

NEW MANAGERS DEVELOPMENT COURSE

Developing Leadership Skills

(A Two Day Course)

Coverage and Objectives

This is a course designed to train:

- i) Staff who are about to be promoted into supervisory or management roles
- ii) Recently promoted managers, supervisors and team leaders

The objectives of the course are to help participants:

1. Adapt one of the management styles to suit their individuality thus maximising their potential and performance
2. Effectively manage their workload, themselves and their people with the result that participants will be able to improve themselves and their teams' performance through motivation, coaching, giving/receiving feedback and managing performance

Objectives

Participants will aim to:

1. Analyse their roles, responsibilities and skills as a manager or team leader
2. Identify a range of leadership styles and select one which will suit them as an individual
3. Motivate their people through the use of coaching techniques to encourage good behaviour & correct poor behaviour

Course Delivery

The course focuses on practical sessions which will provide knowledge for delegates to take away and implement. There will be a mixture of direct teaching, interactive sessions and group breakout discussions which will help participants to reinforce and demonstrate their learning

The Course Highlights – Day One

- Differences between managing and leading
- Leadership styles
- Managing with flexibility
- Communication and interpersonal skills
- Giving feedback – the rules and using effective techniques
- Behaviour types – their differences and the keys to assertive behaviour
- The causes behind our reactions and how to take positive action

The Course Highlights – Day Two

- The success cycle
- Planning – time, tasks, people and taking action
- Reviewing and monitoring progress
- Setting objectives
- Prioritisation and delegation
- Time stealers
- Building teamwork and managing working relationships
- Managing performance through praise, redirection, review and reprimand
- Coaching to empower and improve performance

Assertiveness

(A One Day Course)

This course is designed to help delegates enhance their inter-personal skills when working with others. The course will also help them to identify:

- i) What assertive behaviour looks like
- ii) How to deal with conflict appropriately
- iii) How to adapt their behaviour to different behaviour patterns in others

The projected course outcome is to enable attendees to seek cooperation from their work colleagues and to become confident about putting requests to others. They will also learn how to deal with the responses they receive in return

Objectives

Delegates will be able to:

1. Communicate assertively and receive respect from others
2. Say 'no' to certain requests
3. Deliver constructive feedback without upsetting the other person
4. Be aware of their own responses and know how to keep in control

Course Delivery

The course focuses on practical sessions which will provide knowledge for delegates to take away and implement. There will be a mixture of direct teaching, interactive sessions and group breakout discussions which will help participants to reinforce and demonstrate their learning

The Course Highlights

- Definitions of assertive behaviour
- Define different behaviour patterns, aggressive and passive
- Self awareness of their personal barriers to acting more assertively
- Awareness of why others behave the way they do
- Keeping in control and control measures
- Practice how to communicate requests to seek cooperation
- Handling conflict with colleagues, clients or the general public
- Learning how to say 'no'



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Handling Conflict & Dealing With Difficult People

(A One Day Course)

Coverage and Objectives

This is a course designed to train:

- i) Staff who are about to be promoted into supervisory or management roles
- ii) Recently promoted managers, supervisors and team leaders

The objectives of the course are to:

1. Communicate feedback and important information more confidently
2. Analyse their individual communication style and the factors that influence how we communicate

As a result participants will be able to recognise the triggers behind conflict and confrontation, how to avoid them and encourage better lines of communication between individuals or the team

Objectives

Participants will be able to:

1. Analyse their behaviour and reactions in conflict situation
2. Effectively manage different types of people
3. Practice assertive communication in giving feedback
4. Use practical strategies to defuse emotional situations and people to resolve conflict

Course Delivery

The course focuses on practical sessions which will provide knowledge for delegates to take away and implement. There will be a mixture of direct teaching, interactive sessions and group breakout discussions which will help participants to reinforce and demonstrate their learning

The Course Highlights

- Why conflict happens
- Stages of team development & team roles
- Handling conflict in teams
- Managing different types of difficult people
- Factors that influence communication
- Communication skills
- How attitude influences behaviour and methods to take positive control
- Giving feedback and confrontation model
- Resolving conflict and defusing emotion

