

Shine

BETTER BUSINESS ACADEMY

PROSPECTUS 2020

GROW
YOUR
BUSINESS

BRED
BANK

CAMBODIA

Start
WITH BRED

Grow
WITH BRED

BRED Bank Cambodia is a subsidiary of BRED Banque Populaire, a member of the BPCE Group, the 2nd largest banking group in France, serving more than 31.2 million customers, employing more than 100,000 people worldwide, and counting 9 million cooperative shareholders.

BRED Banque Populaire, a cooperative bank with shareholders' equity of €3.2 billion and 150,000 cooperative shareholders at the end of 2015. It employs 5,000 people, 20% of whom work abroad and in the French overseas collectivities.



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We are very excited to launch our **Shine Better Business Academy** – an experiential learning centre that was designed by Cambodian businesspeople, for Cambodian businesses.

In 2018, BRED Bank Cambodia undertook extensive research with more than a hundred small and medium-size female business owners to understand the real challenges to doing business. Overwhelmingly, the largest challenges are staff and staff management.

We were told that businesswomen were finding it difficult to rely on staff to solve problems themselves, manage conflict, and take control when the business leaders were not around. To us at BRED Bank, we recognise this means lost business opportunities for growth, and lost revenue.

For Year One of the **Shine Better Business Academy** we have decided to start by addressing 'Soft Skills', but we prefer to call them Essential Skills. These are the personality traits and behaviours that employers and business owners feel need more development, to create staff they can rely on.

The **Shine Better Business Academy** will not only provide Cambodian businesses with the courses that are needed, but we are also ensuring that the courses are delivered to timeframes and a structure that you told us you wanted. You said you wanted time to practice the skills – the **Shine Better Business Academy** is all about enacting the learning.

These bespoke courses will be run in three tiers – Business Owners and Senior Executives, Management and Supervisors, and General Staff. This ensures you are learning the topics at the right level, and within a group of your peers – making sharing and listening more worthwhile.

The **Shine Better Business Academy** is available to all businesses operating in Cambodia. Start-ups or multi-generational – we are here for you.

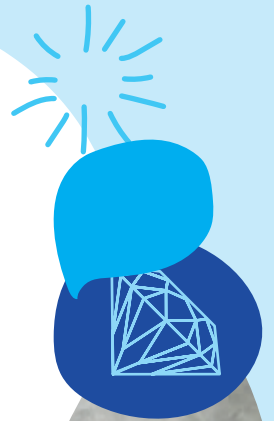
We at BRED Bank Cambodia are excited to be your partner in building your better business. *Start with BRED, Grow with BRED.*



Message from the CEO


Guillaume Perdon
CEO of BRED Bank (Cambodia) Plc.

Introducing the **SHINE** Better Business Academy



RESEARCH BASED CURRICULUM DESIGN AND DELIVERY

At BRED Bank we are always wanting to help you build a better business. BRED Bank undertook extensive research with over 100 Cambodian business women, to build a better understanding of your key obstacles to growing your business.

 **Question:** **What is your number one headache in running your business from day to day?**

Over 80% of the responses related to staffing, specifically:

- You find it difficult to rely on staff to solve problems by themselves.
- Staff are not able to manage conflict within their own team and across teams.
- Employees are too dependent on their leaders and are not proactive.

Based on this extensive research and feedback, BRED Bank set about creating the most essential practical skills training that Cambodian business owners have asked for.



TESTING THE CONCEPT

Earlier this year, we tested our concept based on some of the earliest respondents feedback and specific needs, and asked; What would the best training program look like to you, as business owners? You told us that you are looking for training that will:

- Provide essential skills but in manageable time frames.
- Pick and choose the independent business modules that suit you.
- Learn and share with your peers and with other aspiring people, like you.
- No pre-reading or written homework.
- Minimise the theory and maximise the actions and activities.
- Not requiring people to be away from the workplace for more than half a day.

The Shine Better Business Academy courses are carefully planned and organised to be time-effective and they deliver actionable results. Each learning session has been designed to meet the critical criteria.

