategic coach:

- Develop Strategic Thinking
- Building leadership behaviors
- Building coach mindsets
- Develop essential coaching skills
- Practice coaching process

DEVELOPMENT JOURNEY



Identify issues in a real-world work situation.



Increase self-awareness through workshop



Identify strategic behaviors & Practice Coaching



Practice and learn through Assignments

KEY CONTENTS

Strategic Behavior

- Understand strategic behaviors : key success factor to achieve goal.
- Practice tools for finding strategic behaviors.
- Set up strategic plan & inspire team.
- Behaviors shaping techniques.

The Art of Coaching

- What is coaching and how coaching works
- Key success factors of coaching
- Understand foundation of coaching

Understand Coach's Key Components

- Leadership : being trusted leader
- Coach Mindset : mindsets for effective coaching conversation
- Coaching Skills : coach's actions (ask, listen and telling stories)
- Coaching Process : T.R.U.S.T. coaching process

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PerformanceMax

Constructing A High Performance Environment



Why Important?

Leaders must understand how to combine management in order to achieve the best organizational results. The “PerformanceMax” workshop will guide your leaders to boosting organization’s performance through coaching techniques.

Program Highlight



Result Alignment

Capable of establishing key results and strategy aligning with organization objectives



Effective Execution

Capable of recognizing strategic behaviors, coaching the team, and developing an effective monitoring system



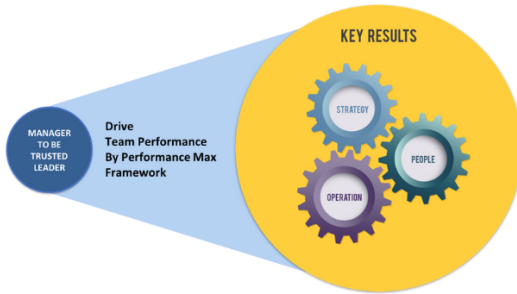
Leadership Mindset

Be a trusted leader by doing the right things & attracting others to follow you willingly.

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Constructing A High Performance Environment



FRAMEWORK EXPLANATION

- Identify Key Results to support Organization Objectives
- Create Execution Process by:
 - Set the right Strategy
 - Coaching team for strategy
 - Monitor Team regularly

DEVELOPMENT JOURNEY



KEY CONTENTS

Performance Max Foundation

- Key factors that drive performance of a team.

Being a Trusted Leader

- Assessing & Building leadership principles in mind.

Key Results

- Understand organization objectives and key results.
- Understand how to set powerful key results.

Strategy

- Understand strategic behaviors : key success factor to achieve goal.
- Finding strategic behaviors.
- Set up strategic plan & inspire team.

People

- Understand coaching; the tools tool for building performance
- Understanding Leadership Performance (human performance model : C-A-R Model).
- Learn how to be a great coach

Operation

- team performance monitoring systems

Performance Feedback For Development

- Learn how to Track – Prepare – Conduct feedback for develop performance





EFFECTIVE EXECUTION

MANAGEMENT

“

Productivity is never an accident. It is always the result of a commitment to excellence, intelligent planning, and focused effort.

— Paul J. Meyer

FORMATION X

Create Strategic Plan & Lead Team To Execution



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Why Important?

Due to an uncertain world in the business environment, customers, competition, supply chains, and even our own internal factors, the way we manage our businesses will never be the same. Formation X will restart your team with a positive attitude toward the new working process and business direction, and will assist your team in moving forward along this crisis.

Program Highlight



Strategic Thinking

Improve your strategic thinking and ability to create a strategic plan.



Enhance Accuracy

Lead the team in more precise execution of the strategic plan.



Enhance Speed

Develop a working process to support strategy efficiency and speed.

