

## **LEVEL 3 CERTIFICATE IN MANAGEMENT PROGRAMME**

### **BUILDING AND LEADING YOUR TEAM**

#### **Workshop Outline**

##### **AIMS:**

This initial workshop will look at the role of the First Line Manager and how participants can develop their skills and identify behaviours, which will help to strengthen their position as team leaders. There will be an opportunity to discuss a number of management and leadership models and look at how these can be practically applied to managing their teams. Attention will be focused on the key skills of building a team to achieve maximum performance. Finally, there will be an opportunity to look at the importance of motivation and how a group of motivated individuals can generate synergy and become a high performing team.

##### **LEARNING OBJECTIVES:**

At the end of this workshop participants will:

- Be aware of the role of the First Line Manager and how to balance their activities between the task, the team and the individual
- Know how to develop a flexible style of leadership and suit their style to the individuals they are managing
- Begin to explore ways of delivering increased personal performance, (stepping out of your comfort zone), whilst supervising others to work as a high performing team
- Understand the characteristics of effective teams and the importance of communication in team maintenance
- Identify factors which can block team performance and discuss ways of relieving these
- Look at individual Belbin team roles and examine the respective strengths and weaknesses of each role
- Understand the importance of creating synergy in the team
- Understand what motivates people and how to apply motivational techniques with your own team

##### **APPROACH:**

This module will involve self-analysis and exploring some key management theories. Participants will learn techniques, which they can use in their own job role to help maximise team performance. This will be a highly participative workshop and may involve a number of indoor activities.

# **COMMUNICATING EFFECTIVELY – THE KEY TO SUCCESS**

## **Workshop Outline**

### **AIMS:**

This workshop is designed to give participants practical skills and demonstrate the impact that improving communication skills can have in managing the team. The essential processes of communication will be examined and participants will develop their skills to enable them to be more effective at communicating across a broad range of work-based scenarios.

Competence in communicating professionally and succinctly through the written word is a skill required by many First Line Managers. The ability to produce well-written and presented letters and reports is essential in today's organisations. This element of the workshop aims to provide participants with some simple guidelines to enable them to feel more confident in producing clear, effective, professional documents even when time is limited.

### **LEARNING OBJECTIVES:**

At the end of this workshop participants will:

- Understand the importance of developing effective communication skills
- Be aware of some fundamental principles associated with communication with regard to listening, questioning, observation and body language
- Will have identified the key barriers to effective communication and how they can tackle some of these
- Have developed their communication skills and be able to match the appropriate communication style to individuals or small groups
- Help with key skills for writing clear letters and effective reports
- Prepare reports in an objective and logical way, making use of relevant house styles
- Develop a writing style which communicates clearly without waffle
- How to review, proof-read, edit and present reports

### **APPROACH:**

This workshop will be highly interactive using a range of discussion, presentation, self-analysis and exercises aimed at developing confidence and expertise.

# **PROBLEM SOLVING AND DECISION MAKING SKILLS**

## **Workshop Outline**

### **AIMS:**

The aim of this workshop is to encourage participants to develop skills to enable them to solve problems swiftly and take more effective decisions. They will explore a variety of methods currently used for problem solving and decision making and begin to explore creative thinking, i.e. “thinking outside the box”. Activities will be linked to enable participants to start some preparatory work for their Work Based Assignment. There will also be an opportunity to briefly examine the importance of managing change successfully, both in terms of the people and process management issues.

### **LEARNING OBJECTIVES:**

At the end of this workshop participants will:

- Understand the process of problem solving and how it dovetails into decision making
- Understand the personal skills needed and the pros and cons of involving others
- Have used past and/or current problems to understand how to start breaking down and ‘scoping’ problems
- Understand the necessity of addressing all problem-solving stages to ensure nothing slips through the net
- Have focused on each stage whilst reflecting on past/and or current problems to maximise learning
- Understand the complex dynamics of decision-making with reference to constraints, human and organisational impacts
- Have explored creative problem solving techniques including De Bono’s Six Thinking Hats
- Have had the opportunity to work through a variety of ‘scenario’ problems to determine the effectiveness of creative problem solving approaches
- Spend the latter part of the afternoon session creating an outline plan for the Work Based Assignment

### **APPROACH:**

This challenging workshop will consist of a mix of theoretical input, group discussion and syndicate exercises. It will be useful to consider before this workshop, a couple of work and/or personal based problems you wish to put to the ‘problem solving’ test. Examples can range from moving home or offices to planning holidays and conferences ~ the decision is yours.

