

Mastering Management and Leadership Skills

INTRODUCTION

- Both leadership and management in the 21st Century are becoming increasingly more complex. Typically organisations in both the public and private sectors are facing changes driven by political, economic, sociological, technological, legal and environmental issues. In order to successfully meet these challenges organisations need to ensure that their leaders and managers at all levels have a comprehensive understanding of their roles, goals and required competencies.

This Mastering Management and Leadership Skills training course is focused on meeting this requirement. In these 10 days you will learn about:

- The range of 21st Century competencies
- The need to think strategically
- The principles of managing change
- How to approach and solve problems creatively
- Critical aspects of teamwork
- The process of motivating yourself and others
- Methods for managing conflict
- Techniques for dealing with difficult staff

PROGRAMME OBJECTIVES

- Know the importance of character in management
- Know the four dimensions of behavioral styles
- Understand how to be a Champion of Change
- Clarify your role as a leader and manager
- Identify Five Core Competencies of effective managers
- Understand a proven model for Developing a Successful Strategy
- Learn how to build a high performance team
- Recognize the difference between ineffective and effective teams
- Discover techniques for improving their personal performance as a team leader
- Study the different team player styles and their impact
- Devise a strategy to manage the team through the stages of development
- Examine the art of motivating employees
- Consider methods of dealing with conflicts between team members

WHO SHOULD ATTEND?

- Team leaders seeking to enhance their performance
- Technical staff seeking a greater understanding of management
- Managers desiring to sharpen their skills

TRAINING METHODOLOGY

- In order to acknowledge individual participants' different learning styles the Mastering Management and Leadership Skills training course uses a wide range of training methodology. Accordingly your training course leader will encourage active participation to capitalise on your existing experience and expertise, plus the use of:
 - Lecturettes
 - Role plays
 - Readings / case studies
 - Psychometric questionnaires
 - Group exercises and discussions
 - Films

PROGRAMME SUMMARY

- This 10 day training course will begin with a week focussing on the way organisations compete in their chosen market(s); the ever more demanding roles of leaders / managers in the 21st Century, the need to continuously anticipate and react to changing circumstances and how to make defensible decisions.
- The second week will focus on the process of becoming a highly effective team leader. Consideration is given to methods of building high performance teams and understanding the different leadership styles necessary to manage different types of teams. There will be an in depth analysis of techniques for the personal self-development of the team leader. Finally, attention will be placed on effectively dealing with issues of team conflict and the management of difficult people.
- Lastly, participants will be encouraged to think through their strengths and opportunities for improvement in the light of their current role and future career.

PROGRAM OUTLINE

You as Manager

- The changing role of a manager
- The importance of developing yourself as a manager
- Understanding the differences between "Leadership" and "Management"
- What sort of manager are you?
- The Dimensions and Characteristics of Behavioural Styles
- Your Behavioural Style and how it impacts upon performance of self and others
- The Functions and Competencies of a 21st Century Manager

Developing Personal Excellence and Strategic Understanding

- Using Emotional Intelligence to improve performance and to aid understanding of self and others
- Being efficient and effective as a manager
- Developing your Networks
- Making every meeting productive and valuable
- Supporting strategy in the organisation, Mission, Vision, Values and Success Factors
- Focusing on the future, undertaking external and internal analyses
- Understanding the Impact of Organisation Culture
- Ensuring Regulatory Issues are Known and Understood

Encouraging and Enabling Your People to Give Their Best

- The main attributes and style of a of modern leader
- Recruiting and Selecting People
- Establishing and managing expectations
- Building the capability and capacity of your people
- Monitoring, Tracking and Appraising Performance
- Creative Problem Solving and effective decision making
- Introduction to high performing team development

Making the Best of Your Resources

- Managing your resources (both non-people and your people)
- The cost of poor quality and the benefits of quality excellence
- Exploring, identifying and managing risks
- Minimising the wider environmental impacts
- Using technology effectively to maximise impact and to improve the customer experience
- Supporting your team to achieve results your customers will value
- Developing your customer focus to ensure effective, consistent customer experiences
- Defining, evaluating and managing business processes
- Supporting innovation and creativity

Achieving Results your Customers will Value

- Facilitating Organisational Change
- Managing Changes in your team
- Systems Thinking
- Identifying opportunities for improvements
- Embedding a continuous improvement culture in your team
- Post Course Action Plan

Building a High-Performance Team

- The Goals of Teamwork
- High Performance Team Masterplan
- Identifying Effective Team Behaviours
- Identifying Ineffective Team Behaviours
- Understanding Team Player Styles

Leading Different Types of Teams

- Employing Teams
- Creating Virtual Teams through Technology
- Overcoming Resistance to Teamwork
- Meeting Team Performance Challenges
- Understanding the Stages of Team Development
- Essential Skills for Team Leaders

Self-Motivation and Development

- Harnessing the Power of Your Abilities
- Choosing Empowering Beliefs and Values
- Building Your Self Confidence
- Maintaining a Positive Attitude
- Strengthening Determination and Commitment
- Turning Ideas into Action

Dealing with Team Conflict

- Understanding the Causes of Conflict
- Conflict Mode Instrument
- Pacing & priority conflicts
- Dealing with Different Behavioural Styles
- Managing Conflict Effectively
- Obtaining the Benefits of Productive Disagreement

Dealing with Difficult Team Members

- Types of Difficult People
- Adopting an Assertive Approach
- Models for Effective Counselling
- Managing the Difficult Team Member
- Dealing Appropriately with Personal Criticism
- Developing an action plan