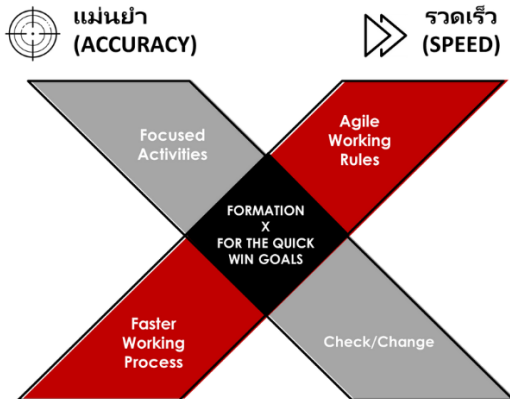
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FORMATION X

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Create Strategic Plan & Lead Team To Execution



FRAMEWORK EXPLANATION

Setup and lead team to execute quick win goals by focusing in two key dimensions.

- Enhance Team Accuracy by:
 - Strategic Activities
 - Check and Change
- Increase Team Speed by:
 - Agile Working Rules
 - Faster Working Process

DEVELOPMENT JOURNEY



Identify goals in real work



Practice setting up strategy in workshop



Create team working guidelines



Put the guidelines into action.

KEY CONTENTS

Setting Strategy to Achieve Goal

- Understand important of strategy for achieve business goal.
- Collecting data for setting Strategy & Identifying your challenge from impacts.

Understand Two Components of Formation X for Strategy Executions;

- Accuracy: How to develop accuracy team by
 - Strategic Activities
 - Check and Change
- Speed: How to develop speedy team by
 - Agile Working Rules
 - Faster Working Process

Creating Strategic Plan for:

- Building Accuracy Team
 - Identify Strategic Activities for your Goal
 - Setting Change and Change Criteria
- Building Speedy Team
 - Identify Agile working Rules
 - Analyze and create Faster Working Process

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TRANSFORMATIONAL LEADERSHIP

A Blueprint for Organization Change

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Why Important?

Because business change is fast and radical, organizations must be willing to transform by letting go of their current state and simply building on it in order to become a better version of themselves. To truly achieve Transformation, all of the underlying elements of the organization, including technology, culture, processes, operating rules, and so on, must be addressed accurately.

Program Highlight



Leadership Mindset in Uncertain World

Prepare the right mindsets to lead people in rapid change



Strategic Thinking to Handle Challenges

To handle high impact situation by providing direction to the people



Leadership Skills in Uncertain World

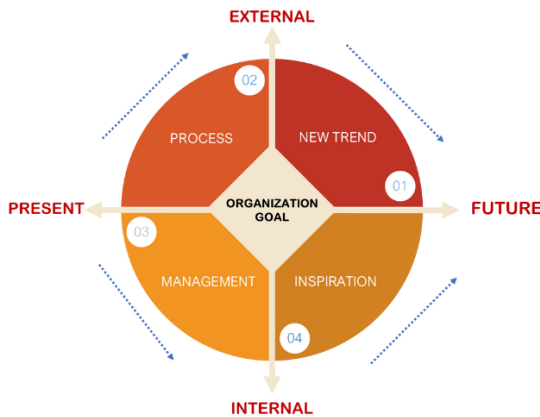
To communicate, motivate, and manage team toward change situation.

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Transformational Leadership

A Blueprint for Organization Change



FRAMEWORK EXPLANATION

Enhance transformation Leadership for leading team with this framework.

- New Trend
- Process
- Management
- Inspiration

DEVELOPMENT JOURNEY



Identify goals in real work



Practice finding trends & strategy in workshop



Adapt plan to handle changes & challenges



Put the guidelines into action.

KEY CONTENTS

Why organization must transform

- VUCA / BANI World that impact organization
- Key essential factors change
- What causes transformations to fail?

What is Transformation Leadership?

- Understand transformation leadership and why
 - Transformational leadership characteristic
 - Transformational leadership Mindset
- How to apply the new normal mindsets in daily operations and sustain the new mindset

Organization Transformation Framework

- New Trends: Analyzing & Setting up strategy to create better customer experience
- Process: How to design new process in working.
- Management: Management techniques & new roles of people management.
- Inspiration: Inspiring communication & coaching skills to achieve goals.

