

DEVELOPING YOUR MANAGERS:

'Certificate in Manager Development'

Endorsed by the Institute of Leadership and Development

INTRODUCTION:

parties ...

overview ...

Client:

We believe that one of the most important factors in the success of your business is the capability and performance of your staff. It is the creativity, innovation and knowledge of people that bring about successful enterprise.

Today's managers need a portfolio of skills to enable them to evolve with your changing business needs. This 'Manager Development' programme has been designed to address core areas for all managers and covers the essentials of people management.

Provider:

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The modules fit together to build skills that all managers need to maximise the potential of themselves, their people and their organisation.

As organisational and management structures across all sectors are flattened to become more responsive and customer focused, management job titles

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increasingly fail to reflect the full extent of the jobholders role and responsibilities. As a result of this those operating in roles such as Managers, Supervisors and Team Leaders now have a potentially far greater impact on business performance than in the past.

Date:

2006

Greater responsibility and authority has devolved to these positions, and to operate effectively requires a sound foundation of management and people skills. By being proactive in the development of managers, companies will increase the motivation and capabilities of the individuals, which will then cascade down to their teams and benefit the organisation and customers alike.

OUTCOMES:

benefits ...

- Development of people through improved support, coaching and delegation
- Improved listening skills as a tool to involve and motivate others
- More effective relationships with team members and senior managers
- Improved focus on achieving business objectives and goals through continuous improvement
- Better monitoring of performance of the team as a whole and the individuals within it
- Greater awareness of how the role of the manager fits into the organisation
- Better personal planning and prioritising to maintain the balance between task, team and individual
- Appropriate training and development of people within the team
- Greater productivity through more effective planning and prioritising

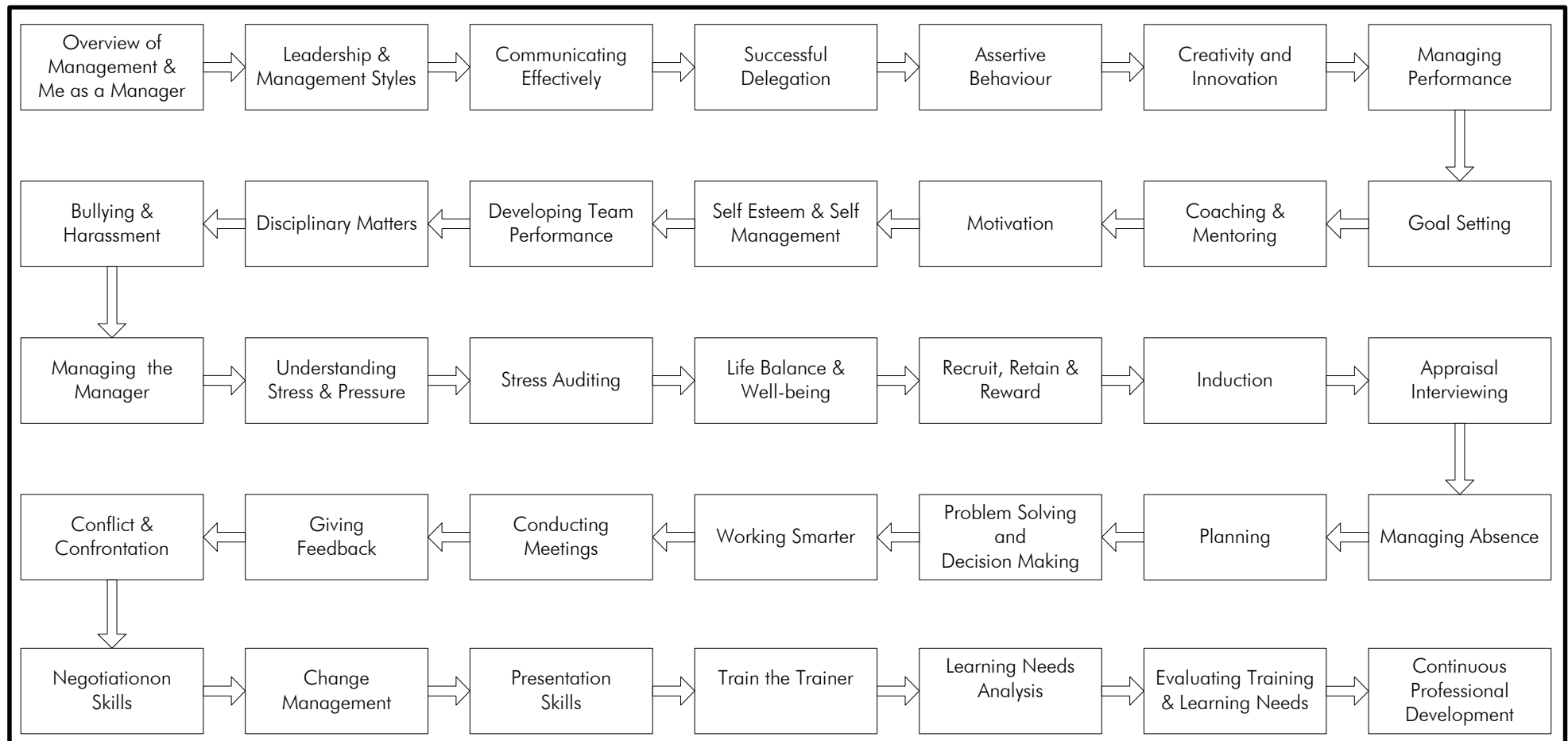
successes - what others have said ...