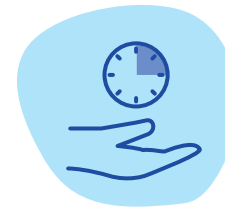


Tiered Sessions

You want to learn with your peers.

The tailored courses are designed to create a path on which you can grow your talents, skills and knowledge, and ultimately your business.

The tiered program is directed at Business Owners, Management, and Staff independently. You are benefiting from a professional development program with a clear focus on soft skills and empowering staff and business drivers.

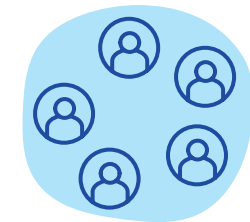


Time Effective Sessions

You told us, and we agree, your time is valuable.

Each course is delivered in under three hours and each one is available as a stand-alone session.

This means you can pick and choose the most important topics for you; from improving workplace relations and interaction, to improved problem diagnosis skills.



Experiential Learning Sessions

Theory doesn't work!

Shine Better Business Academy delivers the necessary training that is essential to allow your business to grow and avoid stagnation.

No pre-reading or home assignments are involved, and you will experience practical learning, with a 1:3 Learn to Do ratio.



**Three ways the SHINE
Better Business Academy
will grow your business**



AN INVESTMENT IN TRAINING IS AN INVESTMENT IN YOUR BUSINESS GROWTH AND PROFITABILITY.

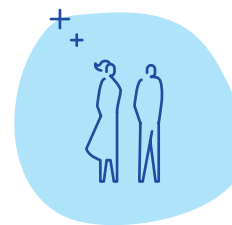
Here are three key reasons why we believe that the Shine Better Business Academy is the perfect partner to grow your business:



Engaged Staff

Firstly, according to Forbes Magazine, highly engaged teams show 21% greater profitability - the most successful organisations make employee engagement central to their business strategy. This gives you a competitive edge and an opportunity to reap the financial rewards of your training investment.

Studies have shown that companies who invest in staff training have a higher profit margin. Training is proven to increase employee engagement and motivation. This motivation translates into increased loyalty to your business, and this results in your business boosting productivity.



Increased Loyalty

Secondly, engaged staff don't leave. Managing staff turnover, the additional over-time needed, and the search for replacements all cost money. This is estimated to be up to 50% of the annual cost of a role.

By investing resources in the training of your staff, you actually invest money and achieve substantial financial gains. It is a win-win situation; when staff are happy, you make money.



Boost Staff Skills

Thirdly, the training provided through the **Shine Better Business Academy** will elevate staff knowledge at all levels in your business; you will be the experts. Your employees will learn vital skills that will enable your business to thrive and prosper.

Why? Because better-trained and informed staff make for better employees, with the right resources to handle the difficult situations they face. This equates to a more streamlined, healthy and prosperous business.



By tackling the most serious challenges and skill gaps in the local market, **BRED Bank** is investing in building better businesses in Cambodia.

ENGAGED
STAFF

+

INCREASE
PRODUCTIVITY

=

GREATER
PROFITS

A portrait of Anne Cunningham, a woman with short grey hair, smiling. She is wearing a dark blue blazer over a light-colored top. The background behind her is a light blue circle with a pattern of small red dots. To the right of her portrait is a white sunburst icon and a blue wireframe cube icon.

Meet The Designer

Anne Cunningham Curriculum Designer

Anne specialises in merging western-style business practices in Asian markets through the development of an experiential training syllabus, implementing professional development programs and innovative recruitment practices. Anne is also an accomplished Executive Coach.

With over 18 years of residency in Asia, and 30 years' experience in Human Resource Management, Anne has developed a detailed understanding of the specific nuances of different cultures in business interactions.

Prior to moving to Asia, Anne gained experience at the Centre for Leadership in Telstra Australia, designing and developing cutting edge leadership development programs for the most senior executives.

She holds a degree in Education and a Graduate Diploma majoring in Adult Learning.

The Curriculum

THE SHINE BETTER BUSINESS ACADEMY CURRICULUM IS CONVENIENTLY ORGANISED INTO TWO CATEGORIES.

