

Management essentials for new managers

Managing relationships with others

Attitude as a driver of performance

The ripple effect of manager behaviour • The manager as a role model

Individual exercise: Delegates describe a manager who has inspired them and a manager who has demotivated them in the past exploring why and the impact?

The power of vulnerability

Utilising vulnerability to achieve greater results in the business context

Group exercise: Delegates watch a media clip on vulnerability and view scenarios played out in forum theatre by two actors. Delegates then explore, discuss and reflect on the key learning back to the workplace

How to have a positive impact most of the time

Skills for being at your best most of the time • Managing your thoughts, emotions, energy and behaviours • Choosing your attitude - recognising helpful and unhelpful thinking • Utilising Emotional Intelligence to promote deeper relationships and drive better results

Individual exercise: Delegates prepare for a project launch meeting and consider how they will make a positive impact?

Customer centricity

Active listening • Always creating a positive impression • Being authentic with your customers (finding the truth, being yourself, telling the truth) • Choosing your attitude/choosing the right behaviour • Meeting your customers' emotional needs • Demonstrating real empathy - putting yourself into your customers' shoes • Blue and red ocean market concepts • Challenging conventional thinking to drive client solutions

Individual exercise: What market space are we currently in?

Individual exercise: What market space could we be in?

Through Forum Theatre, delegates are able to watch business actors role playing realistic workplace/business scenarios and experience first-hand how a particular approach and behaviour, can affect the outcome. In Forum Theatre, delegates can **STOP** and **RESTART** the role play and advise/coach the actors as to how they should proceed so that a particular scenario plays out to a successful end. Delegates also have the option of **STEPPING IN AND TAKING OVER** the role play themselves and seeing the scenario out to a successful outcome. Our business actors/facilitators are highly experienced with Forum Theatre and always well briefed and prepared. This ensures they tease out the learning, providing delegates with a memorable experience and practical learning takeaways.

My role and managing my time properly

Your role as a manager

What is expected of you as a Manager? • Why is this so important? • Link to EQ and profitability • Difference between Leadership and Management

Individual exercise: Articulating the purpose of your role

Team exercise: Teams reflect on key components of their job. Each team discusses and records where they should focus their priorities and then how well they are actually performing to meet those priorities. The session highlights what the priorities of a manager are, where there are performance gaps and the focus required to achieve more efficient work patterns. Views and conclusions are gathered in a guided discussion and recorded.

Managing yourself and your people to achieve company and team goals

Identifying your strengths and weaknesses • Aligning the expectations of managers and co-workers • Balancing your responsibilities • Exploring what support is available

The challenge of managing your time and priorities

Freeing up time by identifying urgent / important / maintenance / progress tasks • Assessing what is really important • Tools to manage the time stealers • Being a people pleaser • Exploring habitual and creative thinking in your work • The time prioritisation quadrant • Knowing when and how to delegate

Team exercise: Exploring what distractions occur in the workplace

Individual activity: An in-tray activity where delegates practise focusing on the most value added tasks by prioritising a sample workflow including emails, tasks, phone calls and meetings

Communicating with impact

Giving positive and not so good (negative) feedback

What is the purpose of giving feedback? • Principles of high quality feedback • E² C² as a simple tool for feedback • The importance of strengths and positive feedback • Giving tough messages • Delegates test out how effective their feedback is using the data based model E² C²

Group exercise: Delegates practice giving feedback to the facilitator/other delegates in the moment to see exactly the impact they have. Delegates get to run through practical tools for pre, during and after a communication event.

Using your senses to maximum effect

Different communication methods • Understanding your purpose - influence, inspire, motivate, coach, promote, educate etc • Aligning with best delivery style • Setting the tone • Selecting best medium for delivery - visual, audio, film, presentations, social media, face-to-face etc

Forum Theatre activity: In two groups, delegates practice holding real life challenging conversations with in-the-moment feedback and coaching

Management essentials for experienced managers

Running effective meetings

Practical meeting skills

What is the aim of the meeting • Establishing the agenda and individual expectations • The role of attendees • Identifying and interpreting the helping and hindering behaviours • Making the right personal impact in meetings • Recording minutes - recording concerns and benefits

Group activity: Delegates play their part in determining the objectives, shape and outcomes of a meeting

Maximising your impact in meetings and groups

Building rapport • Questioning skills • Active listening • The barriers to good listening

Group work: Delegates observe and discuss video footage of good and not so good meeting skills. Delegates consider how they would improve the scenarios played out to them

Conducting difficult conversations/ dealing with conflict

Handling difficult conversations

How to approach a challenging conversation • Joint agenda setting • Clarity - big chunk small chunk • Utilising the E² C² tool for feedback • Four level listening • Resilience - shifting mindsets from unhelpful to helpful thinking • What to do when problems arise • Keeping a clear mind • Acknowledging thoughts and emotions • Staying assertive • Identifying coaching/training opportunities

Forum Theatre activity: Delegates practice holding real life challenging conversations with in-the-moment feedback and coaching.

Effective delegation

The advantages and disadvantages of delegation

Preventing a manager from “doing everything themselves” • Motivating your team by growing them and giving greater responsibilities • Mastering the skills of delegation • Investing time in your people to help them delegate effectively

Effective delegation at work

Difference between delegation and dumping • Setting targets and managing performance as part of the delegation process • Evaluating your delegation style

Individual work: Delegates complete the delegation style questionnaire and review insights/results

Breaking down barriers to delegation

Learning how to trust others and give respect • Recognising you have to invest time in your colleagues in order to delegate effectively • Developing you and your team in tandem

Group delegation exercise: Practical exercise where delegates explore delegating, letting go and measuring performance

Coaching and getting the best performance from staff

Coaching as a tool for improving performance

What is coaching? • What are the characteristics and skills of effective coaching? • Awareness and responsibility • Performance = Potential - Interference • GROW as a structure for coaching (goals, reality, opportunities/ options, will/way forward) • Demonstration of coaching in action • Individual skill practice

Motivating and supporting

Understanding how to motivate and support others • Tools to improve performance through effective communication, goal setting and feedback

Skills of an effective coach

Building rapport • Creating connection • Listening • Asking killer questions • Giving feedback • Utilising Emotional Intelligence in the coaching process

Group activity: Working in pairs, each delegate takes a turn to talk with, support and challenge a personal development conversation with their colleague using the GROW Model

Group work: Delegates observe some video footage of good and not so good coaching. Delegates discuss what works and does not work so well.

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