

# Management Development Programme

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Duration: 2 to 5 Days

## Introduction

Managers in any organisation need to:

- Show real leadership
- Manage day-to-day operational issues
- Work effectively with colleagues and their team

Our programme will help managers develop a range of skills to meet these challenges. This training programme will give your managers the knowledge and skills to effectively:

- Manage, lead and motivate a team
- Achieve business aims through working with others
- Communicate assertively
- Coach and delegate
- Prepare for and take part in appraisals
- Interview potential new staff for a role in your organisation
- Manage costs and budgets

## ILM Approval

This three day course is approved by the Institute of Leadership and Management. The ILM are the largest UK provider of management awards and qualifications, and are part of the City and Guilds group.

On attending the course delegates can receive an ILM Certificate and 12 months studying membership to the ILM. There is a small additional fee per delegate for this option.



## Adapting the Programme for your Business

### *Before the training*

We will meet with your organisation to assess:

- Your organisation's objectives for the training
- How we can adapt the course to use examples from your business throughout the training programme

We also ask all delegates to complete a detailed questionnaire so we can understand their individual needs.

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## *During the training*

We run this training in a very interactive way, with plenty of opportunity to discuss, learn and practice. We also make sure that delegates enjoy their training experience. Without any enjoyment it is very difficult for people to learn.

Throughout the training delegates will identify ways to put their newly developed skills into practice immediately on their return to the workplace.

## *After the training*

We encourage delegates to contact us after the training so we can help them to embed their new skills into their day to day work.

## Course Schedule

There are 11 modules grouped into three main areas.

Management (Duration - 1  $\frac{3}{4}$  days)

1. Leadership and Management
2. Effective Communication
3. Innovation
4. Budgets and Cost Control

Teamwork (1  $\frac{1}{2}$  days)

5. Agreeing each person's role
6. Communicating with your team
7. Working together successfully

Working with individuals (1 $\frac{1}{2}$  days)

8. Coaching
9. Delegation
10. Appraisals and feedback
11. Recruitment

The full programme extends over approximately 5 days. Customers will usually choose most, but not all modules. The length of the training is therefore typically three or four days. We will discuss your requirements so we can provide a *tailored training plan* that meets your particular business needs.

The rest of this brochure outlines what managers will gain from each of the modules.

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## Management

### Leadership and Management

We help delegates compare the role of 'leader' with the role of 'manager'. We then help them plan a way to develop their leadership and management skills.

Delegates will gain skills in:

- Working with others to create vision and plan for their part of the business, with clear objectives
  - ⇒ Where appropriate this plan may include:
    - ⇒ Customer care – internal and external
    - ⇒ Business performance management
    - ⇒ IT and Technical resource management
    - ⇒ Staff development
- The use and importance of specific, measurable and achievable aims for their team
- Communicating their plan
- Choosing which circumstances are best suited to a 'facilitative' management style and which are best suited to a more directive style
- Motivation and support of their team
- Showing commitment through personal performance

### Effective Communications

The management role includes many responsibilities and tasks that require good communication skills.

This session will help delegates to identify what processes and procedures they need to adopt to ensure successful communication.

This session will help delegates understand:

- The communication processes needed for different responsibilities and tasks
- Choosing the best communication processes for specific tasks :
  - ⇒ *What* should be communicated
  - ⇒ *Who* it should be communicated to
  - ⇒ *How* it should be communicated

We will also help delegates understand more about their organisation. Organisations differ dramatically in the way they get things done. Many employees are unaware of this – particularly if they have worked for an organisation for some time.

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We help delegates understand their organisation's main culture – 'Club', 'Role' or 'Task'.

Through this understanding we help them see ways they can use communication skills to:

- Get things done / get new ideas accepted in their part of the business
- Lead their team in a way that is in tune with the organisation

## Innovation

Innovation and creativity can be crucial to growth or survival of many businesses. The evidence shows that businesses which have an innovative approach throughout the business are more likely to prosper.

This module helps managers and other staff:

- Assess the need for innovation in their organisation
- Understand their own organisations' approach to innovation, from 'Innovator' through 'Early migrator' and 'Late migrator' through to 'Laggards' - Everett Rogers widely used this classification of attitudes to innovation.
- Use Altshuller's Levels of innovation to identify the scope for innovation in their part of the business
- Discover and rank new ideas through creative discussion

## Budgets and Cost Control

For businesses to prosper, meaningful budgets need to be in place. Managers then need the skills to understand them and the ability to control costs. In this module, we explain some of the jargon and take away the "fear factor" surrounding finance.

