

Brilliant & Resilient Managers

Course summary

This comprehensive set of workshops has been designed for Team Leaders and Managers to acquire the foundational skills essential to become more effective managers in an organisation.



Results

Delegates will be able to:

- Gain a better understanding of themselves, their values and how they align to the role and expectations of a Line Manager within the organisation
- Develop a greater sense of self-awareness and emotional intelligence and understand how to use these on the job
- Be better equipped to manage their team and to build relationships easily
- Further develop themselves personally and professionally, through feedback and reflection, to perform effectively within the organisation and to deal with change and challenging situations

Benefits of attending

This workshop is broken down into three areas of exploration: Self, Team and Organisation.

The first rule for an effective manager is to know yourself. Therefore, we are starting this course with Self Exploration which will look to answer

- What tasks or practices do I need to do more? (blind spots)
- What do I need to do better? (strengths)
- What do I need to do differently? (weaknesses)
- Mastering a wide assortment of skills for effective team leadership

The aim of team leadership is to assist members of the team to achieve their personal best.

Team Exploration will look to answer:

- What do we, as a team, need to do better?
- What do we, as a team, need to do differently?

- What can I, as the team leader, do to make these changes?

Finally, we will explore the impact you can have on the organisation as a manager. In today's environment, if you are standing still, you are falling behind. Making the right decisions as a manager at the right time is critical. Organisation Exploration will look to answer:

- What can I do, as a Manager, to impact the organisation?
- What do we, as a Company, need to do better or differently?
- How will those changes benefit the Company?

Key topics

Expectations of a Manager (Competencies and Values bespoke to your Company)

Personal Proficiency

Communication

Managing Change

Resolving Conflict

Coaching

Developing & Motivating People

Managing Individuals & Teams

Influencing

Managing Priorities

Performance Management

Who should attend

All Managers & Team Leaders

Duration

4 days

09:30 – 5.00pm (09:00 – 3pm Day 4)

Brilliant & Resilient Managers Day 1

The first day of this series of workshops focusses on the individual managers, looking at why they were promoted, what their personal strengths (and weaknesses) are, how a management role differs from being 'one of the lads', where this new role sits in the organisation and how to maximise communication skills.

It is vital that new managers understand that what got them promoted to a management position may not always be what will keep them successful in their new role. Those strengths will still be important but, without developing new competencies, they are unlikely to be successful as a manager.

TOPICS

Welcome & Introductions
Expectations of a Manager
Personal Proficiency
Communication



Results

Delegates will:

Be introduced to the group and learning partners

Gain an understanding of the course and expectations

List the different levels of individual contribution, supervision, management and leadership and understand the fundamental shift in the nature of the work and where support may be required

Define personal proficiency – (delegates will have completed a Personality Questionnaire prior to the training for review as part of this module)

Describe the importance of communication skills as they relate to management

Explain the concept of “degrees of openness”

Identify the phases of the question funnel

Understand and differentiate between open and closed questions

Identify five levels of listening

Describe empathetic listening

Benefits of attending

Delegates will:

Develop a greater understanding of the skills required to perform successfully as a manager

Have a greater awareness of how behaviour impacts not only on direct reports, but also on other teams that they may be connected to

Recognise how their behaviour affects other people and understand that this becomes even more important when they lead others

Recognise the importance of communication in running teams and the impact that body language, listening and tone of voice can have

Brilliant & Resilient Managers Day 2

Day 2 focusses on understanding and managing change. It looks at the role required of a leader to support their teams through change and growth.

It also examines conflict encouraging delegates to recognise their own conflict style, how their behaviour impacts on those around them and how to positively manage and resolve conflict within the team.

The concept of coaching and how to use it is introduced.

TOPICS

Managing Change

Resolving Conflict

Coaching

Results

Delegates will:

Understand that the pace of change in our lifetime is profound and that each new technology only accelerates this

Understand the difference between change and transition

Describe ways of reacting to change

Understand the four phases of the change curve and how to move forward along the curve

Identify critical success factors for helping change to be accepted and implemented in the workplace

Identify the four major causes of conflict

Identify their preferred conflict management style (using the Thomas Kilnman Self- Assessment)

Use "I" statements for effective communication

Define coaching

Define feedback

Select the appropriate coaching style for the level of competence and commitment

Use the GROW model of coaching

Benefits of attending

Delegates will:

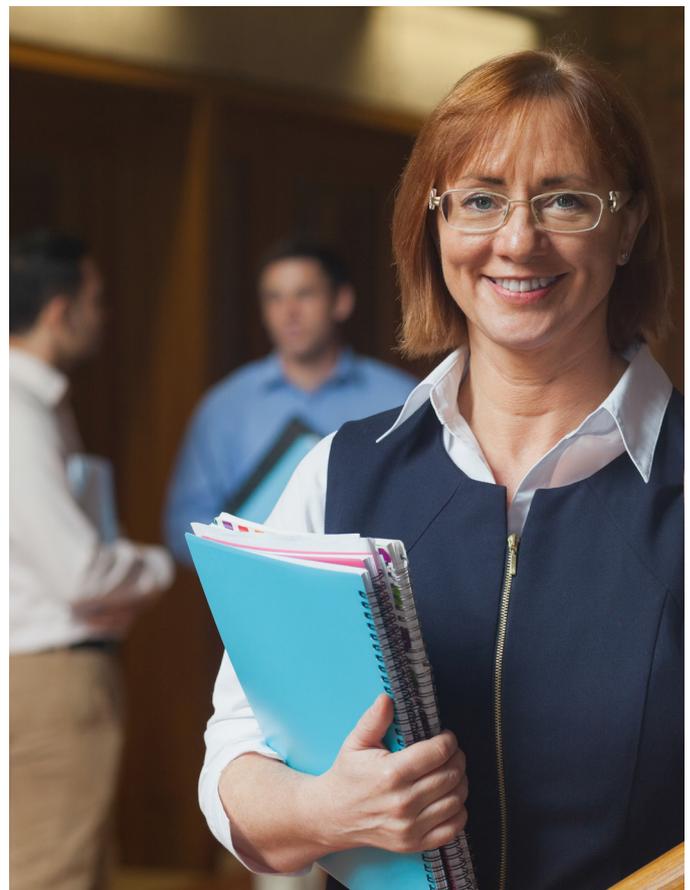
Understand that facilitating the human side of change is an essential part of the contemporary manager's job.

Understand that a manager must recognise where they are on the change curve when change is imposed and know that they need to support their team through the journey

Understand their own conflict style and how their behaviour impacts on others

Understand the style of others and will be able to use positive communication methods to influence those around them

Identify personal strategies to respond effectively to conflict



Brilliant & Resilient Managers Day 3

Day 3 is all about developing talent and motivating teams, understanding that a leader's primary purpose is to grow and motivate their staff and that this is achieved by building positive, nurturing relationships.

TOPICS

Developing & Motivating People Leading Individuals & Teams

Results

Delegates will:

List the five fundamentals of people leadership which include:

- Get Engaged & Stay Engaged With Your Team
- Provide Guidance & Direction
- Provide Resources
- Remove Roadblocks
- Develop Your People

Describe their role in developing talent

Describe the principles of motivation

Create a plan to apply strategies to motivate individual employees

Identify their own leadership style preferences and how these are likely to impact on interaction with their team (reference personality questionnaire)

Describe methods to match leadership styles to individual employees

Identify their preferred team type and how this is likely to impact how they work with direct reports (using the BELBIN model – delegates will have completed a questionnaire before the training)

Define the eight team types and how they impact work styles, behaviours, and preferred approaches to being managed

Review the five reporting styles and their preference as outlined in their report



Benefits of attending

An increased awareness of a Manager's role in developing talent and building teams and why employee development is key

Create a development plan

Delegates will know more about the different ways of developing their employees by applying the 70/20/10 rule

- 70% Jobs/Tasks – development on the job
- 20% Bosses/Coaches/Mentors development from working with others – mostly the direct manager
- 10% Courses – development from attending courses – e-learning, classroom, or a combination

Delegates will understand and remember that everybody is motivated by different things at different times. They will learn how to use Maslow's Hierarchy of Needs to help with this

Increased awareness of how to build a motivational environment

Delegates will understand that leading individuals is an approach to managing employees that recognises the necessity for a Manager to adapt the way they lead different individuals based on the employee's level of skill development and their commitment to the job

Delegates will appreciate that by knowing their own personal team type they can better understand the role they might seek to play within their own team of direct reports

By understanding the different team types and their attributes, delegates can begin to identify the team type styles of their direct reports and any implications that might have for how they manage and interact with them



Brilliant & Resilient Managers Day 4

The final day of this series of workshops pulls together everything learned so far and also looks at how they fit within the organisation. Advanced skills such as relationship building, influencing and managing priorities are covered culminating in a personal effectiveness action plan.

TOPICS

Influencing
Managing Priorities
Performance Management

Results

Delegates will:

- Describe the Circle of Influence
- Use the Relationship Map to identify stakeholders and their needs
- Use the Relationship Builder Tool
- Describe how to establish daily priorities that align with business goals
- Distinguish between the urgency and the importance of daily task
- Demonstrate practical action steps and apply tips to improve personal effectiveness and productivity
- Understand the Performance Management process

Benefits of attending

Delegates will understand the importance of building relationships and influencing others within the organisation to make them more effective at getting the job done

Delegates will be better equipped to prioritise their tasks more effectively by differentiating between the importance of the task, the contribution it could make to the organisation's goals and the specific urgency of a task.

Delegates will gain an understanding of the difference between the 'reactive' and more 'proactive' nature of managing priorities

Recognise the benefits of Performance Management for both themselves and their team

Delegates will understand that Performance Management is a continuous process that helps managers to:

- Set and communicate performance expectations (Determine the Right Goals)
- Review and appraise performance (Assess Employees Performance and provide ongoing coaching and feedback)
- Enable development opportunities
- Recognise and reward performance (Link Rewards to Performance)



For more information or to book please contact Resilient Me