- The thought and link given to our organisation was particularly helpful and carried out thoroughly.
Dyfed Powys Magistrates Court
- A first class service, giving ample time, commitment and communication to develop and deliver a high quality training package that met agreed objectives.
Swansea Housing Association
- Gained participation well and was really good at making the link between our policies and issues and what managers can do.
Pembrokeshire Coast National Park
- Well presented. The atmosphere created by the trainer was conducive to learning.
Ceredigion County Council
- Excellent, very impressed with the delivery and the outcomes.
Infotech PSP Limited
- The best training course I have been on in 20 years.
LBS Builders Merchants
- The programme has exceeded expectations both from the delegates expectations and from the perspective of the commissioning organisation.
Taff Housing Association
- The course material was varied and of a consistently high standard.
Willis Partnership
- Informative and inspiring. I am already putting ideas into practice mentally and tomorrow physically.
Ceredigion College
- By working with individuals at their own pace, and not assuming all staff are at the same starting place; excellent outcomes were achieved for the organisation.
Cadwyn Housing Association
- Our clients all rated the course as good or excellent, it was well delivered with a friendly style.
Reed Training
- The programme has achieved good teambuilding amongst the delegates and has contributed to improved interdepartmental and organisational relations.
SEI Interconnect Limited

MANAGEMENT DEVELOPMENT PROGRAMME

The following modules have been designed by LifeCraft™ and accredited by the Institute of Leadership and Management (ILM) as one of their Endorsed Awards. Delegates are awarded this ILM 'Certificate of Manager Development' on successful completion of a variety of these modules, dependant on the needs of the organisation.

These courses can also be adapted, combined and delivered individually for different durations dependant on the needs of the client organisation.



TYPICAL COURSE STRUCTURE:

Developing the manager not the process ...

Introduction	Overview of Management & Learning Needs Analysis		
Day One	Leadership & Management Styles	Communicating Effectively	Being Assertiveness
Day Two	Delegating		Managing Time & Energy
Day Three	Business Goals & Objectives	Making Decisions & Solving Problems	
Day Four	Managing & Monitoring Performance		
Day Five	Running Effective Meetings	Negotiating for Win-Win	
Day Six	Managing Change	Motivating Self & Others	
Day Seven	Managing Stress, Health & Well-being		
Day Eight	Creativity & Innovation	Presentation Skills	
Day Nine	Coaching & Mentoring	Developing Team Performance	
Day Ten	Presentations	Continuous Professional Development	

OVERVIEW OF MODULES:

elements ...

Overview of management

In order to provide a framework for modern management it is essential to consider the history of the profession, to introduce the real life aspects of what being a manager is all about. Therefore the roles and tasks associated with the position of a manager will be discussed and defined to give managers the confidence and ability to manage their role effectively.

Learning needs analysis (LNA)

This is the process of identifying learning needs at organisational, departmental and individual levels. This analysis will assist in confirming delegates existing skills and competence levels and identify skills and abilities required but currently not available.

Leadership and management styles

All managers and leaders are individuals and there is no one style of management, therefore it is useful for managers to have a greater understanding of their own preferred style. Delegates will identify their own personal style and will be able to assess their strengths and recognise their weaknesses and how it influences those being managed by them.

Communicating effectively

Communicating is always a two way process. In management you communicate to get things done, pass on and obtain information, reach decisions, achieve joint understanding and develop relationships. Delegates will recognise the essential skills they need to communicate effectively, will be able to explain some basic rules of communication and evaluate how they communicate.

Developing self esteem and assertiveness

Being too strong or firm can inhibit success, at the same time being too accommodating to the wishes and styles of others can reduce individual impact. Whereas assertive behaviour can optimise relationships, win respect and create a good atmosphere. The module examines ways to build rapport and respect with others by enhancing communication skills. Assertive behaviour is examined and participants will be able how to practise how to deal effectively with different situations.

Delegation

To achieve best results you must be aware of the effective application of delegation and recognise the barriers that can hinder its success. Delegates will be able to explain the benefits, identify the process of delegation and demonstrate a selection of appropriate tools to achieve the best results.

Managing time & energy

Time is one of our most valuable resources. By analysing time usage on a regular basis it is possible to understand the most efficient use of time both in and out of the work place. Personal energy management is also key to using time effectively. Delegates will be introduced to tools and techniques designed to improve the use of their own and others time and be able to outline issues surrounding efficient and effective working practices.

Business goals and objectives

Organisations need to know where they are, where they are going and how to manage the changes to get them there. Managers in organisations need to know where their roles fit, in relation to the whole and how they can contribute to strategic development and changes.

