ÉTS FORMATION

Effective Manager Development Program

Training description

Becoming a manager requires a wholly different set of skills that typically involve more "expert skill" and less of "expert knowledge" than past positions. The Effective Manager program helps participants develop key management competencies and learn how to convey their personal leadership style through specific behaviours. The program, with is taught in three segments each spanning two days, provides participants with a comprehensive toolkit to enable them to succeed as managers and become effective leaders in their organizations.

Learning objectives

- Embrace your role as a manager and exercise authority appropriately.
- Effectively manage priorities.
- Use practical methods to build your leadership.
- Mobilize your staff and team.
- Communicate productively.
- Intervene appropriately to coach or realign an employee's behaviour.

Content

Segment 1: Embracing your role as an effective manager

Transitioning successfully into your role

- Moving up to a management position

Fundamentals of management

- Management: fact versus fiction
- Trends in management

Core competencies of managers

- Core competency self-assessment

Roles of the manager

- Creating added value
- Different management skills for different levels of authority
- Interpersonal skills
- Developing talent

Agility and continuous improvement

- Agility
- Managing operations
- The P-O-D-C framework

Positioning yourself in as a manager

- Authoritative vs. authoritarian
- Defining authority
- Exercising authority as a manager

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Problem resolution

- The general framework for problem resolution

Decision making

- Decision-making strategies
- Choosing the right approach
- The 8 principles of influence

Managing priorities

- How do managers spend their time?
- The urgent-important matrix
- Effective priority-setting

Segment 2: Building leadership skills and mobilizing your team

Implementing change

- The change process
- Reactions to change
- Optimizing change management

Leadership

- Myths and realities about leadership
- Foundations of leadership
- The ongoing process of leadership

Situational leadership

- Hersey and Blanchard's situational leadership model
- Using adhesion curve as a strategy for influence

Motivation

- The Epstein Motivation Competencies Inventory
- What is motivation?
- Needs and the hierarchy of needs
- Motivating and demotivating factors
- Non-monetary recognition
- Career anchors

Teamwork

- Building effective teams
- The four stages of team development
- Key factors for optimal team functioning

Mobilization

- The ability to mobilize a team
- What is mobilization?
- The impact of mobilization on performance
- The pillars of mobilization
- Mobilizing your team in 6 steps

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Segment 3: Communicating and giving feedback

The foundations of communication
- How the communication process works
- Components of active listening
- Components of a verbal message
- Adapting the content of your message to the listener
- Delegating
- The four major communication systems model
- Main characteristics of communication styles
- Adapting your approach to people with different communication styles

Management-specific communication challenges
- Maintaining civility in the workplace
- Endorsing messages from upper management
- Asserting without attacking

Managing presentations and meetings
- Delivering interesting and inspiring presentations
- Managing, planning & structuring meetings
- Key roles for effective meetings
- Strategies for managing successful meetings

Feedback: potential and limits
- The purpose of feedback and its limits
- Stages of intervention
- What to include in feedback

Feedback approaches
- Direct feedback
- Deferred feedback
- Diagrams of feedback models
- Questioning techniques for employee empowerment

Managing difficult interactions
- Difficult employees and employees facing difficulties
- Having courageous conversations
- Managing resistance

Methodology

- Presentations
- Demonstrations
- Group work
- Individual work
- Group discussions
- Case studies
- Role playing
- Peer-to-peer learning
- Self-assessment

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Target audience

All managers, including newly appointed managers and those seeking to update their skills.

Other information

You can also register for each course segment separately. The segments do not have to be completed in a specific order. If the course is full, visit the pages for segments 1 (PER-660), 2 (PER-663) and 3 (PER-705) and sign up for these three segments.

Duration

6 days