

The Effective Manager

Duration: 2 days

Overview:

So you have been in your job for a while now. Are you the best you can be to get the best out of your direct reports? Are there still niggly little problems with staff that you have not found a solution for? Have you learned to let go of doing it all yourself? If you are expecting your direct reports to get better at what they do but are not into improving your own capabilities, what example does that set? This course is designed to be the next step for managers who have some experience at people management but would like to finesse their existing skill set and add to their toolbox. Day one examines the idea of leadership through the Situational Leadership Model and how you can adapt your leadership style as your direct reports grow in their capabilities and accountabilities. Day two then introduces the concepts of coaching and mentoring and provides methods for you to incorporate these ideas into your management routine.

Target Audience:

People managers with 2 plus year's experience and are already capable and comfortable of dealing with conflict.

Pre-requisites:

Before attending this course, students must have completed The New Manager Course.

Module 1: How Leadership Evolved

- What is leadership?
- Leadership Characteristics
- Leadership Principles
- Transformational Leadership

Module 2: Situational Leadership

- Telling
- Selling
- Participating
- Delegating

Module 3: A Personal Evaluation

- Kouzes and Posner
- Model the Way
- Influencing Others' Perspectives
- Inspire a Shared Vision
- Choose Your Vision
- Communicate Your Vision
- Identify the Benefit for Others

Module 4: Challenge the Process

- Your Inner Innovator
- Room for Improvement
- Lobby for Change

Module 5: Enable Others to Act

- Encourage Growth
- Create Mutual Respect
- The Importance of Trust
- Encourage the Heart
- Share Rewards
- Celebrate Accomplishments
- Make Celebrations Part of Your Culture

Module 6: Influencing Skills

- The Principles of Influence
- The Art of Persuasion

Module 7: Create Your Action Plan

- Create a Support System
- Long-Term Plans

Module 8: Coaching, Mentoring, is there a Difference?

- Coaching
- Mentoring

Module 9: The G.R.O.W. Coaching Model

- Establish the Goal
- SMART Goals
- The Expectancy Theory
- Helping Others Set Goals
- Examine Current Reality
- Explore the Options
- Establish the Wrap Up

Module 10: The Importance of Trust

- What is Trust?
- How to Build a Trusting Relationship
- Trust & Coaching

Module 11: Feedback

- Characteristics of Good Feedback
- Constructive Criticism
- Encourage Growth and Development

Module 12: Obstacles & Roadblocks

- Frequent Obstacles
- Focusing on Progress not Shortfalls
- Reviewing Progress & Re-evaluating Goals

Module 13: Reaching the End

- Achieving the Goal
- Record the Achievements

Module 14: Blending Coaching & Mentoring

- The G.R.O.W Coaching Model & Mentoring
- It's all About Relationships