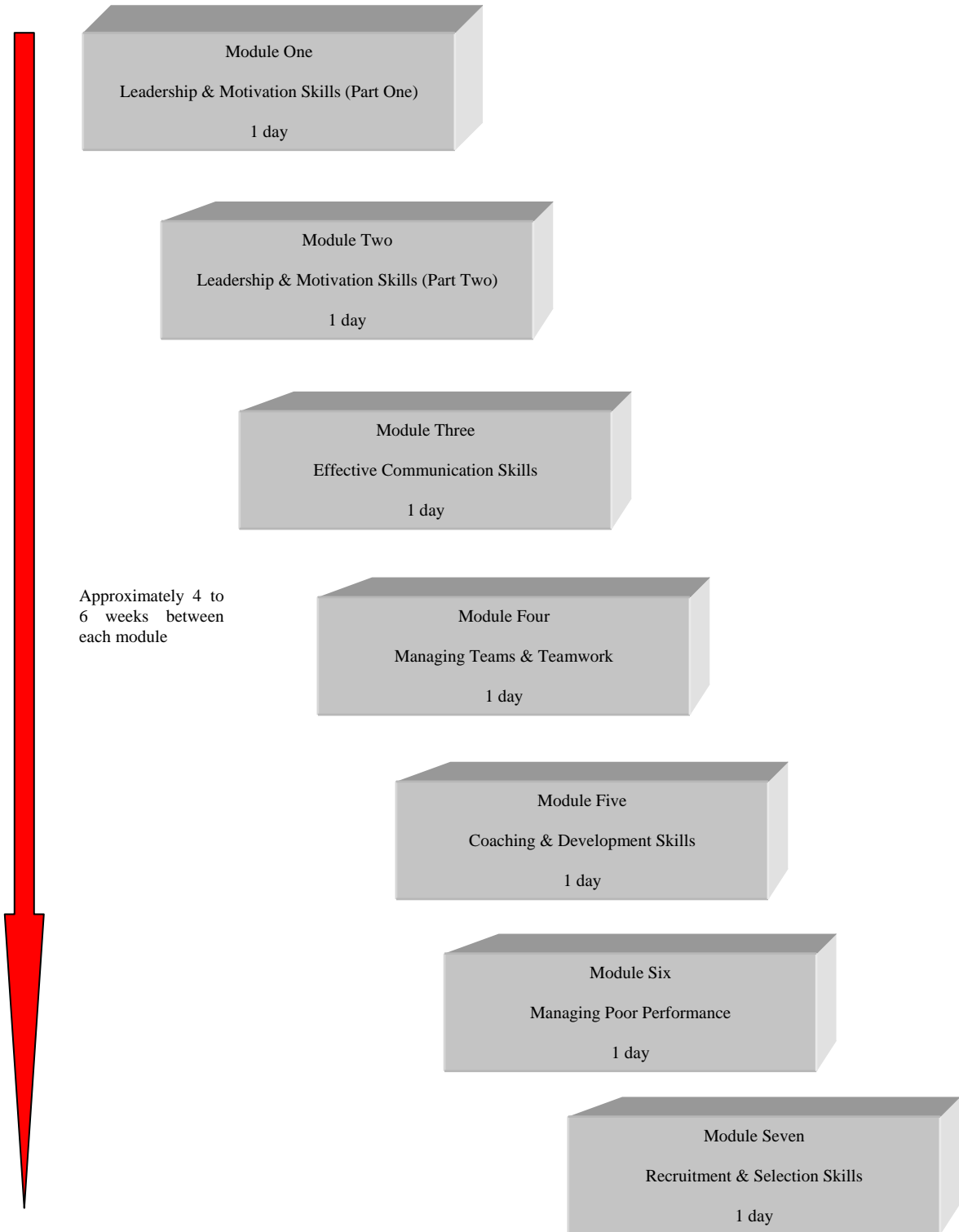


FREDDIE BLOGGS LTD
MANAGEMENT DEVELOPMENT PROGRAMME



OVERVIEW





MODULE ONE & TWO LEADERSHIP & MOTIVATION

SKILLS

Duration: 2 days (delivered as two, one-day sessions)

Module introduction:

Management life in many organisations today is becoming constantly more complex and this brings enormous demands on those entrusted with the role of leadership as well as their colleagues. This module seeks to define effective leadership as an activity for managers, which requires an alignment of action and attitude if the desired result is to be achieved.

