

## **Managing for Performance**

The role of the Manager is critical to the motivation and performance of the team. This programme is about the Manager leading a team to success through the application of sound managerial practice. Transferring skills to the "team" and continually building, motivating and leading a group of people to success is a demanding role. It requires a high degree of interpersonal skills and a keen understanding of human nature. The Manager has to lead and support the team upon whom an organisation is dependent for its profit, its success, its growth, its future and its survival in today's competitive world.

It captures the key criteria that impact on their team, gaining insight into what drivers are in place and how to implement the right drivers. It gives the opportunity to identify their current climate and how they wish to develop this for the future. Once we have established the climate, it is used to throughout the course to identify how this will affect the way that the Manager manages.

The course will focus on the Managers current strengths and then identify areas for development. It will identify the Managers personal operation and what happens when things get more difficult. Working from the climate it will establish whether the Manager is working with a group of individuals or a cohesive team. Developing strategies for the development of their team members. The manager needs to balance motivating and developing his team and that of achieving targets and managing the data. He needs to handle these pressures without it damaging his relationship with his team.

Having focused on the team environment, we then link this into the current motivational environment. What motivates them personally and recognising what motivates their team members. How to motivate individuals and whether their current incentives and motivators are being effective.

The programme is designed to allow for as much participation as possible via realistic scenarios and simulations. Delegates have an opportunity to analyse 'real situations' relating to their own current work environment during the course. The programme uses self-analysis and simulations including extensive opportunities for each participant to 'have a go' at managing problems and opportunities.

This programme will equip Managers with the understanding and tools to create a new level of excellence within their organisation.

### **Who will the course benefit?**

This is a workshop for Managers who would like to re-assess their own performance and learn new ideas and approaches.

All Managers who want to enhance their management skills, understand their impact, improve performance and increase confidence.

