



المركز العالمي للتدريب والتطوير
International Centre For Training & Development



THE MIDDLE MANAGER

Development Program

Preparing Future Leaders



INTERNATIONAL ACCREDITATION ORGANIZATION



UNIVERSITY OF ROCKHAMPTON
MAKING THE DIFFERENCE



Course Introduction:

Many middle professionals have a wealth of experience at handling day to day management issues and are now ready for a bigger challenge. Are there extra skills they need to acquire to prepare them for the next level of leadership? This programme is about exploring and mastering those skills and knowledge that will comfortably take you to the next level of competence – from professional to leader.

It will give you a real insight into what drives individual behaviour, how to pinpoint the cultural style of your organization and understand its inherent cultural strengths and weaknesses. We'll explore team dynamics in the context of the culture, look at functional and dysfunctional behaviour and how dysfunctional behaviour can be reshaped. We'll explore how easy it is for the leader to unwittingly set people up for failure and how this can be avoided. We'll investigate motivation, reward and getting the best from the team.

Finally you will spend time planning action what you want to change when you return to your workplace.

- Make the transition from management to leadership
- Learn the tools of influence
- Understand behaviours at work
- Explore corporate culture
- Learn to lead and motivate your team

Course Objectives:

By the end of this program participants will have learned to make the transition from professional to leader by:

- Ensuring that you have all the core skills of effective management and leadership
- Understanding what drives individual behaviour and how to motivate and reward excellence
- Truly understanding the culture of your organization
- Exploring team dynamics and discovering your own preferred team roles
- Having a framework for implementing successful change programmes

Who Should Attend?

This seminar is designed for:

- Those who have some experience at supervisor / professional level and are ready to take on a wider role
- Those who want to make the transition from competent professional to inspirational leader
- Those who need a deeper understanding of what drives individual behaviour and group dynamics
- Those who need to hone their influencing skills to get results that matter
- Those about to embark on leading a change programme within their organization

Course Outline:

Core Skills Required For Managing a Team

- Delegating effectively
- Goal Setting - S.M.A.R.T. goals
- Performance Appraisals that work
- Introducing a new employee to the job
- Coaching and on-the-job training
- Giving Praise effectively
- Constructive Confrontation skills
- Saying 'No' skillfully
- Counseling for performance improvement
- Disciplinary Process
- Dealing with grievances
- Discipline procedures
- Dealing with difficult colleagues

Understanding People

- Individual characteristics that influence behaviour
- Personality styles and traits
- Attitudes and behaviour
- Perception in the workplace
- Attributing causes to behaviour
- Types of workplace behavior

Organizational Culture

- The organizational cultural web
- Types Of organizational culture
- Developing organizational culture
- Managing organizational culture
- Changing organizational culture
- Group Think - How an unhealthy culture develops and how to prevent it
- Signs of a healthy organizational culture
- Effects of a healthy organizational culture

Team Dynamics

- Group Dynamics
- Team Roles – A Self Perception Inventory
- Team roles and complementarities
- Team formation and dynamics
- Functional and dysfunctional group behaviour
- The set up to fail syndrome
- Inter-team relationships

Getting the Best from Your Team

- What are people looking for in their jobs? Do their managers know?
- The basic motivational process
- Ironies of motivation
- Managing People – ten essential behaviours
- How do you rate on motivating?
- Motivation techniques for greater commitment & output
- Reward systems in high performance work systems
- How to reward and inspire your team
- Team rewards
- Creating energy in the team
- Knowledge workers and the psychological contract
- Receiving feedback and criticism
- Helpful hints for providing feedback and criticism

Influencing Upwards In The Organization

- The Individuals Needs Framework

- The Six Key Weapons of Influence and how to use them
 - Constancy & Escalating Commitment
 - Reciprocation
 - Need to be like others
 - Warming to
 - Power
 - Short supply
- The Five Styles of Decision Makers and how to distinguish them:
 - Charismatic
 - Thinkers
 - Controllers
 - Skeptics
 - Followers
- Selecting strategies and dialogues for each decision making style
- Matching Appropriate Influencing Principals to Decision Making Style
- The Trigger Words that appeal to each Decision Making Style

Leadership That Inspires

- The difference between Management & Leadership
- Leadership and emotional intelligence
- The effects of different leadership styles on organizational climate
- Comparing management with visionary leadership
- Characteristics of visionary leaders
- Characteristics of a good vision statement
- Communicating your vision
- Leaders who are effective at communicating their vision and inspiring people
- Ethical political behaviour
- Trust orientation profile

Managing Change Successfully

- Sources of resistance to change
- Preventing resistance and encouraging effectiveness in coping with change
- Choosing a strategy to implement change
- The steps in a successful change program
- Membership of the team leading change
- Communicating change – the steps involved
- Mastering the art of speaking as a change leader

- Sustaining change efforts

Action Planning

- What have I learned about leadership that I want to apply back on the job?
- Can I paint a compelling picture of success?
- How should I go about implementing it?
- What barriers might I come up against and how might I overcome them?
- Who might be my allies and how do I build their commitment?
- When will I start and when will it be implemented?

Course Certificate:

International Center for Training & Development (ICTD) will award an internationally recognized certificate(s) for each delegate on completion of training.

Course Methodology:

A variety of methodologies will be used during the course that includes:

- (30%) Based on Case Studies
- (30%) Techniques
- (30%) Role Play
- (10%) Concepts
- Pre-test and Post-test
- Variety of Learning Methods
- Lectures
- Case Studies and Self Questionnaires
- Group Work
- Discussion
- Presentation

Course Fees:

To be advised as per the course location. This rate includes participant's manual, and-Outs, buffet lunch, coffee/tea on arrival, morning & afternoon of each day.

Course Timings:

Daily Course Timings:

08:00 - 08:20	Morning Coffee / Tea
08:20 - 10:00	First Session
10:00 - 10:20	Coffee / Tea / Snacks
10:20 - 12:20	Second Session
12:20 - 13:30	Lunch Break & Prayer Break
13:30 - 15:00	Last Session