This module addresses those issues and will explore how the manager can lead their team successfully, communicate vision and achieve their personal and professional objectives in an ever more demanding environment.

Core competencies developed during this module:

- Leadership style
- Understanding motivation
- Implement changes
- Communicate vision
- Achieving teamwork and co-operation

Suggested Module Content:

Part One:

- Welcome & introduction
- Review personal objectives
- The characteristics of effective leadership
- Management processes V's leadership processes
 - Analysis of leadership theories
 - Leadership style
- Leadership - variables & organisations
- Providing purpose, direction & support
- Leadership style & how it impacts on the business
- Managing expectations
- Delegation & empowerment
 - Learning to let go

Part Two:

- Understanding motivation
- How to achieve business results
 - Reinforce need for competitive advantage
 - Building trust & loyalty
- Responsibility / accountability / authority
- Developing the needs of your team
 - Knowing individuals strength / weaknesses
- Effective communication
 - Creating & communicating vision
 - Sharing the vision
 - Developing the desired culture
- Personal leadership development issues
- Review personal objectives
- Summary and Close



MODULE THREE - EFFECTIVE COMMUNICATION SKILLS

Duration: 1 day

Module introduction:

The main aim of this module will be to help each manager improve their communication skills both individually and within their team and both up and down the organisation. Delegates will also explore in great detail and gain an understanding of the benefits of communicating effectively and the principles of effective communication.

They will be able to state the possible barriers for communication and ways of overcoming them and develop skills in subtle areas of conscious and sub-conscious communication. They will also cover the causes and consequences of misunderstandings and conflict in organisations.

Core competencies developed during this module:

- Barrier to communication
- Listening skills
- Questioning skills
- Building rapport
- Non-verbal communication

Suggested Module Content:

Morning:

- Welcome & introduction
- Review personal objectives
- Barriers to communication
 - Why communication fails
 - Effective communication skills
- Understanding different personalities
- Group exercise
 - Individual & group feedback
- Non verbal forms of communication and behaviour
 - Eye contact
 - Body language
- Uses and abuses of communication
- Checklist for improving personal communication

Afternoon:

- Influencing & assertiveness
 - Assertive v's aggressive
- Selecting the correct method of communication
 - Individually
 - Within the team
 - Up or down the organisation
- Questioning skills
- Listening skills
- Written communication skills
- The role of the sub-conscious mind in communication
- Building rapport and why it breaks down
 - Why do you build rapport with some people and not others?
- Review personal objectives
- Summary
- Close



MODULE FOUR - MANAGING TEAMS & TEAMWORK

Duration: 1 day

Module introduction:

By the end of this module delegates will be able to state the characteristics of an effective team and how teams are formed. They will appreciate the range of interpersonal skills needed as a leader of a team and understand the barriers to teamwork and how to overcome them. They will also identify their own strengths and weaknesses as a leader and specify practical ways in which you can motivate people, facilitate teamwork and manage task achievement.

Even though based in a classroom setting this programme will be highly practical in style, delivery and full delegate involvement.

Core competencies developed during this module:

- Establish why teams succeed or fail
- Identify team needs
- Understand barriers to effective teamwork
- Give constructive feedback
- Instil vision and common purpose

Suggested Module Content:

Morning:

- Welcome & introduction
- Review personal objectives
- Defining teamwork
 - Signs of an effective team
 - Barriers to teamwork
 - How teams are formed
 - Why teams fail
- Analysing your own leadership style
- Identifying team strengths and weaknesses
- Belbin analysis
 - Team roles
- Establishing team goals
 - Prioritising

Afternoon:

- The golden rules of delegation
 - Up, down and across the organisation
- Giving feedback on team activity
 - Good & bad
- Communicating your vision
- Gaining agreement & 'Buy in'
- Building team energy and enthusiasm
 - Exercises
- Teamwork activities
- Individual and group feedback & analysis
- How to measure success
- Review personal objectives
- Summary
- Close



MODULE FIVE - COACHING & DEVELOPMENT SKILLS

Duration: 1 day

Module introduction:

This module provides managers with the tools to coach and mentor their staff effectively providing continuous progression and development. Delegates will leave the course able to identify coaching needs, choose the most appropriate method of coaching in order to facilitate regular staff learning.