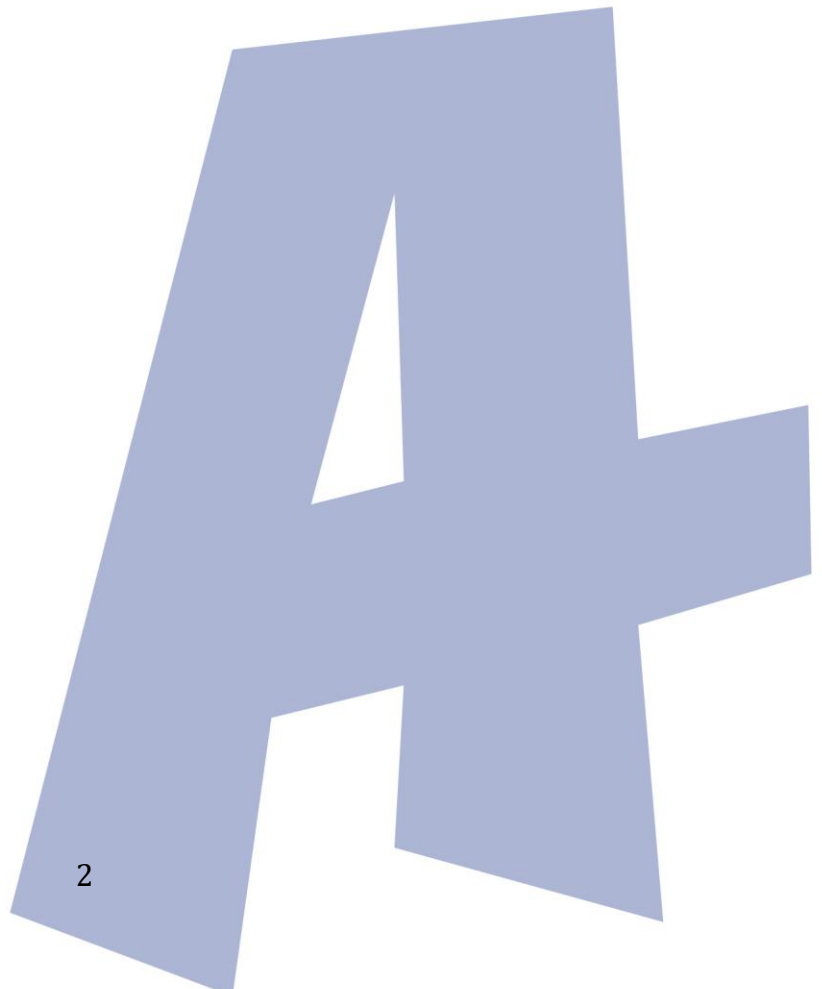
### **Course Objectives**

To provide Managers with a clear understanding of their Management and Leadership style and how to use the right style, to ensure they lead, grow and enhance their teams.

To establish their personal traits and characteristics, and those of their team members to improve the motivational and team environment.

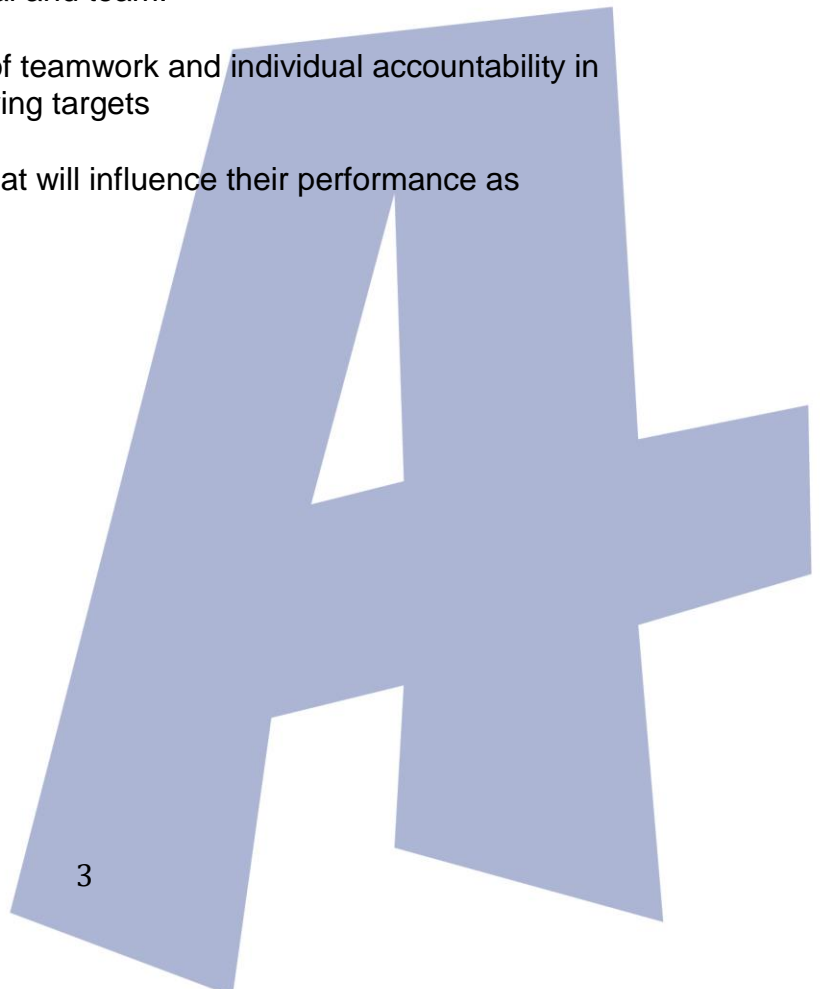
To enable delegates to develop their personal skills and to provide an opportunity to practice, gain experience and receive feedback.

