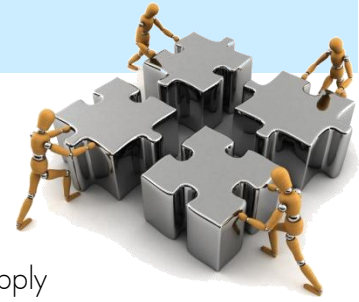


# Management Skills Development Programme

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Contemporary Managers add value to their organisation, gain the commitment of others, and deploy and develop the talents of their teams. Managers must be flexible, agile, and adaptable in the face of change, manage others through it and be champions of change themselves.

Objectives and targets are only achievable once others agree, adopt and apply their skill and motivation to them. This course has been designed on a practical model of what effective managers do to be clear about the results they want to achieve, the working environment they want to create and the relationships they need to build and sustain; supporting managers to:

- Add the greatest value to their organisation
- Develop the talents and capabilities of their team
- Align others in support of the teams objectives and targets
- Create high motivation and team spirit
- Confidently handle awkward management situations
- Communicate clearly

## Who Will Benefit?

This course is designed for Managers with a need to achieve more from the people they manage. The focus is on the Manager's personal ability to inform, direct, motivate and gain commitment from these people, based on the results that they need to achieve as a team.

## Course Outline

### What is Management?

- Understanding your current management style and its impact on others
- Developing a range of styles the develop interdependent relationships with your team
- Earning respect as a manager from former peers
- Identifying the key actions and behaviours of a successful manager

### Managing Changing Priorities

- Establish clear objectives and milestones
- Use tools to effectively plan and schedule time and resources
- Create effective and deliverable plans
- Deal with changes and deviations from the plan
- Handle crisis



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## Managing Performance

- Identifying the strengths and weaknesses of your team and individuals and providing appropriate support
- Understanding the importance of coaching
- Motivating yourself and your team
- Addressing the signs and symptoms of de-motivation
- Conducting performance evaluations and appraisals to retain and develop your staff

## Problem Solving and Decision Making

- How problems get solved and decisions get made
- Using tools to determine why the problem exists
- Specific models to guide successful efforts
- Prioritisation techniques to focus on the important ideas
- Assessing the potential impact of a solution
- Balancing the positive and negative impact of solutions
- How emotions interfere with this process
- The need to be right and its impact on flexibility
- Teamwork: an essential ingredient in the quantity of ideas and successful outcomes
- The power of group thinking
- Factors effecting the solutions acceptance

## Motivation and Delegation

- Understanding the individuals level of being ready, willing and able to achieve
- Recognising individuals' needs
- What de-motivates people
- Turning around de-motivation
- Sustaining and developing motivation
- Authoritatively delegating for better results

## Managing Awkward Management Situations

- See the importance of quick action before the issue escalates
- Planning the structure for an awkward management conversation that is fair and effective
- Preparing your opening lines
- Questioning and listening skills; asking effective questions
- How to answer difficult questions
- Techniques to retain control and ensure progression during the conversation
- Probing for detail and clarifying vague or incomplete information
- Handling answers and information that is contradictory



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- Keeping notes and records
- Deciding on follow-up actions

## Communicating Effectively

- Learn more about yourself and how you affect others
- Better influence the results you get when interacting with others
- Stand up for yourself and your ideas without offending
- Build rapport
- Methods to reduce resistance and potential conflict
- Response styles to achieve your communication goals
- Understand the impact of non verbal communication
- Build behaviours and attitudes to improve your influencing network

## Action Planning

- Agreeing on the goals and objectives of your position and the teams' position
- Develop a prioritised self development plan
- 

## Duration

2 Days



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