Essential Management Skills

Contemporary Managers add value to their organisation, gain the commitment of others, and deploy and develop the talents of their teams. Managers must be flexible, agile, and adaptable in the face of change, manage others through it and be champions of change themselves. Objectives and targets are only achievable once others agree, adopt and apply their skill and motivation to them. This course has been designed on a practical model of what effective managers do to be clear about the results they want to achieve, the working environment they want to create and the relationships they need to build and sustain; supporting managers to:

- Add the greatest value to their organisation
- Develop the talents and capabilities of their team
- Align others in support of the teams objectives and targets
- Create high motivation and team spirit
- Confidently handle awkward management situations
- Communicate clearly

Who Will Benefit?

This course is designed for Managers with a need to achieve more from the people they manage. The focus is on the Manager's personal ability to inform, direct, motivate and gain commitment from these people, based on the results that they need to achieve as a team.

Course Outline

Day One

What is Management?

- Understanding your current management style and its impact on others
- Belbin Profiling and results
- Developing a range of styles that develop interdependent relationships with your team
- Earning respect as a manager from former peers
- Identifying the key actions and behaviours of a successful manager

Effective Management Communication

- Learn more about yourself and how you affect others
- Better influence the results you get when interacting with others
- Stand up for yourself and your ideas without offending
- Build rapport
- Methods to reduce resistance and potential conflict
- Response styles to achieve your communication goals
- Understand the impact of non-verbal communication
- Build behaviours and attitudes to improve your influencing

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Day Two

Managing Changing Priorities and Time

- Establish clear objectives and milestones
- Use tools to effectively plan and schedule time and resources
- Create effective and deliverable plans
- Deal with changes and deviations from the plan
- Time management
- Handle crisis

Team Problem Solving and Decision Making

- How problems get solved and decisions get made
- Using tools to determine why the problem exists
- Specific models to guide successful efforts
- Prioritisation techniques to focus on the important ideas
- Assessing the potential impact of a solution
- Balancing the positive and negative impact of solutions
- How emotions interfere with this process
- The need to be right and its impact on flexibility
- Teamwork: an essential ingredient in the quantity of ideas and successful outcomes
- The power of group thinking
- Factors effecting the solutions acceptance

Day Three

Managing Performance

- Identifying the strengths and weaknesses of your team and individuals and providing appropriate support
- Understanding the importance of coaching
- Motivating yourself and your team
- Addressing the signs and symptoms of de-motivation
- Conducting performance evaluations and appraisals to retain and develop your staff

Motivation and Delegation

- Understanding the individuals level of being ready, willing and able to achieve
- Recognising individuals' needs
- What de-motivates people
- Turning around de-motivation
- Sustaining and developing motivation
- Authoritatively delegating for better results

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Essential Management Skills

Managing Awkward Management Situations

- See the importance of quick action before the issue escalates
- Planning the structure for an awkward management conversation that is fair and effective
- Preparing your opening lines
- Questioning and listening skills; asking effective questions
- How to answer difficult questions
- Techniques to retain control and ensure progression during the conversation
- Probing for detail and clarifying vague or incomplete information
- Handling answers and information that is contradictory
- Keeping notes and records
- Deciding on follow- up actions

Day 4

Leading High Performance Teams

- Structural issues in team development
- Targeted development activities for different stages
- A process model for effective team meetings
- Balancing process and outcomes of meetings
- Handling team conflict and disagreement

Finance for Non-Financial Managers

- The Income Statement (P&L)
- The Balance Sheet
- The business cycle and the flow of finance
- The Cash Flow Statement
- Profit versus Cash
- Financial ratios and what do they tell us
- Costing and Break Even
- Fixed and variable costs
- Managing budgets and budgetary controls
- Improving margins
- Case studies

Negotiation and Influencing Skills

- What is influence
- The importance of pull and push influencing styles
- Creating a vision
- The need for influence to achieve objectives
- Understanding what motives and influences behaviour
- Power bases for influence

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- Influence strategies and techniques
- Influencing downward, upward, and laterally
- Changing your influence strategies
- Creating interest in yourself and your business
- Asking quality questions
- Define negotiation
- Where does selling stop and negotiation start?
- The characteristics of top negotiators
- The negotiation process – key principles and stages
- Common negotiation mistakes
- Planning and preparation
- Developing your negotiation case
- Interpreting and capitalising your 'values concessions'
- Closing
- Handling objections, challenges and conflict
- Creating win-win environments
- The different tactics for one-to-one and team negotiations
- Keeping the momentum going
- Reviewing your own negotiation skills
- Delivering practical negotiations and receiving feedback

Duration

4 Days

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