

Management Essentials

A programme to refresh, stimulate & inspire great management

Sessions :-

Pre Visit

Being a Manager

Leading your Team

The People Factor

Follow-up PDP

A programme delivered by :-

Cultivate Training & Development Ltd

nurturing people, growing talent



Management Essentials Programme

Making your debut as a manager can be both an exciting and daunting experience. Learning how to lead, motivate and manage others is not something that people master overnight. This programme has been designed to assist both new and developing managers with this transition and provides an excellent opportunity for those more experienced in management who would value the chance to refresh their skills.

The Management Essentials programme encourages delegates to think about what changes for them with the title of 'manager'. It provides the clarity individuals need about '**what**' their role is as well as an understanding of '**how**' to fulfil that role.

Programme Format

The format of the programme is a series of 3 workshops delivered over a period of 2 months, which explore the role of a manager using the John Adair model of Action Centred Leadership.

The model proposes that there are only 3 things that a Manager should be concerned about; the **task**, the **team** and the **individuals** in the team. This simple breakdown of the role is really helpful in focussing a Managers attention on what is important and the skills associated with being a great Manager.

During the third workshop a second model, Situational Leadership, is explored. This model examines the different ways that people can be managed in order that they are able to perform to their optimum. Again a simple concept which, through group work, analysis and discussion will generate an appreciation that each individual requires a different level of input from their Manager depending on the tasks they are involved in.

On completion of this programme delegates will be able to :-

- Explain the purpose, responsibilities and accountabilities of their role
- Apply the principles of Action Centred Leadership to the management of their team
- Apply the principles of Situational Leadership to the management of the people in their team
- Explain how their performance will be measured and recognise their own strengths and development areas as a manager

There are 3 critical elements to the way in which the programme is run :-

- the sessions themselves are interactive, fun and relevant.
- there is a clear connect between the sessions and the workplace
- there is time between sessions for delegates to apply what they have learnt

With these underlying principles in mind the programme format is outlined overleaf.



‘Management Essentials’

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Pre-Visit

In advance of the workshops the tutor would spend half a day in the business talking to Line Leaders and Managers about the challenges they are experiencing. The objective would be to meet as many of the intended delegates as possible and identify strong reference points that would be used to strengthen the reality of the training.

Workshops

The three workshops would be delivered with a 3-4 week gap between them to enable delegates to put into practice the skills they have learnt. The ‘Leading your Team’ workshop can be delivered at an outdoor activity centre which provides an opportunity to use experiential learning activities to enhance the programme.

Following each workshop delegates would be expected to complete agreed ‘practical application’ tasks as part of their commitment to put the learning from the workshop into practice.

Being a Manager	Leading your Team	The People Factor
<p>Authority, responsibility & accountability – theory & in practice</p> <p>Introduction to John Adair Task / Team / Individuals</p> <p>Achieving the Task</p> <ul style="list-style-type: none"> ○ Our service chain ○ The role of objectives & targets ○ Planning & organising ○ Reviewing success <p>Communicating the Task</p> <ul style="list-style-type: none"> ○ Principles of communication ○ Choosing the right ‘method’ ○ Using the right words ○ Briefing your team 	<p>Review of ‘Practical Application’ from Day 1</p> <p>Managing the Team</p> <ul style="list-style-type: none"> ○ What makes a great team ○ Harnessing team input ○ Agreeing performance standards ○ Effective Listening ○ Leading the team for real <p>Communicating with the Team</p> <ul style="list-style-type: none"> ○ Expressing Yourself ○ Perception ○ Handling group discussions 	<p>Review of ‘Practical Application’ from Day 2</p> <p>Supporting Individuals</p> <ul style="list-style-type: none"> ○ Situational Leadership model ○ Knowing your team members ○ Motivating your team members ○ Developing your team members <p>Communicating with Individuals</p> <ul style="list-style-type: none"> ○ Active listening ○ Providing effective feedback ○ Working through problems together
<p>Practical Application ...</p> <ul style="list-style-type: none"> ● Brief your team daily ● Analyse your John Adair balance 	<p>Practical Application ...</p> <ul style="list-style-type: none"> ● Agree team targets ● Hold a team ‘meeting’ ● Complete one Sit. Lead Q’naire 	<p>Practical Application ...</p> <ul style="list-style-type: none"> ● Complete Team Sit. Lead Q’naire ● Hold 1-1 feedback discussions ● Agree ‘development actions’ for each member of the team

Follow-up

A maximum of 4 weeks following the completion of the workshops, each delegate would receive 1 hour of personal coaching, looking at their particular management challenges and developing a personal action plan to address those issues. These sessions would be held at the organisations premises and copies of the development activity identified by each delegate would be shared with the relevant contact at the client organisation to enable further internal follow-up.



Additional Options

In addition to the format outlined, there are some additional options that may be worth considering to enhance the impact of the Management Essentials programme.

Option 1 – Open & Close

The programme could be opened by one of the client's senior managers, positioning the training against a background of current business challenges and their vision of the future. This would set discussions off with a clear link to the organisation, which could be re-established at the end of the 3 sessions with a 'What we need from management' session led by the delegates. Up to 3 relevant members of the senior management team would attend this session ready to listen to ideas, frustrations and concerns being experienced by Managers in undertaking their roles effectively.

Option 2 – Off-site delivery

It can be difficult for Managers to remove themselves from the day-to-day issues of the business when they attend a training programme that is 'on-site'. Issues can occur with individuals being drawn back into the business during the day, which can cause disruption to the session and affects the delegates learning. If it is felt that this is a particular concern for the proposed delegates, the option of using an outdoor centre for all 3 sessions may be worth considering.

Why Choose Cultivate as your Learning Partner ?

It can be difficult to choose the right external provider to support your learning and development activity. Below are some reasons why you might want to choose Cultivate Training & Development to work with you :-

- **Personal Service**

Cultivate Training & Development is run by Lindsay Hawkins and whilst I work with a number of associates, I am the only employee. That means that the person you deal with to discuss and set up the programme is the person that will come to deliver it. What I promise is what you will receive and I work really hard to ensure that your programme is the best that it can be.

- **Passion**

I am passionate about providing delegates with an experience that challenges their current thinking and helps them to see that behavioural change is both possible and desirable. I am happy to ask difficult questions and I encourage people to ask 'why?'. I am not a chalk and talk trainer, I pride myself on developing great activities that enhance peoples understanding of the issues being addressed and help delegates to connect with and translate theory into practice and I believe that this approach is highly valued by Managers.

- **Impact**

I recognise that my input can only make a difference if I work with you to integrate the programme with your internal activities. I work hard with my clients to make sure that there is a seamless connection between what happens on the workshops and what happens in the workplace. My approach ensures that you will get value for money and results.

"I have worked with a wide range of management teams helping them to recognise their own strengths as well as the actions they can take to perform even more effectively. Most people have the answer to their issues within themselves, I just help them to find it".

Lindsay Hawkins, Director Cultivate Training & Development

For more information & testimonials ...
<http://www.linkedin.com/in/lindsayatcultivate>

