

Essential Management Skills Doing it right - Working together - Making a Difference

'Payroll Productivity' at THOMAS Recruitment

Deborah Fullick of Thomas Recruitment, enrolled on the Essential Management Skills programme on the 22nd September 2016. Her personal objective was to become more in control and organise herself effectively by prioritising and achieving set objectives in a realistic time scale, either by herself or delegated to a member of her the team.



As Head Office Manager at Cardiff based Thomas Recruitment, she decided for her 'Making a Difference' project to focus on improving her teams efficiency to process payroll and meet their set deadlines with minimal errors, whilst also learning to be able to 'let go' as a Manager and empower her team to carry out the payroll independently.

Deborah felt she overcame several personal benefits from implementing this 'Making a Difference' project:

- Development of personal effectiveness – able to concentrate on one task at a time.
- Planning time to coach and develop her team members.
- Controlling behaviour, less directive style of management.
- Stepping back and reflecting.
- Improved listening skills and ability to remain calm in stressful situations.

'Improving KPI Targets' at SPTS An orbotech. Company

Christopher Griffiths of SPTS, Newport enrolled on the Essential Management Skills programme on the 22nd September 2016. His personal objective as a newly promoted Team Leader was to gain the respect of his team and colleagues by holding people accountable for achieving results.



An integral part of his management programme required Chris to implement a Making a Difference (MaD) project that would allow him to embed the leadership & management skills whilst making a difference for himself, his team and the organisation. As a quality Engineering Team Leader he therefore decided to focus on improving the KPI score of the Decommissioning function in the Newport Plant.

Chris felt he achieved several personal benefits from implementing this 'Making a Difference' project:

- Changing the mind set of certain individuals to support the improvements
- Changing his own mind set in the way he manages with his team
- He learnt to delegate effectively
- Time scale to fit the project into the production plan
- Able to stand back and watch his team take an active role in implementing their ideas.

See over for Programme Details.

Essential Management Skills

Doing it right - Working together - Making a Difference



The effective team leader or first line manager is required to balance their time between completing the task, developing individuals, and enhancing team performance. This development programme provides an intensive introduction to the world of people management, focusing on achieving results with and through people.

The programme is highly practical - the return on investment starts the minute the participant re-enters their working environment. A key feature of the programme is the opportunity each participant has to have one-to-one coaching to maximise personal effectiveness back in the workplace.

Communicating with Clarity

Communicate clearly and concisely to ensure understanding, clarify objectives, action plans and inspire others to perform

Problem Solving with and through others

Solving problems and implementing changes/improvements ensuring you have buy-in from team members and colleagues whilst dealing with potential conflict situations.

Personal Effectiveness

Understand the principles of time management, become self organised and achieve results through effective goal setting, action planning and delegation

Influencing and Motivating Individuals

Assess people objectively, gaining will co-operation through a range of management styles associated with developing high performance.

Holding People Accountable

Implement performance management plans, generate team spirit and empower individuals through ownership and accountability

Developing Inner Self Confidence

Develop the inner self confidence to make an impact, look and sound credible, and positively influence team members, peers, management and customers

Programme Content and Objectives

Pre-programme Assessment & Familiarisation

A pre-programme one-to-one is conducted with both participant and manager to establish a willingness to participate and personal objectives. A combination of discussion and self assessment raises self-awareness and clarifies programme appropriateness. A 360 analysis with management identifies blind spots and confirms key objectives for both individual and organisation.

Workshop 1 - Foundations for Success

In workshop 1 participants examine the link between comfort-zones and states of mind and how they impact upon self confidence and motivation. The key output of this workshop is a personal development plan which implements SMART objectives. The objectives for the workshop are:

- Recognise how comfort-zones and states of mind affect confidence and motivation
- Acknowledge key area for personal development
- Define SMART objectives

Workshop 2 - Personal Effectiveness

Workshop 2 examines how to use effective time management to achieve a balance between achieving the required outputs whilst spending time developing staff. Participants are also introduced to a range of principles for effective people management. The objectives for the workshop are:

- Define Key Result Areas and associated SMART objectives which fulfil their role specification.
- Differentiate between urgency and importance and identify activities which will improve personal performance.
- Use effective questioning and listening skills to develop rapport.

Workshop 3 - Effective Images

In this workshop participants take a closer look at themselves, their perceived image and how they are seen by others. A change project, providing a measurable pay-back is defined which provides the environment to apply the essential management tools. The key objectives for the workshop are;

- Define and reflect upon the main factors which influence our image.
- Use a personality profiling model to assess people objectively.
- Apply the 3 V's of communication - Visual/Non Verbal, Vocal, Verbal to enhance personal impact.

Workshop 4 -Developing Effective Teamwork

This workshop provides delegates with the fundamental tools to build a high performance team. It examines areas critical to effective team working and identifies specific issues in understanding team dynamics. The key objectives for the workshop are:

- Reflect upon the skills and attitudes required to develop effective teamwork.
- Identify the characteristics of high performance teams.
- Reflect upon two modern leadership models and recognise the different management styles associated with developing a high performance team.

