

Management Essentials Programme

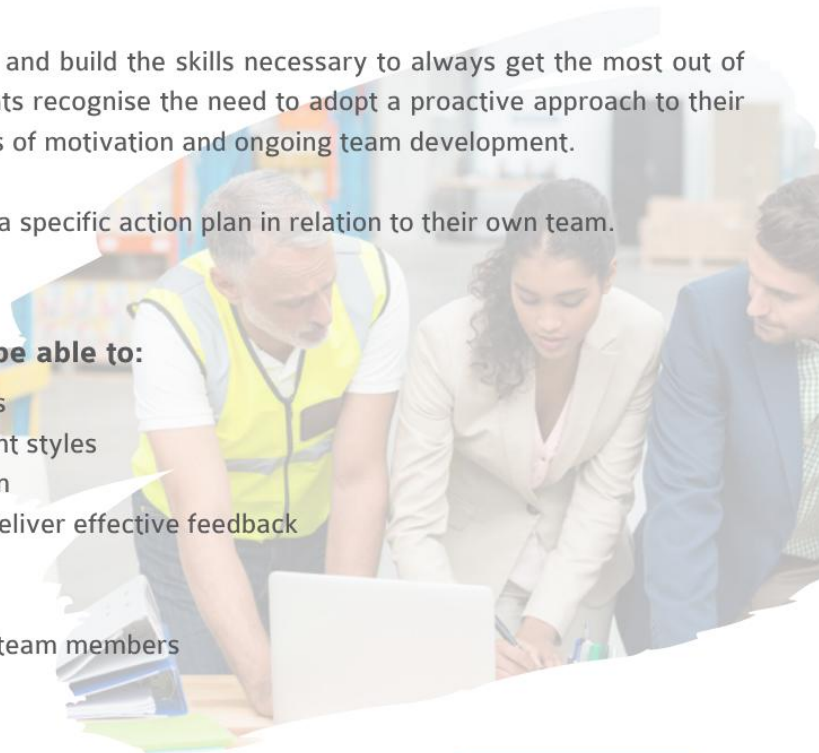
Programme Objectives

To explore the challenges of management & leadership and build the skills necessary to always get the most out of their team members. We will ensure that the participants recognise the need to adopt a proactive approach to their role, with a clear commitment to maintaining high levels of motivation and ongoing team development.

Every participant will leave with a practical toolkit, and a specific action plan in relation to their own team.

By the end of the programme, participants will be able to:

- Identify their responsibilities as managers & leaders
- Recognise and apply a range of people management styles
- Maintain high levels of motivation in a diverse team
- Handle potentially challenging conversations and deliver effective feedback
- Lead and manage performance consistently
- Hold meaningful 121's
- Plan and prioritise their own time and that of their team members



2 x ½ day workshops,
delivered
approximately
2-3 weeks apart

Max 12
participants
to ensure high
interaction

Pre-programme consultancy is
carried out to establish current
challenges & wider organisation
objectives

Review

Module 1

Module 2

We recommend bringing
the group back together
2-3 weeks later to check
progress and tackle any
new challenges.

The modular format will allow
the participants to put their
newly learnt skills into
practice between sessions
and reflect on their progress
throughout the programme.

Recommended Content

Module 1 - half day delivery



The role of the manager - What are your responsibilities?

This session highlights the wide variety of responsibilities a manager has and the issues that this can present in terms of managing their time appropriately. We start to focus on the concept of proactive management and how they have to make time to do it. We will also explore how participants can successfully transition from team member to manager, recognising the challenges this can present.



The activities of a manager

By discussing the six core activities of management, the participants will gain an understanding of exactly what they have to do on a regular basis. The activities will provide a useful framework and some structure to their overall management strategy.



Examination of people management styles

Participants will learn about a range of people management styles and which are appropriate in certain situations. We will discuss the positive and negative characteristics of traditional management styles e.g. directive, collaborative and supportive, and work out how they can best be used with a diverse team. Each participants will recognise their preferred style and begin to see the positive impact of developing a flexible, task-based approach.



Self-awareness - strengths & weaknesses

Participants will be given the opportunity to think about what personality traits or characteristics they have that may help or hinder them as managers. The focus is on personal attributes rather than technical skills and ensures that they recognise the need to self-evaluate regularly in order to develop as managers.



Planning & prioritising

We will assess how the participants can make the most of their time, prioritising those activities that are most important and valuable. We will also examine how to delegate effectively, both in terms of freeing up their own time, as well as developing their colleagues.

Module 2 - half day delivery



Handling challenging conversations & feedback

The aim of this session is to give the participants some practical tools and techniques for handling potentially challenging conversations with confidence and delivering evidence-based feedback. We will also explore the potential reactions to feedback and how these can be addressed with empathy.



Motivation & engagement

Any manager is responsible for maintaining high levels of motivation within his or her team. Almost everything they do has some impact on the levels of motivation and we discuss the theory, background and practical application of a range of motivational strategies. Participants will learn to identify the classic signs of de-motivation and how best to deal with them. We will also help them to develop individual motivational plans for their team members and not focus on 'quick fix' solutions.



Creating a workable action plan

In order that the participants maintain the momentum gained from the training back at work, time is allocated during the workshop to review the key points and ask the participants to create and commit to a workable action plan. This becomes a working document that should be referred to and built upon whenever possible.



Managing performance

We will explore the importance of taking full responsibility for the performance of their teams, making sure that the participants are aware of the need to focus on both results and behaviours. By advocating the regular use of 121's and informal conversations, managers will have the best chance of getting the most out of their team members and will quickly be able to address any dips in performance and track their progress against any goals or objectives.



Developing your team

We will examine the importance of developing your team members on a regular basis and explore the appropriate use of tools such as delegation, coaching, mentoring and training. We will also look at how high performing teams develop and what the manager can do to facilitate this.