Making decisions and solving problems

The need to make decisions and solve problems is an every day occurrence facing managers. How these are tackled could have far reaching implications for the operation of the whole organisation. This session will demonstrate the fundamentals of these processes.

Managing and monitoring performance

The staff appraisal is an important element in the continual evaluation of performance. Used wisely, this system will provide valuable information on skills, knowledge and attitude and provide a good basis for development. Delegates will be introduced to current thinking on performance management and appraise their current system and individual strengths.

Running effective meetings

Meetings are a crucial element in business but they cost time and money and therefore should only be held when necessary and be concise and constructive. This module is designed to help individuals who are responsible for meetings, to ensure that time is used effectively and to achieve objectives in a structure and productive manner.

Negotiating for win-win

Negotiation involves two or more parties, who each have something the other wants, reaching an agreement through a process of bargaining. The principles of the negotiating

exchange will be explained and delegates will be able to demonstrate the skills needed to conduct negotiations and achieve a mutually acceptable outcome.

Managing change

Managing change successfully is an essential management skill in today's fast paced business world. However many people feel threatened by changes at work and not all managers plan or implement change programmes appropriately. To remain competitive organisations and individuals have to adopt a positive attitude to change and managers must be able to explain convincingly what is needed and why so that they , their staff and their organisation can move forward successfully.

Motivating self and others

Today's increasingly competitive business world means that a highly motivated workforce is vital for any organisation seeking good results. Learning how to motivate others has become an essential skill for managers and this module offers a practical guide on what motivates and de-motivates people. Motivational theories will be explained and delegates will be introduced to ways of how best to put these into practice to sustain a positive environment in the workplace.

Managing stress, health and well-being

Many people regard stress, health and well-being as an issue for individuals to manage alone. However if you start from the premise that stress and poor health is damaging to an organisation as a whole, then mutual benefit is to be gained by working on it together. Delegates will acquire a clear understanding of the meaning and be able to identify the causes, in order to assess the impact it has on themselves and colleagues.

Creativity and innovation

Being creative or innovative is seeing the same thing as everybody else but thinking of something different. As managers it is easy to slip into the trap of doing something because it has always been done. This module will introduce practical tools and techniques that can be used in the workplace to support creative and innovative practices and benefit from the outcomes.

Presentation skills

Delegates will learn how to plan, prepare and deliver presentations, and be given the tools and techniques for ensuring their presentations are effective and achieve the necessary business objectives. To many, presenting is an uncomfortable requirement of being a manager, by practicing in a controlled environment it will be possible to positively evaluate

your technique, learn how to handle questions with confidence and receive advice and suggestions for improvements.

Coaching and mentoring

Today's organisations feature fewer management layers and emphasise individual responsibility. Putting more pressure on individual performance means a greater role for managers in coaching staff to improve confidence, motivation and effectiveness. This module enables managers to consider a range of coaching and mentoring situations and develop the skills to develop others.

Developing team performance

Teamwork is an essential resource for all managers, and team building has become a vital management skill. Team development is central to the modern performance manager's ability to achieve results through other people.

Team working is becoming preferred practice in many organisations as hierarchies give way to flat multi-skilled working methods. Delegates will be able to demonstrate the use of practical tools and techniques to lead teams, by identifying and defining required skills and establishing trust between individuals within a team. Participants will have the opportunity to develop a strategy for developing their own team's performance.

Continuous professional development (CPD)

The knowledge and skills required in many working environments change on a continual basis. Managers must perpetually develop to remain effective and continue to have a positive impact on the organisation. Delegates will be encouraged to take responsibility for their own development as managers, and this session will outline means and methods of implementing an effective CPD plan. Delegates will then be able to demonstrate how they might progress this plan in the future.

PROGRAMME DETAILS:

elements ...

Training and development:

The programme is a bespoke programme, designed on the outcomes of identified needs and the structure is modular. Using a building block approach delegates are able to build on the knowledge and skills attained as the course progresses.

The workshops are interactive encouraging participation from all delegates, taking into account different levels of knowledge, skills and personality. A variety of methods will be used to deliver the modules including - tutor lead, group and individual exercises, role-play, video and audio together with an assortment of learning activities.

To ensure development within the organisation the following approach is suggested.



A variety of self-study exercises will be introduced between modules and the programme will end with all delegates evaluating the knowledge, skills and competences gained and giving a short presentation to identify how overall performance has improved.

Institute of Leadership and Management Award:

Institute of Leadership and Management (ILM) is a professional management institute that promotes and develops leadership and management skills in all those who have management and leadership responsibilities at work.

The “Certificate in Manager Development” would be awarded through the (ILM) as one of their Endorsed Awards. (www.i-l-m.com) Endorsement of bespoke programmes provides quality assurance and benchmarking for organisation, learner and trainer.

Some of the benefits included in this accreditation are:

- registration for each delegate with the ILM and access to membership of a Professional Management Body
- reassurance that the programme would be audited by the ILM
- flexible content and assessment methods
- a nationally recognised award.