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DEVELOPING TEAM MANAGEMENT

“

*An individual can make a
difference,*

*but a team can make a
miracle.*

— *Doug Pederson*

LEADER AS COACH

Building Leader to become a Great Coach



Why Important?

Employee development is a great responsibility of leaders. Coaching is future-oriented. It focuses on individual growth and development. It is a series of purposeful conversations which enable an individual to move towards his or her goals. Coaching typically involves some form of behavior change.

Program Highlight



Leadership Mindset

Be a trusted leader by doing the right things & attracting others to follow you willingly.



Coaching Mindset

Support, Motivate, and inspire others to engage in achieving those objectives.



Coaching Skills

Capable of coaching can help with strategic behavioral change.

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LEADER AS COACH



Building Leader to become a Great Coach



FRAMEWORK EXPLANATION

Develop leader to become a coach with strong mindsets & skills and provide practical coaching process (T.R.U.S.T.)

DEVELOPMENT JOURNEY



Identify issues in a real-world work situation.



Increase self-awareness through workshop



Learn & Practice Coaching session



Practice and learn through Assignments

KEY CONTENTS

The art of coaching

- What is coaching and how coaching works?
- Understanding the foundation of coaching (Human Performance Model : C-A-R Model).
- Understanding Coach's Key Components.

Self-development to be a trusted leader

- How to be a Trusted Leader?
- Understanding yourself (participant's self-awareness).
- Understanding leadership principles.
- Building leadership principles in mind.

Attitude of being a coach

- Mindset for effective coaching ; Helpful, Respectful, Patient, Observant, Empowering.

T.R.U.S.T. coaching process

- T = Target in Specific Behavior
- R = Reality (Specific Behavior)
- U = Underlying Causes of Behavior
- S = Solutions for Solving Problem
- T = Tracking for action

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EFFECTIVE ENVIRONMENT

MANAGEMENT

“

*If everyone is moving
forward together, then
success takes care of
itself.*

— Henry Ford

FORM SQUAD TO WIN

Assembling for A Winning Team



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Why Important?

Organizations must win the battle when facing a business crisis or change. Aside from leadership, your leader must be able to "FORM" their team, even if it is a cross-functional team, in order to handle both circumstances and unforeseen changes. This squad will assist the organization in problem solving, decision making, innovation creation, and so on.

Program Highlight



Team Squad Forming up

To build an effective team squad (or cross-functional squad) for business outcomes.



Strategic Team Approach

To increase efficiency, develop interconnected strategic teams.



Working Team Approach

To improve relationships and cooperation among top executives

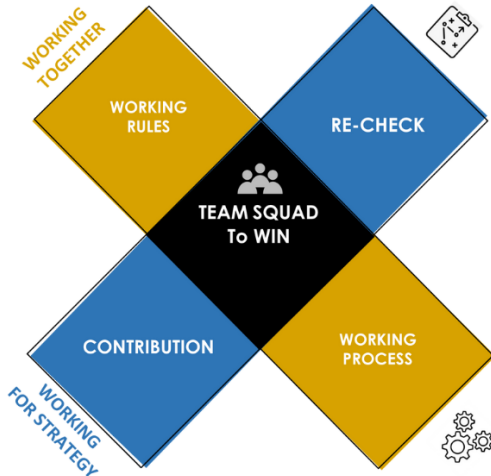
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Form Squad to Win



Assembling for A Winning Team



FRAMEWORK EXPLANATION

Forming an efficient cross-functional team in two dimensions:

- Working Together (Rules-Process)
- Working For Strategy (Contribution-Recheck)

DEVELOPMENT JOURNEY



Identify issues in a real-world work situation.



Learn Teamwork Principle



Form working team

KEY CONTENTS

Team Squad To Win

- Understand important of effective team squad for business result
- Key Components of Team Squad
 - Working Together
 - Working For Strategy
- Essential Skills for Team Squad : effective cross functional communication

Develop Team Working Together

- Understand important of effective team squad for business result
- Setting Working Rules (Mindset & Behaviors).
- Setting Working Process in four essential dimensions.