These eleven independent business modules are designed to maximise your ability to quickly grasp the concepts of the essential soft skills needed to maximise your knowledge, and in turn positively influence your business for maximum growth.

LEADERSHIP AND MANAGEMENT



Hours per Session: 2 Hours

COMMUNICATION



Hours per Session: 2 Hours



CATEGORY I

Leadership and Management

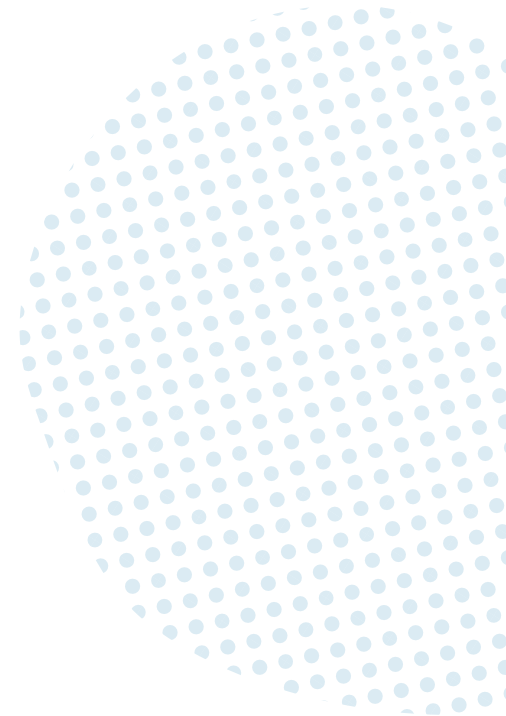
WHAT IS LEADERSHIP AND WHAT IS MANAGEMENT?
OUR MODULES WILL MAKE IT EASY FOR YOU TO
UNDERSTAND THE DIFFERENCES AND BENEFITS
OF BEING BOTH A SUCCESSFUL LEADER AND AN
EFFECTIVE MANAGER.

LEADERSHIP - is the ability to lead a diverse group of people towards achieving a common goal. Some of the best traits of successful leaders are having the personality and skills to motivate, encourage and inspire individuals and teams to succeed.

These skills could be further broken down to effective communication, trustworthiness, responsibility and more.

MANAGEMENT - still requires the aptitude to deal with people in an optimal way, but also being able to process other aspects of business aside from people. Some of the key traits of successful managers, are the ability to plan, organise and coordinate effectively.

In addition, skills like strategic planning, mentoring and having great interpersonal skills will make for a fantastic manager.





Managing Change

Change is inevitable. Being able to welcome change - both voluntary and involuntary - and to “go with it” is a challenge for many people.

In this session, attendees will be introduced to understanding the impacts of change on yourself, and other people in the business, and why change can feel so uncomfortable.

Business owners and Managers will be taught to use a change management tool. This will help them understand how the changes they are planning will impact staff, interventions that are required, how to communicate the change to the business effectively, and clearly outline the reason/s for the change. The objective of this session is to provide the attendees with clear tools to mediate the negative impact that changes bring to the workplace.

Staff will learn to understand how they react to change and how they can control their feelings about change. It is natural to feel challenged by change, however, if the change is analysed properly, it quite often has positive outcomes. Staff will find their Change Superhero locked inside.

By the end of the session:

- Owners will be able to evaluate the impact of change and how to preempt the challenges.
- Managers will understand how change affects teams, and how to bring staff along for the journey.
- Staff will be aware of the emotional stages of change and how to deal with them.



Leadership vs Management

It is said that Leaders have followers, Managers have staff. It is not always easy to know when to be a leader, or when to be a manager. Businesses and staff need both. As business owners, you may need to fulfill both roles.

In this session you will develop a clear understanding of the differences between the two, and which one to apply at any given time. As owners, you will be given space to develop your inner-leader and design your own vision and strategy. As managers, you will be given the tools to help hone your management skills and how to create clear staff engagement tactics.

Staff will explore the meaning of accountability and how important this is to teamwork.

By the end of the session:

- Owners will understand the difference between leadership and management, and practice their leadership skills through vision and strategy setting.
- Managers will have clearly understood the key roles of a manager, and engage with tools to develop their staff engagement.
- Staff will understand accountability when performing tasks.