# **DEVELOPING ASSERTIVENESS TECHNIQUES**

## **Workshop Outline**

### **AIMS:**

Assertiveness is a basic communication skill, enabling people to be more confident and to say the right thing at the right time. Assertive behaviour can increase the chances of success in any human transaction and this workshop aims to develop an understanding with participants of the value of assertive behaviour and the differences between it and aggressive/passive behaviours.

Participants will also be able to identify their preferred conflict handling style and how to make appropriate use of this technique, both at work and in a social context.

### **LEARNING OBJECTIVES:**

By the end of this workshop participants will be able to:

- Understand the difference between aggressive, assertive and passive behaviours
- Feel more positive about themselves and increase their self-esteem
- Be confident in saying “no” without feeling guilty
- Feel more confident about the way to handle difficult situations
- Understand the range of conflict handling styles available to them
- Identify through self-analysis their own preferred conflict handling style
- Be able to handle anger in themselves and others
- Practice a range of styles in role play situations
- Understand how to take an objective approach to handling a variety of situations by focusing on the problem, not the personality

### **APPROACH:**

This module will be highly interactive using a range of discussion, presentation, self-analysis and exercises aimed at developing confidence and expertise.

# **PERSONAL EFFECTIVENESS**

## **Workshop Outline**

### **AIMS:**

Time is one of our most valuable resources, we complain about there not being enough hours in the day, yet we typically devote the majority of our time to low priority work. The potential to achieve more in your job and career is partly dependent on how well your time is managed.

The aim of this module is to provide participants with skills and techniques to help them be more effective in their management, planning and prioritising of their workload. This should enable them to become more effective and improve personal performance and productivity. Participants will also look at identifying the difference between pressure and stress and examine a range of strategies for dealing with it, in both themselves and other team members.

### **LEARNING OBJECTIVES:**

By the end of this workshop participants will be able to:

- Deal with paperwork and understand the value of a clear desk policy
- Be able to plan and prioritise their work more efficiently, having identified how to distinguish between urgent and important tasks
- Look at the time stealers and how interruptions can be minimised
- Understand the difference between progress and maintenance tasks
- Assess current practice with regards to key result areas and allocate key time to the priority areas of their responsibilities
- Explore our attitudes to work-life balance
- Identify negative stress in themselves and others and find ways of handling their own stress and helping others to handle theirs
- Identify, and set, personal positive outcomes that will succeed in maintaining a balance between home and work
- Clarify the meaning of delegation and where, when and what it is appropriate to delegate
- Prepare an action plan with short, medium and long-term goals

### **APPROACH:**

This module will be highly participative using a range of discussion, presentation and group exercises. The latter part of the afternoon session will be devoted to developing a personalised, realistic action plan for the future.

## **DEVELOPING YOUR TEAM**

### **Workshop Outline**

#### **AIMS:**

The aim of this workshop is to explore the many ways that managers can support and improve their team's performance through an effective and systematic approach to training and development. We will look at how to identify training and development needs and how to monitor the effectiveness of the chosen solution. Additionally, it will focus on ways that team members can be encouraged to take responsibility for their own development. Special attention will be paid to the use of a number of development techniques that can be adopted in-house including instructing, coaching and mentoring.

#### **LEARNING OBJECTIVES:**

By the end of this workshop participants will:

- Understand the value of a sound Induction Programme to ensure that a new recruit gets off to the best possible start
- Understand the need for managing individual and team performance through using the appraisal process to identify development needs
- Be aware of the broad range of development techniques available for use, with particular attention given to; instructing, coaching and mentoring
- Have looked at the options available to support team members in improving their performance to meet agreed criteria and the techniques available to deal with issues of poor performance
- Understand how to plan, implement and review training and development activity to meet identified needs
- Be able to construct a Training and Development Plan for their team
- Have looked at ways of encouraging team members to take responsibility for their own training and development
- Understand the importance of identifying potential within the workforce and use such information to assist in Succession Planning

#### **APPROACH:**

This module will be highly participative, looking at best practice and exploring best practice in terms of development. The activities will culminate with participants producing a Training and Development Plan for their team.