**Course Duration:** 3 to 4 days



**This course will enable delegates to be able to:**

- Adopt the style of leadership most likely to get the best results in different situations
- Identify personal styles and the relative strengths of each approach and which of these to apply back in the work place
- Establish their personal effectiveness and how they are/could be perceived
- Identify the key tasks and activities involved in successful team working
- Develop ideas and plans for helping their own team to achieve its full potential
- Create a motivating environment “you have to be motivated to motivate”
- Become a dynamic team builder, motivating people at a distance, stimulating team thinking and group performance
- Apply the skills of motivation and recognise the damaging effect of de-motivation upon an individual and team.
- Recognise the importance of teamwork and individual accountability in planning, setting and achieving targets
- Identify the critical factors that will influence their performance as managers



## **Course Content**

### **Introduction**

- Course Admin
- Review of timetable and objectives
- Personal objectives
- Johari window

### **Management Fundamentals**

- Explore the management theory and as a group identify management and leadership fundamentals and principles
- Functions, responsibilities and factors affecting performance
- Competencies of an effective manager demonstrate
- Management theories
- Facilitated session to discuss principles.
- Understanding behaviour
- Emotional Intelligence
- Personal: Strengths Beliefs, values, ideals, emotions
- Personal effectiveness

### **Management Climate**

- Rich picture exercise present and future
- During this exercise the group consider 'what does it feel like to work here?' and work in groups to establish the contributing factors to the climate within their team, department
- What's the vision? Linking the climate to the current vision of their organisation and understanding where the gaps are.
- The impact of the organisation of the climate. What are the barriers and constraints

### **Management styles**

- Management styles
- Individual
- Understanding your personal Leadership style
- Using the right style at the right time
- Management styles and Emotional Intelligence, understanding the relationship
- Managing self and emotions

### **Practical Exercise/Review**

- Group exercise implementing principles of Management, giving and receiving feedback. Case studies in management – use of styles

### **Strength Deployment Inventory**

- As a group discuss the concept of SDI and guide each delegate through the self-assessment.
- Exploring each of the profiles and understanding key drivers
- Identify their personal strengths
- Relating to others under two conditions: calm and conflict.
- Taking stock of motivational values
- Understanding an individuals strengths
- Improve relationships with others
- SDI (Strength Deployment Inventory) discussion around the different dynamics in their teams and how their style may be perceived/improved – link back to climate and to motivational behaviours of both the manager and the team
- The dynamic of relationships
- The technical vs. the human Motivational value systems dynamic
- What drives and directs behaviour
- Why others feel differently about common issues and adopt different behaviours

### **Practical Exercise**

- Group exercise implementing principles SDI and behaviour

### **Team Development**

- Stages of team development (forming, storming, norming and performing)
- Barriers that prevent movement
- Techniques to overcome logistical, climate, organisational and physical barriers
- Establishing higher performance as a continuous target
- Facilitating Team Members
- Getting different team preferences to work together
- Knowing when to keep quiet

### **Practical Exercise/Review**

- Group exercise implementing principles management, SDI and behaviour
- Review day and Update action plan

### **Staff Management and Motivation**

- What is motivation?
- Differences between drives, motives and motivation
- Who was the best and worst manager you ever had?
- Recognising and understanding other people's emotions.
- The motivation process
- How to motivate
- Demotivators
- What was it they did that motivated you and did it work for the whole team?
- Self-motivation
- Different levels of motivation
- Sociological trends/behavioural sciences
- Think about incentives you have run – were they successful? Why?
- Motivational profile
- Looking at the motivation factors within your team
- Understanding your team members profiles
- Establishing actions
- Stroking
- Managing relationships, i.e., managing the emotions of others.
- Select people who are highly motivated
- Set realistic and challenging goals
- Remember progress motivates
- Provide fair rewards and building loyalty
- Giving recognition
- Increased responsibility / personal development

### **Practical Exercise - The Development Project**

#### **Course Close**

- Confirm objectives met
- Course evaluation completed
- Thank-you and close

### **The Self-Development plan**

- Individual goals and actions medium and short term
- Evaluating personal strengths and weaknesses
- Identifying buddy to work with back in the organisation
- Feedback from the facilitator about actions