Develop Team Working for Strategy

- Setting contribution for individual Roles
- Re-check team and individual performance for improvement.

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Leadership Communication

Effective Communication For Managing Team



Why Important?

Communication is an important tool for building trust. It contributes the creation of trustful environment that enables an executive to effectively lead teams, engage employees, and deliver results.

Program Highlight



Inspire Vision

To engage people with the vision leads to better business outcomes.



Lead Change

To build trustful environment & feel safe against change.



Motivate Team

Drive people to work effectively with positive energy.

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Leadership Communication

Effective Communication For Managing Team



FRAMEWORK EXPLANATION

Develop Leadership Mindsets to deliver three purposes of communication to manage team in uncertain world:

- Strategy Communication
- Team Communication
- Individual Communication

DEVELOPMENT JOURNEY



Identify issues in a real-world work situation.



Increase self-awareness through workshop



Learn & Practice Coaching session



Practice and learn through Assignments

KEY CONTENTS

The communication mechanism

- Learning the managerial communication by identifying communication objectives, communication attitude, standpoint, and self-identity to effectively deliver clear messages.
- Learning how cascading and dialoguing differ.
- Maximizing communication styles for influential conversations.
- Getting powerful body language in action.

Effective communication skills

- Purpose of leadership communication:
 - To inspire vision
 - To lead change
 - To motivate team
- Learning 3 rules of communication:
 - Identify content
 - Create story line
 - Give fact
- Learning the techniques of questioning, listening and story-telling in order to accomplish the communication objectives being set.

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EFFECTIVE CROSS-FUNCTIONAL TEAM

Developing Collaborative Mindsets & Skills



Why Important?

In uncertain world, a cross-functional team encourages the exchange of ideas and perspectives, which can lead to new and innovative solutions to problems and challenges. Organizations, on the other hand, must ensure that all stakeholders are aware of the organization's vision, goals, and objectives and are working toward them in a coordinated and efficient manner.

Program Highlight



Emotional Management

To improve rapport and gain the trust of colleagues by using proper communication.



Team Relationship

To avoid mistakes and conflicts that may result from misinterpreting others or ineffective listening.



Effective Communication

To be the effective communicator: observe, listen, analyze, plan, and communicate.

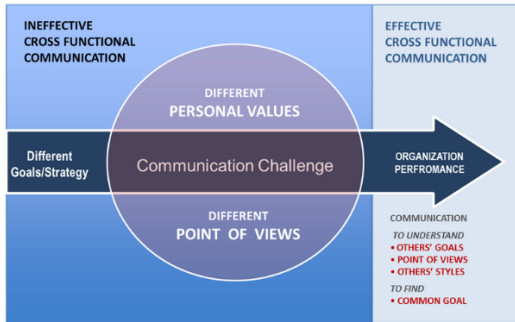
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Effective Cross-Functional Team



Developing Collaborative Mindsets & Skills



FRAMEWORK EXPLANATION

Different goals or strategies are major sources to ineffective cross-functional communication. To achieve organizational performance, leaders must understand individual differences (personal values and points of view) to perform more effective cross-functional communication.

DEVELOPMENT JOURNEY



Identify issues in a real-world work situation.



Learn how to create empathy & cooperation



Practice and learn through Assignments

KEY CONTENTS

Effective Cross Functional Communication

- The important of effective cross functional teamwork.
- Effective cross functional teamwork starts from communication.
- What is effective communication?

Effective Cross Functional Communication Principles

- Understand People Performance Development Model (C-A-R Model).
- Identify real root causes of ineffective communication using C-A-R Model.
- Understand communication principles.
 - Different goals and strategies
 - Different point of views
 - Different personal values

Inner Process of Communication

- Understand inner process of communication.
- Thinking : the key factor of effective communication.

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