Although the programme will be classroom based the course will include a variety of interactive exercises, which require every member of the group to take an active role.

Core competencies developed during this module:

- Giving constructive feedback
- Instructing a protégé
- Identify areas to coach
- Understand learning styles
- Developing others

Suggested Module Content:

Morning:

- Welcome & introduction
- Review personal objectives
- What is good coaching?
- The manager / coach relationship
- Identify those who need coaching
 - Identifying areas to coach
 - Gaining agreement and setting objectives
- How people learn
- Identifying training needs
 - Assessing the impact of training
 - Encouraging continual development

Afternoon:

- Teaching one to one
- Teaching styles
- Developing staff at work
- Using the G.R.O.W. technique
 - **G**oals
 - **R**eality
 - **O**ptions
 - The **W**ill
- How to give constructive feedback
 - Good / bad
- Development meetings
- The role of the protégé
- Mentoring individuals in the team
- **We will conduct a number of real-play scenarios**
- Succession planning
- Review personal objectives
- Summary
- Close



MODULE SIX - MANAGING POOR PERFORMANCE

Duration: 1 day

Module introduction:

Even confident and experienced managers shy away from the most difficult issues, as often they fear the outcome. This module is however designed to help managers to deal specifically with poor performance and will also help them to create an environment in which people perform effectively.

In addition, managers will be taught to give and receive constructive feedback to ensure positive working relationships are maintained and to handle performance problems correctly. For the most extreme cases the course will also give managers an understanding of disciplinary procedures.

Core competencies developed during this module:

- Understanding personalities
- Understanding behaviour
- Disciplinary procedure
- People management
- Decision making / judgement

Suggested Module Content:

Morning:

- Welcome and introduction
- Review personal objectives
- The role and function of the manager in managing performance
- Identifying performance problems and conflict within the workplace
 - Detecting the early signs
 - Identify the specific issues
- Formal and informal monitoring/control systems
 - Setting clear objectives
 - Providing support to improve performance
- Influencing work rate
- Managing absenteeism
- Managing poor time keeping

Afternoon:

- Dealing with performance problems
 - Formal discipline
 - Informal discipline
 - Developing your own style
- Handling disciplinary procedures correctly
 - Question: Have we tried all the alternatives?
 - Disciplinary practises
 - Dismissal procedure
 - Stages of the process
 - Types of discrimination
 - The cost of dismissal - in people terms
 - Making your final decision
 - Follow up procedure
- Difficult situations workshop
 - Individual & group feedback
- Review personal objectives
- Summary & close

MODULE SEVEN - RECRUITMENT & SELECTION SKILLS



Duration: 1 day

Module introduction:

This module presents a comprehensive analysis of the recruitment process. Managers will learn the value of preparation and a structured approach for recruiting and selection skills.

Through joining instructions, candidates should come to the course having established the level and type of recruitment they will primarily be involved in. In addition, all delegates should prepare a typical job specification for use in case studies.

Core competencies developed during this module:

- Questioning skills
- Listening skills
- Summarising
- Understanding personalities
- Decision making / judgement

Suggested Module Content:

Morning:

- Welcome & introduction
- Review personal objectives
- The cost of poor recruiting
- Job descriptions
- Ideal candidate profiles
- Advertising the position
- Using CV's and application forms
 - Screening applications
 - Selecting a shortlist
- Defining the interview structure
 - One-to-one
 - Panel interview
 - Testing

Afternoon:

- Getting the most out of an interview
 - Listening skills
 - Questioning skills
 - Making the candidate feel comfortable
- Interview questions that work
 - Getting the best out of candidates
- Summarising
- Searching for unspoken and unwritten information
- Body language
- Interview workshop
 - Practical skills session
 - Group feedback
- Making your final decision
- Follow up procedure
- Review personal objectives
- Summary
- Close