



Management Skills for New Managers

Duration 4 Days

Introduction

The role of the manager is “hands-on” management in the purest sense. The initial stages -when Managers are first appointed-are fraught with pitfalls. Very often, first and second line managers have been ‘one of the team’ and are now responsible for colleagues and friends. This will involve a very big adjustment. From ‘doing’, they now have to make things happen through other people.

Relationships in the workplace have to change and develop as the transition into this key role takes place. An introduction to developing skills in team building, motivation, control, delegation, problem solving, decision-making etc. are now essential to lead a really happy and successful team.

No longer is management about keeping the organization stable. Because of the volatile nature of the global and external environment, change is the only constant and the manager must be able to act in a proactive way and take his staff along with him.

Therefore, planning and managing change feature very heavily in the course.

This is the background and the basis for this Four-day program for managers. This will be a practical and interactive program with opportunities to practice the new skills acquired during the course.

Who Should Attend?

- New supervisors or managers with one year or less experience, or those who will soon be promoted.

Course Objectives

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

- ✎ Recognize the distinctive features of first line management
- ✎ Understand the managers role as leaders
- ✎ Appreciate the ‘challenge of change’ and effective implementation
- ✎ Plan and organize time more effectively – including work scheduling
- ✎ Understand basic motivational techniques
- ✎ Understand the essence of team working and group dynamics
- ✎ Monitor and measure performance
- ✎ Describe the purposes of performance appraisals and how they can enhance performance
- ✎ Develop an ability to provide effective feedback on performance
- ✎ Use a structured approach to problem solving and decision making
- ✎ Describe the main ways in which line managers can contribute to the development of their staff
- ✎ Identify key factors that enhance innovative team working
- ✎ Understand the need for planning and managing change
- ✎ Identify the formal, informal and psychological contracts between participants, as team leaders, and; superiors, peers and subordinates
- ✎ Identify and apply some specific planning tools and approaches as necessary in their own work responsibilities
- ✎ Appreciate emotional responses to change
- ✎ Understand the demands, constraints and choices related to their roles as managers
- ✎ Identify areas where individuals need to develop competence as effective managers
- ✎ Explain the importance of motivation to the task of managing people
- ✎ Recognize the implications of leadership theories for their own relationships with subordinates, superiors and colleagues
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- ✎ Appreciate the need to adopt differing styles of leadership appropriate to the circumstances of their jobs
- ✎ Choose and apply suitable techniques at appropriate points in the planning process
- ✎ Plan and schedule the activities for which they are responsible



- ↳ Understand the role of the manager as the person who oversees and takes responsibility for the transformation of resources into goods and services
- ↳ Utilize the advantages of working within a multi-cultural organization.

Course Outline:

- 1. The Changing Nature of the Manager's Role**
 - 1.1. Two perspectives
 - 1.2. Demands, constraints and choices confronting management
 - 1.3. The player-manager syndrome
 - 1.4. Self-rating as a manager – identifying strengths and weaknesses and areas for improvement
 - 1.5. Transition and renewal of new and traditional management roles
- 2. The Paradigm Shift in Management**
 - 2.1. Leadership, a strategic management role
 - 2.2. Benchmarking leadership characteristics
 - 2.3. Situational leadership
 - 2.4. Management styles and behaviors
 - 2.5. Evaluating leader effectiveness
 - 2.6. Vision and creative tension
 - 2.7. Leadership cycle
 - 2.8. Qualities of 'real' leaders
- 3. Communications and interpersonal relations**
 - 3.1. The communication climate
 - 3.2. Corporate objectives
 - 3.3. Being clear about vision, mission and objectives
 - 3.4. Accomplishing the task
 - 3.5. Negotiation skills
 - 3.6. Decision making and problem solving
 - 3.7. Mind mapping skills
 - 3.8. Meeting and presentation skills
- 4. Monitoring and controlling performance**
 - 4.1. The skills gap
 - 4.2. Setting standards
 - 4.3. Making provision for measuring and monitoring performance – Key performance indicators
 - 4.4. Deciding whether corrective action is needed
 - 4.5. Being clear about vision, mission and objectives
- 5. The Management Function – managerial effectiveness**
 - 5.1. Managing and handling stress
 - 5.2. Unitary versus pluralistic structures
 - 5.3. Mechanistic versus organic structures
 - 5.4. Managing conflict constructively
 - 5.5. Performance appraisal systems
- 6. Motivation and Leadership**
 - 6.1. Practical applications of dominant theories
 - 6.2. Expectancy Theory – Maximizing Performance
 - 6.3. The human performance environment
 - 6.4. Creating a performance culture
 - 6.5. 'The blame culture'
 - 6.6. 'The learning organization'
 - 6.7. Developing Your Staff
- 7. Planning and Managing Change**
 - 7.1. Force field analysis
 - 7.2. 3 stages of change
 - 7.3. Innovators and adaptors
 - 7.4. Fundamental changes in the business environment
 - 7.5. Planning and managing change
 - 7.6. The manager as 'change agent'
 - 7.7. 'Top down' or 'bottom up' change?



8. Building Successful Teams

- 8.1. What is a team?
- 8.2. Why a group won't do
- 8.3. Why only some groups succeed
- 8.4. Team roles and Belbin's 'Self Perception'
- 8.5. Harmonious team relations
- 8.6. Creating a 'Team Charter'
- 8.7. Building a 'self-managed' work team
- 8.8. Group dynamics
- 8.9. Johari Window

9. Delegation and Empowerment

- 9.1. Benefits of delegation and empowerment
- 9.2. Barriers to delegation
- 9.3. First steps
- 9.4. Planning to delegate
- 9.5. Functional, motivational and developmental
- 9.6. Empowerment – job enrichment
- 9.7. Suitable tasks for delegating
- 9.8. Maintaining accountability