

Essential Skills for Team Leaders and New Managers

Core Modules

The Role of the Manager

- Purpose and role of the manager/team Leader/Supervisor
- The impact of management behaviour on employee engagement
- Determine individual behaviour style using the Everything DiSC® Workplace™ Profile or the Everything DiSC® Management™ Profile when supervising staff
- Understand strengths and limitations of each style
- Adapt your style to increase your managerial effectiveness
- Benefits of using a coaching style of management

Management Styles

- Determine individual behaviour style when supervising staff
- Understand strengths and limitations of style
- Recognise staff's behavioural styles to increase support and communication
- Adapt style to increase your managerial effectiveness
- Determine various ways to motivate staff
- Benefits of using a coaching style of management

Goal Setting, Employee Motivation and Employee Feedback

- Setting SMART Goals (Specific, Measurable, Achievable, Realistic and Time-based) that motivate staff
- Prioritising and aligning goals with departmental and organisational goals
- Give effective feedback to redirect or reinforce performance
- Handle difficult feedback situations
- Understand the impact different communication styles have on giving and receiving feedback
- Use active listening to gain information and understand staff's perspectives

Managing the Workload and Delegation

- Identify and set priorities in workload
- Apply the "Urgent/Important Process" to set priorities
- Communicate priorities decisively to staff
- Relationship between delegation and empowering staff
- Guidelines for effective delegation
- Use different types of delegation to accomplish immediate and long-term goals
- Assess the barriers to effective delegation and overcome resistance
- Identify the competencies on which you will focus for your ongoing development as a manager

Coaching Staff as a Management Tool

- Why must a manager also be a coach?
- Understand how coaching can maximise the potential of those within the work group
- Identify opportunities for coaching
- Approaches to coaching
- Key skills for effective coaching
- Set and communicate appropriate goals and expectations when coaching employees
- Recognise and encourage specific behaviours that correlate with overall success

Personal Development Plans

- Complete a personal development plan.
- Receive feedback on your development plan
- Prepare and plan for continuing learning and development

Optional Learning Modules

Building and Maintaining Teamwork

- Various types of teams: functional, cross-functional, self-managed and self-directed—how to adapt your management style to meet the needs of the team
- Identify team strengths and weaknesses and how to manage them effectively
- Help teams solve problems and make decisions
- Develop and maintain trust with your team
- Motivate teams to take on bigger challenges and more responsibility as they mature
- Overcome the 5 dysfunctions of a team: Absence of trust, fear of conflict, lack of commitment, avoidance of accountability and inattention to results

Managing Change

- Understand change versus transition
- Engage with team members through the different phases of the change cycle
- Identify leadership and motivation factors that support effective change
- Develop an enhanced communication process to reduce resistance to change
- Understand why some employees resist change
- Keep staff motivated throughout the change process (including yourself)
- Recognise and attend to employees who are not coping with change
- Translate the change vision to day-to-day deliverables