Self & Team Management

(A One Day Course)

Coverage and Objectives

This is a course designed to train:

- i) Staff who are about to be promoted into supervisory or management roles
- ii) Recently promoted managers, supervisors and team leaders

The objectives of the course are to:

1. Plan their tasks, time and people to achieve success
2. Effectively manage their team to perform to target and achieve their goals. As a result participants will be able to develop and improve their team and its performance in addition to managing their own time and tasks appropriately

Objectives

Participants will be able to:

1. Achieve success and get results
2. See a task through to fruition
3. Obtain cooperation from others
4. Plan time and monitor progress

Course Delivery

The course focuses on practical sessions which will provide knowledge for delegates to take away and implement. There will be a mixture of direct teaching, interactive sessions and group breakout discussions which will help participants to reinforce and demonstrate their learning

The Course Highlights

- The success cycle
- Planning – time, tasks, people and taking action
- Communication – interpersonal skills, gathering information and consulting with others
- Building rapport – the ability to influence and achieve co-operation
- Review – monitoring progress – yours and others
- Performance management – methods to redirect, review or reprimand
- Time management skills:
- Goal setting
- Prioritisation
- Delegation
- Identifying current use of time – what steals time and how to take back control
- Managing stress in the workplace



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Performance Management

(A One Day Course)

Coverage and Objectives

This course is designed to train recently promoted managers, supervisors and team leaders to:

- i) Implement a performance management process which enables their team to achieve their objectives, develop their skills and empower them to take responsibility for their performance
- ii) Effectively manage their team to perform to target and achieve their goals
- iii) Manage poor performance in a simple and structured way

As a result attendees should be able to develop and improve their team and their performance, and have a process in place to manage poor performance as soon as it occurs

Objectives

The projected outcome for the course is to help delegates:

1. Apply the continuous performance management process which contributes to more effective and productive individuals and teams
2. Establish the short and long term goals
3. Construct an approach to leading and developing people which will ensure the goals are achieved

Course Delivery

The course focuses on practical sessions which will provide knowledge for delegates to take away and implement. There will be a mixture of direct teaching, interactive sessions and group breakout discussions which will help participants to reinforce and demonstrate their learning

The Course Highlights

- Performance management at an individual and organisational level from developing people to overall vision
- The 4 stages of performance management
- Explaining expectations – setting objectives and boundaries
- Learning cycle and learning styles – equipping delegates with the skills they need
- Coaching to develop new skills as well as to improve performance
- Reviews and giving feedback; performance development reviews
- Measuring results
- Reward and refocus – what to do if the standard is not achieved



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The Art of Staff Appraisal

(A One Day Course)

Coverage and Objectives

This is a course designed to train:

- i) Staff who are about to be promoted into supervisory or management roles
- ii) Recently promoted managers, supervisors and team leaders

The objectives of the course are to:

1. Prepare and structure the appraisal meeting
2. Deliver feedback effectively

As a result participants will be able to run confidently appraisal meetings having organised all the relevant information. They will be able to give effective feedback about current performance levels and agree standards to be achieved in the future

Objectives

Participants will be able to:

1. Manage an appraisal meeting with the aim of reviewing and improving current levels of performance
2. Structure, conduct and follow up an appraisal meeting
3. Deliver difficult feedback and agree new objectives

Course Delivery

The course focuses on practical sessions which will provide knowledge for delegates to take away and implement. There will be a mixture of direct teaching, interactive sessions and group breakout discussions which will help participants to reinforce and demonstrate their learning

The Course Highlights

- Purpose and aim of the appraisal meeting
- How appraisals benefit the individual, manager and the company
- Preparation prior to the meeting – structure, evidence, facts and observations
- Starting the conversation and getting the other person to open up
- Giving feedback – the rules and techniques to deliver information
- How to get the message across to more difficult people
- Setting agreed objectives to improve the level of performance
- The importance of follow up

