The New Manager

Duration: **3 days**

Overview:

The New Manager course is designed to give you the foundation skills and practical techniques necessary to assert yourself in your position, win over your direct reports and get the best from them. The program is structured to help an individual gain self-awareness and understand how their approach impacts others and what to do about it.

Target Audience:

Anyone who is new to the role of managing/ supervising people or who has been in the role for a while but has not had formal training.

At Course completion:

Upon successful course completion of this course, students will be able to be:
- More productive
- More confident and comfortable in your role
- More able to get the best out of people
- Less stressed
- Better able to deal with conflicts and challenges

Module 1: Establishing Yourself

- Dealing with promotion from within a team
- Managing a brand-new team
- Managing an established team
- Survival tips for a new manager
- Ask the right questions
- Go to Gemba
- Keep Learning!

Module 2: Setting Expectations

- Criteria for Success
- Spotting Opportunities for Improvement
- Setting Expectations Verbally
- Documenting Expectations
- Setting Goals
- Understanding Cascading Goals
- Create SMART Goals
- Helping others set goals

Module 3: Managing Your Time

- The 80/20 Rule
- Prioritising with the Urgent-Important Matrix
- Using a Productivity Journal

Module 4: Delegating Skills

- General Principles
- The Dictatorial Approach
- The Apple-Picking Approach
- The Collaborative Approach
- Three Degrees of Delegation
- First Degree: Complete
- Second Degree: Partial
- Third Degree: Complete
- Implementing Delegation
- When to Delegate
- Who Should I Delegate to?
- Providing Instructions
- Monitoring the Results
- Delegation Dilemmas

Module 5: High Impact Feedback

- Characteristics of Good Feedback
- Tools for delivering feedback
- Informal Feedback
- Formal Feedback

Module 6: The Meaning of Success

- Tuckman and Jensen's Four-Phase model
- Different types of teams
- Traditional Teams
- What are Self-Directed Teams
- Virtual Teams

Module 7: Team Development

- Characteristics of the Stage Forming
- A Leader's Role for Forming
- Team Development- Storming
- Characteristics of the Stage Storming
- A Leader's Role for Storming
- Team Development – Norming
- Characteristics of the Stage Norming
- A Leader's Role for Norming
- Team Development- Performing
- Characteristics of the Stage Performing
- A Leader's Role for Performing

Module 8: It's not all about Indoor Pursuits

- Pro's and Con's
- Open your eyes it's not that bad?
- Location
- Team Meetings
- The Time and Place
- The 50-minute Meeting

Module 9: Foster Teamwork

- Do's
- Don'ts
- Think about
- Your problems are our problems
- The Six Thinking Hats
- Brainstorming
- Basic Brainstorming
- Building Consensus
- Lets Party!

Module 10: Introduction to Conflict Management

- Conflict, What is it?
- What is Effective Conflict Management?
- Understanding the Management Conflict Resolutions Process
- Effective Conflict Resolution Styles
- Collaborating
- Competing
- Compromising
- Accommodating
- Avoiding

Module 11: Creating a Communicative Atmosphere

- Defuse Emotions
- Setting Ground Rules
- Choosing the Time and Place

Module 12: Mutual Understanding

- What Do I Want?
- What do they want?
- What do we want?
- Focusing on Individual and Shared needs
- Identify Common Ground
- Build Positive Energy and Goodwill
- Strengthen your Partnership

Module 13: Analysing to the Root Cause

- Examining Root Causes
- Creating a cause and effect diagram
- Identifying the Benefits of Resolution
- Create options
- Generate, Don't Evaluate
- Creating Mutual Gain options and Multiple Option Solutions
- Digging Deeper into Your Options

Module 14: Solution Building

- Creating Criteria
- Creating a Shortlist
- Choosing a Solution
- Building a Plan
- Additional Tools
- Stress Management Techniques
- Anger Management Techniques
- The Agreement Frame
- Asking Open Questions