## **APPRAISAL SKILLS AND MANAGING PERFORMANCE**

### **Workshop Outline**

#### **AIMS:**

This workshop will look at the value of having clear goals and targets to achieve and how to monitor and maximise individual and team performance. Focusing on in-house Appraisal Schemes, we will look at how the process can be conducted to achieve a positive and meaningful interview for both parties. By correct application of the Scheme, both poor performers and high fliers can be identified and the appropriate management action can be taken.

#### **LEARNING OBJECTIVES:**

At the end of this workshop participants will:

- Understand the value of the appraisal process as a performance management tool and the roles of appraiser and appraisee in achieving the best results
- Review best practice in terms of preparation and note keeping before the interview and conducting a structured and participative appraisal
- Have identified how the process links to:
  - ~ The Business Plan
  - ~ Investors in People
  - ~ Team objectives
  - ~ Personal development
- Review the skills needed to complete a positive review including:
  - ~ Positive communication
  - ~ Objective analysis of personal behaviour and attitudes
  - ~ Giving and receiving feedback
- Be able to appraise poor performers, maintaining their self-esteem and gaining commitment to action plans for dealing with shortfalls in performance
- Look at how to identify and gain agreement for SMART and meaningful objectives
- Will understand the importance of keeping the Review Form as a 'live' document
- Be aware of the benefits of maintaining focus on the individual through regular one to one's or job chats

#### **APPROACH:**

This workshop will involve working closely with existing appraisal schemes to ensure that best practice is applied. Activities will include working on case studies to make application of the theory learned.

## **REVIEW AND EVALUATION**

### **Workshop Outline**

#### **AIMS:**

This final day enables participants to reflect on the Programme and effectively review and evaluate how it has helped and developed them and affected their performance at work with their team. Participants will present to their Line Managers and other invited guests, an evaluation of the Programme and the key learning points and how they believe the training has impacted on the organisation.

#### **OBJECTIVES:**

During this review participants will be able to:

- Critically review the Programme and measure it's effectiveness on their performance
- Demonstrate how the Programme has enabled them to make a difference with their teams and their organisation
- Plan the next stages of their Personal Development Plan
- Offer suggestions to improve and enhance the Programme for future groups

#### **APPROACH:**

The morning session will draw together the learning points identified by the participants from their Personal Development Plans and the ongoing evaluation facilitated by Matrix. The team will then give a formal presentation to an invited audience, followed by an open forum session and photographs and presentation of the certificates.

**PROGRAMME SCHEDULE AND DETAILS OF ACCREDITATION FOR  
LEVEL THREE AWARD IN MANAGEMENT THROUGH ILM**

<b>WORKSHOPS</b>	<b>DATES</b>	<b>FACILITATOR</b>
Pre Course Briefing – 1000 – 1200 hours 1400 – 1600 hours	20.3.09 14.4.09	M. Wade B. Withers
Building and Leading Your Team – 0930 – 1630 hours <i>Learning Assessments issued</i>	29 <sup>th</sup> April 2009	M. Wade
Communicating Effectively – the Key to Success	27 <sup>th</sup> May 2009	M. Wade
Problem Solving and Making Decisions <i>Learning Assessments handed in</i>	29 <sup>th</sup> June 2009	M. Wade
1:1 Tutorials to discuss Work Based Assignment	8 <sup>th</sup> July 2009	B. Withers
Developing Assertiveness Techniques	22 <sup>nd</sup> July 2009	M. Wade
Personal Effectiveness	12 <sup>th</sup> August 2009	M. Wade
Developing Your Team – Coaching and Instructional Techniques	10 <sup>th</sup> September 2009	J. Mills
Work Based Assignments submission	6 <sup>th</sup> October 2009	B. Withers
Appraisal Skills and Managing Performance	21 <sup>st</sup> October 2009	M. Wade
Review and Evaluation	11 <sup>th</sup> November 2009	M. Wade

**COST**

**£1500.00 + VAT – Train to Gain and Beyond 2010 Funding can be used on this Programme**

**VENUE**

**Trade Union Centre, Norwich Business Park, Whiting Road – free parking.**

**Buffet lunch to be provided.**