Delegates will learn:

- Where budgeting fits in to a company's financial planning and control
- What to include in a budget
- Where Microsoft Excel can help
- Tips and shortcuts in using Excel
- How to use a budget to compare actual expenditure/income with planned expenditure/income
- The difference between cash flow and income

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*This module includes:*

## Introduction

- Financial jargon
- Practical accounting principles

## Profit & Loss

- What constitutes turnover
- Cost of sales
- Fixed and variable costs

## Budgeting

- Aim of budgeting
- What is usually in a budget report
- The budget cycle (Plan, implement, monitor re-plan etc.)
- Budget Planning
- The human side to budgets, what can make the process work or fail
- Typical reasons for overspend/underspend
- Tackling budget overspend
- Incremental & Zero Based Budgeting
- Budget monitoring

## Using computers for budgeting

- Top 10 Microsoft Excel features for budgeting

## Teamwork

### Agreeing individual roles within the team

#### *Staff Management – A Fresh Approach*

We will help new managers take a fresh view of exactly what they expect from those who work for them.

We use the Belbin Work Roles approach in analysing their roles. This will help them put job tasks into one of the following groups:

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- Tasks where a staff member has full authority to decide how it will be carried out
- Tasks needing agreement from the manager on the best way to carry out the task
- Tasks which individuals perform but are not fully acknowledged by colleagues or you
- Team tasks
- Tasks which should be scrapped

This approach should give delegates new insights into the best way to carry out their work and work they pass on to others. It can also help identify skills development needs.

## *Competencies*

Many organisations also develop a competency based approach to job roles.

We review how other organisations across the world have adopted competencies.

In particular we help delegates:

- Understand what a competency is
- How competencies might help (or hinder) management of their team
- How to go about choosing and developing competencies for their team.

We also provide tips on ways to get the best from a competency based approach to management of individuals.

## Communicating with the Team

In this module we help delegates:

- Recognise the difference between aggressive, assertive and passive behaviour
- Use assertive language in appropriate circumstances
- Identify strategies for dealing with 'difficult behaviour'

## Working Together Successfully

We use Belbin Team Roles to help delegates assess their own strengths when working within a team.

We also help them plan an approach to assessment of team strengths possessed by individuals in their own team.

With this knowledge we help delegates:

- Diagnose the development stage of their team
- Recognise the need for a range of team-based roles
- Take appropriate leadership action to promote team development
- Maintain and improve communication within the team and with others

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## Working With Individuals

### Coaching

We help delegates understand what coaching is – *and* what it is not.

We use Egan's three stage approach to coaching to help delegates to understand this approach, and then give opportunities for practice.

This module helps delegates:

- Develop listening skills
- Develop questioning skills
- Show understanding
- Understand to help a person analyse their problems in a systematic way

### Delegation

Delegation is a key management skill. Managers need to feel comfortable in delegating to their team, their colleagues and people who are higher in the organisation's hierarchy.

In this module delegates will learn:

- When to delegate
- What to delegate
- The importance of planning for delegation
- How to demonstrate personal commitment when delegating a task
- Why people might not accept delegated tasks
- The seven levels of delegation
- The best approach to take when people are resistant to delegation
- How to ensure people who accept delegated tasks feel they also gain
- How to monitor a delegated job so they can spot and handle typical problems

### Appraisals and Feedback

Often managers and their team are reluctant to "conduct" appraisals. Appraisals are frequently seen as irrelevant, burdensome or threatening.

In this module we highlight some of the positive gains from the appraisal process both for the manager and the appraisee.

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Topics include:

- Planning for an appraisal
- The need for evidence
- Getting the employee view
- The need for continuous feedback to staff
  - ⇒ Appraisals are not just an annual event!

## Recruitment

In many countries it can be expensive and complex for an organisation to go through a dismissal process. It can also be traumatic for individual involved.

This is one of several reasons that an effective recruitment process can be crucial in ensuring the development of an organisation.

In this module we help delegates:

- Understand the different types of interview process
- Define the required skills, knowledge and attitude
- Review CVs and select appropriate candidates for interview
- Develop interviewing and Probing Skills
- Ensure fairness in the interview process
- Put the candidate at their ease
- Draw out information through effective questioning skills
- Listen for and deal with inconsistencies