

Management Development Programme (Junior/ Middle Management)

OVERVIEW

This course has been designed for Junior/Middle management. It is a 3-day programme that should be delivered over a 3-week period, giving the delegates opportunity to implement each of the skills.

PROGRAMME OUTLINE

DAY 1

Objectives: For managers to understand the importance of their role and it's impact on the success of the company. To give managers the essential skills to improve *their* performance while managing others, and develop the individuals working for them.

SECTION	SUBJECTS
YOUR ROLE & RESPONSIBILITIES	What is management? What makes a good manager? Your role in relation to your Organisation (overall objectives & key responsibilities) Personal / career development
MANAGING PEOPLE	Effective communication (verbal & non-verbal) Introduction to: Ken Blanchard's "The One Minute Manager" Setting SMART objectives Performance Management Praising Reprimanding Praising & reprimanding role-plays
COACHING	What is coaching Benefits of coaching How to coach (using the GROW model) Coaching role-play

DAY 2

Objectives: To give managers the skills to enable them to tailor their style to suit the individual being led and the situation, ensuring a motivated and productive workforce. In addition, delegates will be able to manage their time more effectively and learn how to delegate therefore freeing more time to increase productivity.

SECTION	SUBJECTS
LEADERSHIP	What is leadership? (manager v leader) Analysing individual's leadership skills Leadership styles Development levels Practical exercises
TIME MANAGEMENT	Job analysis Controlling interruptions The time management grid & implications (urgent v important) Planning & preparing to delegate Obstacles to delegation Matching the person to the task Making the delegation

DAY 3

Delegates will learn how to deal with difficult people in an assertive and confident manner, maintaining a motivated workforce. In addition, they will understand how to improve their team's performance by implementing the principals behind 'Belbin' team roles.

SECTION	SUBJECTS
DEALING WITH DIFFICULT PEOPLE	What situations do we come across? Brainstorming solutions for handling difficult people Dealing with poor performers Role-plays Giving negative feedback? When do you reprimand? When do you move to formal disciplinary? When do you counsel? Review of disciplinary procedures
TEAM BUILDING	What is teambuilding? What makes an effective team? Why does team-working fail? Analysing individual team roles (using Belbin) Team game