Know Your Style

Why is it, that you can just understand some people very easily, but others can feel difficult to understand? It is not always easy to comprehend, and it has a lot to do with personality. We are all unique, however we can be grouped together according to our personality types. The advantage in knowing your personality type helps you:

- Understand how you will react in any given situation.
- Avoid conflict with others through being aware of how you are perceived by others.
- Surround yourself with people who help overcome your weaknesses to build the strongest possible workforce.

You will undertake a quiz to determine your own style, explore your style further, and understand how your style interacts with other personality types. In this session, you will explore some of the key challenges that come with different styles, and the ways to overcome them.

By the end of the session:

- Owners will know their own personality style in depth, and understand how their style influences a workplace.
- Managers will know their style, and how they may need to adjust their day-to-day staff management.
- Staff will know their own personality type, and be able to recognise their own behaviours, and develop a sense of their impact within their team.



Empathy and Trust

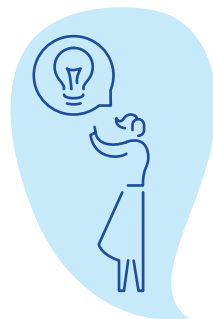
In its simplest form, empathy is the ability to recognise emotions in others, and to understand other people's perspectives in a situation. When developed further, empathy enables you to use this insight to improve someone else's mood, and to support them through challenging situations.

In this session you will learn how to use empathy to positively drive workplace motivation and build better teams. Empathy is a skill that 'trickles down' and an empathetic leader creates an empathetic workplace. Managers will learn how to use empathy in their everyday work situations to resolve conflicts and encourage employee teamwork.

Staff will develop an understanding of empathy and how it impacts the way we perceive, and are perceived by others.

By the end of the session:

- Owners will understand the power of empathy to drive loyalty and productivity in the workplace.
- Managers will understand the importance of empathy on staff engagement and conflict management.
- Staff will develop a sense of what empathy is and why it is important to all of us in the workplace.



Decision Making

We make thousands of decisions a day. Most decisions, like which shoes to wear in the morning, are quick and have no implications. Some decisions though, are much harder and can be quite stressful to work through.

In this session you will be introduced to different types of decision-making tools that you can use for all the decisions that you find challenging. You will be provided with a range of tools to help you develop the skills to decide which one is correct, for the decision you are making.

Staff don't always have enough authority to make decisions, however, they do need to know how to understand the decisions that have been made within the business. During this session, staff will practice asking probing questions to ensure they can better process and implement the decisions made on their tasks and within their work environment.

By the end of the session:

- Owners will understand that there are options about how to make decisions and what the different uses are.
- Managers will understand how to use different models for decision-making in their teams and how using different models can create greater team inclusion.
- Staff will grasp how they can help understand decisions by using open questioning and how this adds value to the employer.



Understanding Problems


It seems like problems never end. Every day – more problems. This is true, and it won't change. Problems are matters, or situations, regarded as unwelcome or harmful and needing to be dealt with and overcome. What problems don't have to be, is hard to deal with.

In this session you will learn how to break down a problem to get a deeper understanding of what the real problem is – not just the symptom. You will then be given the tools to identify the cause, analyse options for solutions, and implement the fix. The process will be practiced and it is easy to retain for implementation in your work, and personal life.

Staff don't always have the ability to deal with the bigger problems, however, there are some simple building blocks that they can implement through taking initiative. In this session, staff will be asked to interact with everyday life and work problems, and workshop how they could demonstrate initiative to manage these problems. Staff will self-determine what changes they can make to be more proactive and show initiative in the workplace.

By the end of the session:

- Owners and Managers will have interacted with a process for problem-solving and have a toolbox of techniques to use.
- Staff will have learned how to understand their sphere of influence, and how taking initiative can resolve problems they didn't realise they could.



