

The New Manager

Six-module
programme



- ▷ Learning how to set clear and compelling goals
- ▷ Being recognised as a coach and mentor
- ▷ Managing your manager's expectations

These fast paced, highly interactive series of half-day workshops shows 'new managers' how to perform to their full potential.



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The New Manager



Overview

This programme (consisting of six, half day training modules plus project work and review session) provides practical help to enable participant's to become skilled people managers. It helps new managers to understand what is required to be successful in the role and explains the techniques that are required to deliver outstanding personal performance and a motivated, energised team.

Learning objectives

By attending this highly intensive and practical course you will:

- ▷ **Appreciate the 'golden rules' of good management**
- ▷ **Discover techniques for communicating effectively**
- ▷ **Acquire skills for coaching your direct reports**
- ▷ **Learn how to develop a strong sense of team spirit**
- ▷ **Understand how to deal with conflict and diffuse tension**



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Programme structure

The New Manager programme consists of a series of six half day, interlinked, development modules, each held around one month apart, each of which focuses on an important aspect of the managers' role. The first module considers the core duties and responsibilities of the manager; module two looks at feedback and coaching strategies; the third addresses the discipline of carrying out formal appraisals and writing development plans. Managing meetings and group discussions are dealt with in module four, while session five considers how to deal with conflict and discord. The sixth and final development module concentrates on networking and influencing skills and tackles how to co-operate effectively across all functional areas and manage 'upwards' in a professional and ethical manner.

Action Learning projects

Each module is followed by an **Action Learning phase**, which involves the participants meeting once every two weeks for about thirty minutes and discussing how they are using the tools in action. This allows the delegates to support and coach each other as they try out their new skills in the work environment. We conclude this phase with a **Closure Workshop** (about three months after the last of the development modules) during which each participant gives a presentation on how they have applied the lessons from the training in 'real life'. In this way the impact of the training on the business can be evaluated.

Who should attend?

All new managers who want to acquire a methodical and professional approach to managing their teams and experienced managers who would like to undergo refresher training.



- Understanding the manager's role and the attitude and mindset that is needed for success.
 - ▷ Defining the role of the manager
 - ▷ Understanding the key beliefs and attitudes of the expert manager
 - ▷ Setting SMART goals
 - ▷ Learning the art of effective delegation
 - ▷ Mastering key communication techniques
 - ▷ Appreciating how to build team spirit

- Becoming a 'mentor' to the team and supporting and developing them by mastering coaching and feedback techniques,
 - ▷ The components of good quality feedback
 - ▷ Positive feedback
 - ▷ Direct feedback
 - ▷ Indirect feedback
 - ▷ Tailoring your feedback to account for cultural differences
 - ▷ The coaching process – the GROW model



Module 3

Successful appraisal interviews

- Grasping the processes and methods by which formal appraisal meetings can be productive and positive sessions that energise and motivate employees.
 - ▷ Appreciating the core values associated with delivering good quality appraisals
 - ▷ Mastering a range of development options for improving employees skill levels
 - ▷ Discovering how to set performance goals
 - ▷ Understanding competencies and how they drive performance
 - ▷ Learning an elegant method for running appraisal interviews with confidence and poise

Module 4

Meetings mastery

- Running meetings and facilitating group sessions is a constant feature of the life of the manager and in this module we cover the art of running well paced and productive meetings.
 - ▷ Gaining an insight into the stages involved in effective meetings planning
 - ▷ Understanding the value of briefing people in advance of a meeting
 - ▷ Using a seven step process for running a meeting efficiently and professionally
 - ▷ Being aware of the three different types of business meeting that need to be run
 - ▷ Learning techniques for controlling a meeting and keeping things on track



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Module 5

Conflict management

- Gaining an awareness of the sources of conflict that can arise when managing a team, and acquiring tools for defusing tension and reaching a solution.
 - ▷ Sources of conflict
 - ▷ 5 core conflict resolution strategies
 - ▷ Self confidence in conflict situations
 - ▷ Conflict resolution meetings process

Module 6

Networking and influencing

- Developing an understanding of the methods by which stakeholders can be influenced so that the manager can help shape decisions and get their contribution to the business recognised.
 - ▷ Understanding why networking is a key skill for a professional manager
 - ▷ Realising the importance of power and how to develop 'power bases'
 - ▷ Analysing different types of influencing tactics and when to use them
 - ▷ Appreciating how lobbying can help to set the scene for successful influencing



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Learning review

○ A session dedicated to reviewing the progress that has been made over the past six months; handling any unanswered questions and to writing action plans for continuing professional development.

- ▷ Presenting on what has been learnt and the benefits gained from the programme

Feedback

Feedback is based upon peer reviews using BMC assessment checklists. Completing the BMC assessment checklists is not only valuable to the people involved in a given case study, or exercise, it also helps those completing them to gain an in-depth understanding of the building blocks that make up the work of an expert manager.

Contact

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