

Essential Management Skills

Duration: One Day

Course Objective: to introduce participants to the complex issues involved in management, and build the foundation skills necessary for successful people managing at any level. Key topics covered include motivation, leadership, understanding & developing your team, conflict handling, delegation, and coaching.

The aim is that every participant should leave with a solid practical skills base, and also a specific action plan in relation to their own team.

By the end of this course, participants will be able to:

- Identify their responsibilities as managers
 - Recognise and apply a range of leadership styles
 - Design individual strategies for motivation
 - Understand how a team develops
 - Resolve any potential conflict
 - Understand when and how to discipline individuals
 - Train and coach their teams more effectively
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- **Examination of existing strengths and weaknesses**

This encourages the participants to think about what traits or characteristics they have that help them as managers and indeed those that hinder them. The focus is on personal characteristics and not technical skills. This exercise encourages group discussion and allows the participants to recognise that they should self-evaluate regularly in order to develop as managers. The discussion throws up lots of issues and problems that managers face, as well as reminding them of the positive characteristics they have. It provides an excellent background to the whole course with many themes and useful examples being drawn out.

- **The role of the manager - What are your responsibilities?**

The aim of this session is to highlight the wide variety of responsibilities a manager has and the issues that this variety presents. The session will start to focus the participants on the whole concept of management and how they have to commit to the role itself.

- **Examination of leadership styles - Slave driver or Moses?**

Participants will learn about a range of leadership styles and which are appropriate in certain situations. We will discuss the positive and negative characteristics of traditional management styles and work out how best they can be utilised in the working environment. This session will also generate the enthusiasm required to really embrace the role of the manager and start to see how participants can actually *lead* as well as manage their teams.

- **The activities of a manager - The practical aspects**

By discussing the basic activities of management, the participants are able to gain an understanding of exactly what they have to do on a regular basis. The activities that will be discussed provide the participants with a framework from which to work and will give some structure to their overall management technique and strategy.

- **Taking responsibility to manage**

A small amount of time is allocated to this topic, simply to highlight the importance of taking actual responsibility to manage. This is particularly significant for those who have existing roles and have management responsibilities on top of other work. Too often, their management responsibilities become sidelined and only emerge when confronted by problems or awkward situations.

- **Motivation - The theory and the practice**

Motivation as a subject is a theme that runs through this entire course. Clearly, a 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 of an individual and we discuss the theory, background and practical application of a range of motivational strategies. Most importantly, time will also be spent examining motivational drivers.

- **Developing individual motivational strategies**

Participants will learn to identify classic traits of de-motivation and how to deal with them. Having spent time learning about personal drivers, this session will help the participants to develop individual motivational strategies for their team members. Using their understanding of motivation, we will help the participants to recognise causes of de-motivation and not focus on “quick fix” solutions to deal with its symptoms. They will be encouraged to work on techniques to resolve conflict and disagreement and will work on the skills necessary to avoid using short-term disciplinary measures – the philosophy being that through positive, confident management one can maintain high levels of motivation and avoid problems developing out of control. Practical exercises combined with group discussions will be used to ensure that the participants are confident to use their newly learnt techniques.

- **Strategies for dealing with “difficult” personalities**

So-called “difficult” personalities often cause problems for managers, especially inexperienced managers. This session helps participants to recognise why individuals become “difficult” or why individuals suddenly start to behave in a disruptive manner or become rude and difficult to deal with. Managers often blame the individual for this and this session examines why managers must take some responsibility. We examine what conditions have changed to create these behaviours and importantly examine the approach managers use to deal with these personalities. We discuss how one’s attitude can change once you decide an individual is “difficult” or “lazy” and the impact that this can have. Again practical exercises will help to demonstrate the ideas and theories.

- **Techniques for training and coaching**

Developing staff and maintaining high levels of performance is a crucial element of the manager’s role. This session examines effective training and coaching skills. The aim is to help develop the confidence of the participants, to ensure that they can translate knowledge, skills and attitude effectively to their team members. Delegation is also examined within this session. A series of practical exercises are used to develop these skills.

- **Creating a workable action plan**

Communication is another ongoing theme that runs throughout this course. This session examines the importance of communication as a management tool and how the participants can improve their existing skills. Various communication media will be investigated and the participants will be able to identify the strengths and weaknesses of each. Practical exercises will be used to highlight the problems with poor communication and conversely how good communication can underpin good management.

- **Creating a workable action plan**

In order that the participants maintain the momentum gained from the training back at work, time is allocated at the end of the course 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.

'Great course, loved every moment of it.....more please!'

'The course was an eye opener and gave me lots to think about and consider which I will definitely apply to my job as facilities manager.'

'It was exactly what I needed to understand the skills of leadership & management – practical, easy to follow and engage with.'

'I really liked Bill & Ross's style and delivery every section came across very clear and extremely understandable. I found the training very useful and made me look at my team in a new positive light.'

'Very enjoyable and even with my years of experience very good to revisit skills & tools.'

'Fab style of delivery and very knowledgeable.'

'I decided to do this course as was feeling quite lost and had lost my confidence in my ability to manage. I left feeling really inspired and positive that I do have the capability to make changes for the benefit of my team.'

'Exceeded expectations...this course was the best I have been on.'

'Lawrence had a vast knowledge and his experience was fantastic – great trainer'

'The course was informative, insightful, action-oriented and practical.'

'Lawrence was excellent. Open, interactive, real life experience from real world job – obviously very knowledgeable & interested in the subject area. A well pitched & well timed course.'

'I found the content & level of training very helpful. Lawrence gave clear explanations & had a high level of knowledge & experience. A really useful two days away from the office & I'm really looking forward to applying it!'

'I enjoyed the course & will try to encourage other members to go on it in the future as it covers all aspects of being a better manager.'

'Lawrence was brilliant. He made the course flow well, was informative & kept you engaged. He was also willing to help with anything that was not part of the course.'

'The course with Martin was excellent. He is a lively trainer with an excellent feel for his client's needs. I certainly got a lot out of it and I know the other participants did too. The most positive aspect was the fact that Martin listened to individual management problems that were talked about, and he had an intelligent answer for everything.'