**There is only one rule for being
a good talker – learn to listen.**

- Christopher Morley

CATEGORY 2

Communication

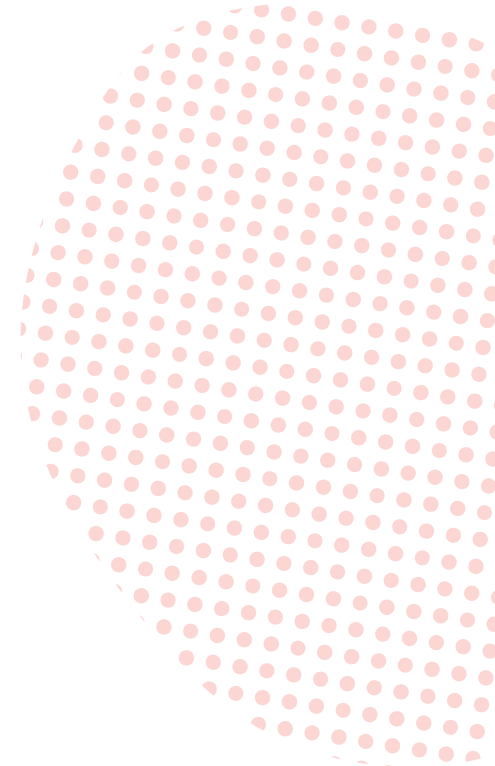
WHAT IS COMMUNICATION?

Successful and effective communication is essentially the ability to send and receive a message to a receiver (another person or group of people), and ensure the message is received and interpreted as intended. There are both verbal and non-verbal means of sending a message and communicating.

Verbal and written communication could include speech, writing and other visual representations (such as infographics, charts), face to face conversations, or chats over the telephone, digital media as well as many more.

Non-verbal communication is often referring to body language but is not limited to actions, the way people dress, tone of language, gestures and others.

What is key to great communication is to ensure minimal interpretations to the message sent; you want to be clear in your message so that there is no confusion in what is being communicated, whether it is verbal or non verbal.





Active Listening

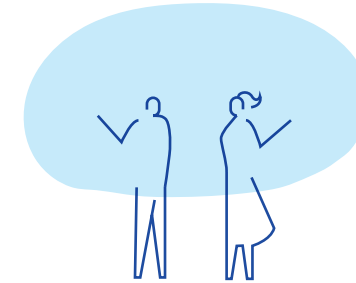
Active listening is so much more than hearing what someone says. Done properly, you can learn a lot. It also demonstrates respect, gives credence and establishes rapport. There are simple techniques to learn to listen actively.

In this session, we will train your brain to turn on your ability to actively listen and practice this skill. You will see how committing a bit more energy in active-listening can greatly reduce the time spent on understanding problems, engaging with staff, and daily management requirements. You will have some easy to implement techniques to help break into an active-listening mode.

Staff will engage with how we listen, and will practice listening to understand. They will be taught how to supplement their listening with questioning to ensure they have a full picture of what is required of them.

By the end of the session:

- Owners will have been introduced to the active-listening skills, practised these, and received feedback on them.
- Managers will have been introduced to the skills, practised these, and received feedback on them.
- Staff will understand that listening for meaning is more than just hearing.



Non-Verbal Communication

Our physical body and bodily actions speak much louder than our words. Our physical actions can enhance or detract from the verbal messages we want to send to others. In this session you will learn how to match your body language to your words and heighten your ability to communicate clearly and effectively. You will also practice some key actions that may reduce conflict, increase your influence of power, and provide a sense of openness to your listeners.

You will also learn how to interpret body language and be able to interact in a way that gives you the power to drive the desired outcome.

Staff will learn how to recognise poor body language in themselves, and how to change their habits to improve workplace and client relations.

By the end of the session:

- Owners will understand body language and how to use it to their advantage.
- Managers will have an awareness of body language - of their own and of others.
- Staff will see body language and understand how their actions may be interpreted by others.



The Hard Conversation

We have all had to do it – have a difficult conversation with a boss or a staff member. Nobody finds it easy. Some of us struggle with the idea of offending other people, some people worry about negative feedback, and others find it difficult to deal with conflict. Not having the hard conversation though, can have a negative impact on the workplace and on profits. There are techniques to ensure a positive outcome of a difficult conversation.

