

The Transition to Management

Delivering results through others



Sample outline of indicative content. High impact half-day sessions, with coverage tailored to meet your specific development intentions.

Session 1	You & Your Role Management in action	Programme launch, key themes and personal objectives. Organisational aims and purpose. Understanding the responsibilities of a Supervisor and a Manager. Consequences of approach – how others may sometimes see you. Providing direction at work. Why consistency? Seeing the bigger picture. Sheepdogs and wolves. Your personal style. Detaching self. Balancing operational and people concerns. Right first time approach. Recognising and appreciating different motives. Assessing the causes of poor commitment and practice ways to eliminate disengagement. Managing the outputs. Plan-Do-Study-Act model in action. The cycle of continuous improvement. TASK: Impact of your management style
Session 2	Manage the Message Constructive communication	Developing personal impact. Building credibility at work. Questioning others and applying methods to uncover the full picture. Probing techniques to identify the real concern. Minimising the escalation of minor problems into larger ones. Developing methods to take a more active approach to listening. Clarifying what is being said and checking the accuracy of what is being heard. Summarising key points & testing understanding. Delivery of effective messages at work. ABC – accurate, brief & clear. Use of structure to build confidence. The accountability ladder. The power of vulnerability and acknowledging your own mistakes. How to ensure others take on personal responsibility for their actions. TASK: Building the relationship exercise. Identify operational improvement idea
Session 3	Managing Performance Moving from telling to coaching	Managing honest conversations at work. Dealing with difficult conversations and behavioural issues on a 1-1 basis. Resolving any barriers to conducting honest conversations. Preparing to discuss. Defining the issue and addressing the root causes. Presenting the facts with authority and conviction. Developing your no-compromise statement. Considering the consequences and effect on others. Providing effective feedback on performance to others. Applying the Decona feedback model. Encouraging greater ownership and personal responsibility for actions. Assertiveness in action - practicing ways to speak clearly, honestly and directly without wasting words. TASK: Managing relationships discussions
Session 4	Developing Your Team Building capability and commitment	Assessing human performance. Identifying training needs. Goal creation. Objectives which work. The performance management framework. The staff appraisal – How am I doing? Building team identity. New ways to build collaboration in teams, workgroups and projects. The performance matrix – what do you want to achieve? Competency vs commitment. Individual skills assessment. Comparing the contributions of all team members in a consistent way. Assessing different development options to support performance improvement. Practicing five simple ways to empower others and build loyalty. TASK – Reconsidering where your team is now
Session 5	Positive Personal Impact Creating the conditions for others to thrive	How to effectively motivate others at work. Practicing methods to increase personal commitment and discover how to engage your colleagues. Enlisting the support of the team to achieve objectives. Creating valuable alliances across the workplace. Applying flexible techniques to engage both individuals and groups. Practicing ways to build rapport and minimise misunderstanding. Distinguishing between manipulation, power and persuasion. Working to achieve a win-win situation. Applying a simple 3 step influencing tool. Increasing your personal credibility and achieving the results you want, more of the time. Acknowledging different strengths and appreciating individual differences to maximise your personal impact. TASK: Upwards Influence Present Operational Improvement Idea. Workload analysis exercise.
Session 6	Delivering Results Making things happen	Personal effectiveness. Avoiding overload. Learning to let go. Situational decision making at work. Time management principles. Planning to delegate, manage and monitor. Successful engagement of others. Practicing ways to generate trust and quickly develop team cohesion. Creating allies & promoting inter-dependency. Building flexible teams. Collaboration under pressure: assessing the human impact of change on yourself and others. Achieving results and getting things done. DELIVERY – Personal Development Plan ACTION PLANNING – Transfer of learning into the workplace. Review of individual objectives, completion of Self Improvement Grid and agreement on way forward.