



Fully Engaged Ltd
Developing the Individual

You as a manager

Part one of ManagingForResults





Introductions and Programme Overview

This people manager development programme has been created to support you in managing and growing your team alongside continuing to develop your own business. There are 5 separate modules conducted over 5 separate days in addition to a 360° feedback element.

You as a manager

Day 1

- The difference between management and leadership
- Different types of manager
- Self-assessment of competencies
- Situational leadership
- Establish 360 feedback

Coaching skills

Day 2

- Identify your own learning style and the impact of that when coaching
- Explore and practice the GROW model
- Understand your responsibilities for developing the team

Managing performance

Day 3

- What is performance management
- Beliefs and behaviours of a great team member
- Principles of performance management
- Feedback techniques
- Your company performance review process

360° feedback

One to one telephone feedback

- Collation of your 360° feedback survey
- We will agree a mutually convenient time to talk through the feedback from the survey respondents - your manager, your peers, your team and yourself

Building high performing teams

Day 4

- Review of team climate and stages of team development
- Explore characteristics of high performance teams
- Explore leadership characteristics i.e. emotional intelligence, conflict management and decision making
- Undertake diagnosis of their team and identify development steps

Time management

Day 5

- Analysis of current time management
- Identify time robbers and establish techniques for their eradication
- Prioritisation
- Using MS Outlook to support time management
- Review of whole programme



You as a manager

Objectives

By the end of today's module, participants will have:

- Defined the difference between management and leadership
- Identified the different types of manager, how they behave and how they are perceived
- Reviewed current thinking on management and leadership
- Identified their strongest competencies
- Identified their competencies for improvement
- Received a briefing on conducting the 360° feedback review
- Established the importance of good leadership and management
- Received a briefing for the setting up of in-between learning
- Undertaken some personal action planning

Today's agenda is:

- Establish your learning objectives
- Our best and worst managers
- Differences between management and leadership
- The four manager types
- Schools of effective leadership
- Leadership exercise
- Briefing for your 360° feedback
- Importance of good leadership and management
- In-between learning
- Review of the day

My personal learning objectives for today are:



Our best and worst managers

Why have we asked you to think about leaders you most admire?

Working in 2 groups brainstorm what it was that those managers did that warranted them being picked by you. Think especially about their qualities.

Our best managers did this:

Our worst managers did this:

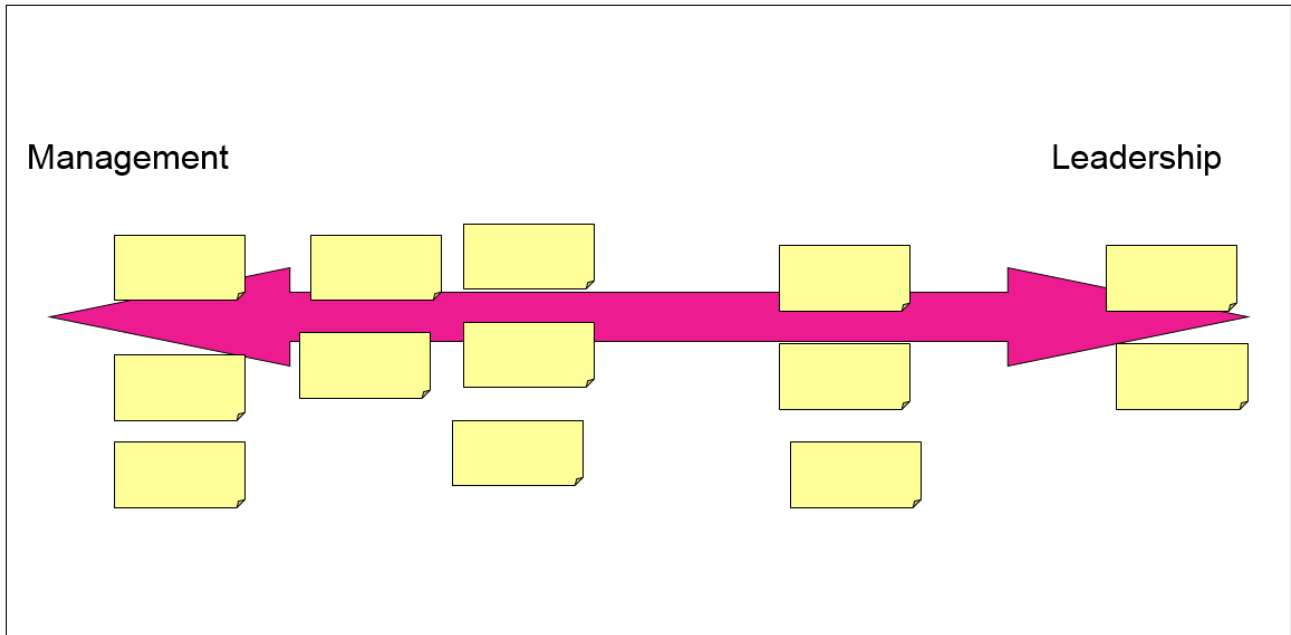
The difference between management and leadership



Now we've established how people who have managed us have got it right or so very wrong we're going to explore a bit more about the role of a people manager.

Working in your 2 groups write down every duty you fulfil in a management capacity on a post-it note; one duty per post-it.

Once you have exhausted every duty, decide if they are **management** tasks or **leadership** tasks and then place them on the continuum.



Tasks:

How did you decide which was management and which was leadership?



The four manager types

The way you behave as a manager and the manner in which you interact with those around you can impact heavily on the perception you create within your team. To ensure that the perception that you create is positive we'll start by looking at the different types of manager that exist and then consider where we might fit into it.