In this session you will learn how to:

- Prepare for the hard conversation.
- How to approach the conversation and have it with kindness.
- How to guide the conversation to a positive resolution.

For staff, they will engage with techniques in how to approach their management with requests in a timely and appropriate manner, while also being aware of the impact their request may have in the workplace.

By the end of the session:

- Owners and managers will have tested the tools for planning and having a difficult conversation.
- Staff will understand how to structure requests to management.



Realising Your Power in Negotiation

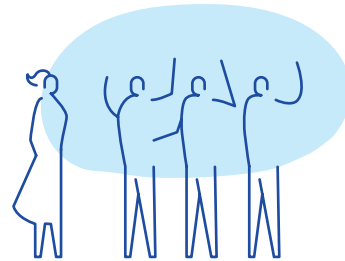
Being able to negotiate is a critical tool in protecting your business. It is a tool that we use every day but probably don't always have a good plan for. At times, we have all walked away from a negotiation and felt that we did not get a good deal.

In this session you will be introduced to some tried and tested planning tools and techniques to put you in the drivers' seat at the negotiation table. You will learn how to be prepared, anticipate feedback, and counter argue.

Using case studies and activities, this session will work through the different models of negotiation.

By the end of the session:

- Owners will have had the opportunity to practise their negotiating skills in a safe environment.
- Managers will have practised negotiating with teams to get things done.
- Staff will have practised negotiating with peers to achieve teamwork.



Motivating Staff

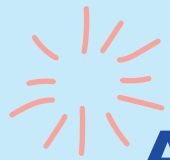
Money Money Money. What else is there? A lot actually. We have all been in a situation where a staff member has left a role to get more money, but then returns in two months time because they are unhappy. Clearly, money was a motivator, but after two months it wasn't any longer.

In this session you will learn the theory behind what motivates people and how each 'layer' needs to be addressed to ensure people feel fulfilled. Getting staff motivation right, dramatically reduces staff-turnover, sick-leave abuse and challenges with hiring. If people are happy at work – they tell everybody and you will never have a challenge in finding new people to join your team.

For staff, this session will concentrate on understanding how acting and behaving with a positive motivation affects the way they self-perceive, are perceived by others, and how others value people with positive motivations. They will understand how positive behaviour, thoughts and actions can increase their value in the workplace.

By the end of the session:

- Owners will have considered what the various ways of motivating staff are, and how to implement a staff motivation plan that reduces cost, retains the right staff, and drives revenue.
- Managers will understand different methods of motivating staff to achieve tasks.
- Staff will acknowledge what motivates them and how to translate this in the workplace.



Annual Calendar 2020

JAN	FEB	MAR	APR
TOPIC 1 Active Listening		TOPIC 3 Staff Motivation	
	TOPIC 2 Decision Making		TOPIC 4 Managing Change >
MAY	JUN	JUL	AUG
TOPIC 4 Managing Change	TOPIC 5 Problem Solving	TOPIC 6 Know Your Style	TOPIC 8 Empathy and Trust >
		TOPIC 7 Non-Verbal Communication	
SEP	OCT	NOV	DEC
TOPIC 8 Empathy and Trust	TOPIC 10 The Hard Conversation	TOPIC 11 Negotiation	
TOPIC 9 Leadership vs Management			

Phnom Penh Location



The Training Centre

BRED Bank (Cambodia) Plc.
 #30 Preah Norodom Blvd, Phnom Penh
 Please go to the back of the building and
 request access to Level 5.

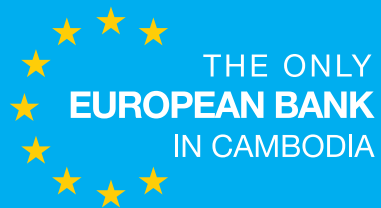
What to know before you come.

- **Parking:** There is limited car parking at BRED Bank. Please arrive on time to find a parking space. (PINK AREAS)
- **Starting Time:** We respect the time of our attendees. All sessions will start on time.
- **Refreshment:** Snacks and refreshments will be provided.
- **Mobile Phones:** All attendees will be requested to turn their mobile phones off during the session.

All materials will be provided as part of the session.

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www.BREDcambodia.com

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