Programme Content and Objectives continued

Mid-Point Review

A one-to-one coaching session is conducted between Tutor and Participant to review personal progress, clarify objectives and Action Plans and identify any additional support required.

Workshop 5 - Adapting Management Styles

This workshop is designed to enable delegates to assess their approaches to people and team management, reflect upon their preferred management style and consider how to adapt their style to different situations. The key objectives for the workshop are:

- Recognise your preferred management style and the need to adapt to manage different situations.
- Practice effective communication skills to reduce mis-understandings.
- Implement a problem solving technique to generate new ideas and/or improvements with and through colleagues and staff.

Workshop 6 - Enhancing Performance through Coaching & Delegation

Workshop 6 examines one of the keys to effective management, achieving success with and through others. To achieve this we must gain a balance between coaching and learning to let go and trust. Coaching is the process of helping individuals maximise their potential to the benefit of themselves, the team and the organisation. The key objectives for the workshop are:

- Reflect upon the skills and behaviours associated with the 'Supporting' style of Situational Leadership.
- Apply a five step delegation technique to gain willing co-operation.
- Practice basic coaching skills to enhance the performance of team members and colleagues.

Workshop 7 - Holding People Accountable

The aim of this workshop is to develop our self awareness, communication and interpersonal skills in managing performance, holding people accountable and dealing with potential conflict. The key objectives for the workshop are:

- Implement performance management tools and techniques to enhance the performance of individuals and the team.
- Recognise personal style in dealing with conflict and/or confrontation and reflect on a range of strategies.
- Apply a correction action technique to hold people accountable.

Mentor Review

A one-to-one development review is conducted between Tutor and Mentor/Manager to discuss the participant's development, clarify objectives and identify additional support that may be required through the Making a Difference project phase. The Tutor will normally at this stage provide feedback on the participant's current performance and facilitate the completion of a mentor action plan.

Programme Content and Objectives continued

Business Project Review

A one-to-one coaching session is conducted between Tutor and Participant to review the progress of the Business Change Project and identify additional support required. The Tutor will normally at this stage provide feedback from the Mentor Review (if not already provided by the Mentor) and prepare the participant for Workshop 8.

Workshop 8 - Delivering Results & Winning Recognition

This concluding workshop provides each participant with the opportunity to provide feedback on their change project and receive positive recognition from both management and peer group. The key objectives for the workshop are:

- Present and reflect upon personal achievements from a Making a Difference business project
- Commit to three future short term actions to continue personal and professional development
- Recognise personal area of growth from applying a range of management tools and techniques.

Additional Programme Information

Delivery

The programme is delivered through eight workshops. An initial one-to-one with participant and line manager is conducted to establish programme objectives and a willingness to participate. A business based Making a Difference project is defined during the programme to provide both a meaningful work environment for the participant to apply the management tools and achieve a measurable pay-back. Participants conclude their development by providing formal feedback on their business based project. A mid point and end of programme one-to-one session with line manager assesses achievement of objectives.

Next Programmes

The dates for the programme are shown below. All workshops commence at 9.30 and conclude no later than 16.00. Additional one-to-one coaching sessions with individual participants back in the workplace reinforce the learning and encourage the application of the models, tools and techniques.

		EMS 1/18	EMS 2/18
Workshop 1	Foundations for Success	12th February	19th April
Workshop 2	Personal Effectiveness	5th March	3rd May
Workshop 3	Effective Images	19th March	17th May
Workshop 4	Developing Effective Teamwork	9th April	31st May
Workshop 5	Adapting Management Styles	23rd April	21st June
Workshop 6	Enhancing Performance through Delegation & Coaching	14th May	5th July
Workshop 7	Holding People Accountable	4th June	19th July
Workshop 8	Delivering Results & Winning Recognition	21st September	19th October

Additional Programme Information

Business Project - Making a Difference

Making a Difference is an integral part of the Essential Management Skills programme. Participants are challenged to make a difference through individual innovative change or continuous improvement projects. Previous projects have focused on reducing supplier costs, improving productivity or output, improving business system or process efficiency, increasing sales revenue, improving customer care and reducing operating costs.

Investment

Total investment for one person to join an open group at Palladium Training is £1200 per person. Alternatively, this programme can be delivered internally to your organisation for a total investment of £11880. Based on a group size of twelve persons, this reflects an investment of £990 per person. This cost includes all relevant materials but excludes any costs associated with the venue.

Ilm Accreditation (optional)

From 2017 there are two options for delegates to gain ilm recognition for their learning and development.

- For an additional investment of £89.00 per person, and on successful completion of this programme, associated action plans and initiation of a Making a Difference Project, the Institute of Leadership and Management (ilm) will acknowledge the participant through the Endorsed Award and full ilm membership for the duration of their learning which includes access to online support materials, study guides and career development support.
- For an additional investment of £389 per person, delegates can achieve the ilm Level 5 Award in Leadership and Management by submitting two formal assignments for the following Units:
 - Leading & Developing Teams to achieve organisational objectives (4 Credits)
 - Making Professional Presentations (2 Credits)