

# THE IN-HOUSE TRAINING COMPANY

## Introduction to management

### Overview

This course gives new managers the necessary tools and techniques to get started in management. During this challenging and stimulating three-day course they will be given the knowledge, skills and confidence needed to be able to hit the ground running as a new manager.

They will be introduced to a range of key topics including the changes they will need to deal with when they become managers, prioritising their work and managing their time, as well as issues around the management of people, from HR legislation through managing performance to motivation, delegation and communication.

All participants will leave the course with an immediate plan of action and a firm commitment to tackle a number of key issues facing all managers today.

### Training objectives

Having attended this programme, participants will be able to:

- Identify the elements of their role that require a strategic, tactical, or operational approach
- Generate creativity within their teams and engage their people to contribute to the success of their department
- Prioritise their workload using a simple model
- Understand some of the barriers to delegation, the difficulties caused by poor delegation and some techniques to help them to delegate more effectively
- Identify their key time stealers and techniques to optimise their time management
- Improve the effectiveness of their teams through better team working and application of the principles of action centred leadership
- Communicate with members of their team more effectively through a better understanding of communication styles and motivation
- Understand the impact of current demographic changes on organisations and the environments in which they operate
- Understand the need to motivate different people in different ways and have some techniques and ideas to try back at work
- Understand how an organisation's values support management style
- Understand the notion of total reward
- Recognise their responsibilities as a manager at every stage of an employee's 'lifecycle'
- Manage the performance of individuals within their teams, setting meaningful performance objectives and conducting effective appraisals
- Use and apply the GROW coaching model
- Understand the importance of managing the mental state of their teams in achieving outstanding performance
- Apply what they have learnt on this course through the construction of a robust action plan

### Audience

This programme is particularly appropriate for:

- Managers who have moved into a managerial position within the last six months
- Those who are about to take up a managerial position
- Existing managers who would benefit from a refresher on some key managerial skills

## Special feature

A key theme in this comprehensive programme is the power of employee engagement, an issue of great concern to a large number of organisations today – including, we assume, yours. Other assumptions surrounding organisational values and HR policies have also been made in the design of this programme and for this reason we recommend a degree of tailoring of the course to fit your particular organisation.

## Format

This course has been designed to be practical and participative. The learning comes from a wide range of activities including group discussions, practical exercises, and syndicate work. Through individual reflection and the completion of a personal learning log, participants will establish a clear and robust action plan that will ensure that they take the learning back to the workplace.

## The expert trainer

Nick is an outstanding trainer with over 15 years' experience in major 'blue chip' organisations. He worked in HR, training and sales management for such organisations as Honda, Raychem, W H Smith and Filofax before starting his own consultancy and training business in 1999. He now works in partnership with organisations of all sizes and runs both in-company courses / workshops and public / open programmes nationwide. His clients include BT, RBS, Taylor Woodrow, Hawksmere, Capita, Teacher Training Agency, The Duchy of Cornwall, Hampshire Police and a host of others. A very popular trainer, continually following and embracing new ideas and best practice, he is particularly adept at sharing his own very effective approach to presentation skills. See what course participants and learning and development managers say about him:

'A big, big thanks for your two sessions today – they went down a storm!'  
*Oxford Magnet Technology*

'Nick was a brilliant trainer and got our most reluctant employees to participate and enjoy the day.'  
*Orion Cleaning Group*

'Of all the training courses I have attended over the years (and there have been a few), this was the most consistently relevant.'  
*Sennheiser*

'Nick was excellent; challenging, risk-taking, thought-provoking!'  
*Peugeot Motor Company*

## Course outline

### DAY ONE

#### 1 What changes when I become a manager?

- What does my new role entail and how will the course meet this?
- Understanding the difference between operational, tactical and strategic
- Identifying my key result areas and setting clear and useful goals
- Discovering the future – the need to understand paradigms and find new, different and better ways of achieving every day things
- Action centred leadership – practical guidance for your new role; a simple model for getting the best out of your new team

#### 2 Organising and managing yourself to manage others

- Prioritising your time to focus on Key Result Areas
- A simple model for prioritising workload and helping your team to do the same!
- How to delegate effectively – an introduction to coaching and empowerment
- Managing time and avoid time stealers

### DAY TWO

#### 3 Introduction to the power of engagement

- Demographic trends in the UK
- Becoming an employer of choice
- How values help us to be an employer of choice

- The power of engagement – what is engagement and why is it important?
- Maps of the world
- Total reward – the difference between reward and rewarding
- What motivates people at work?
- Understanding that people want different things
- Motivating staff
  - Needs theory
  - Motivation
  - ‘Hygiene’ factors

#### **4 The power of engagement – attract**

- What is the employee life cycle?
  - The lifecycle of an employee from recruitment to exit
  - Role of the manager at each stage
- The key elements of a recruitment process
  - Key legal considerations in the process
  - Possible pitfalls
- Induction
  - Planning an effective induction

#### **5 The power of engagement – develop**

- What is the performance management cycle?
  - Stages
  - Benefits to manager, individual and organisation
- Preparing for an appraisal
- Preparing for a review
- Conducting the appraisal
  - The paperwork
  - Structuring the review
  - Skills and techniques to use during the review
  - Rounding off and concluding the review
- Setting SMART objectives

#### **6 The power of engagement – retain**

- Employment legislation
  - The main areas of interest: a short session to illustrate the complexity of employment legislation!
- Introduction to HR policy documents
  - Key HR policies
  - Discipline and grievance
  - Diversity and equal opportunity
  - Absence, sickness and health and safety
  - Flexible working
- *Syndicate exercise to highlight the most important elements of each document. Participants present outputs from previous exercise.*
- *Case study. To be completed overnight. Plenary session to discuss suggested outcomes from case studies the next morning.*

### **DAY THREE**

#### **7 Managing the performance of your team**

- *Case study review*
  - *A short session to review the ‘best practice’ answers*
- Develop to retain!
  - Development opportunities available
  - Different way of developing staff

#### **8 Engagement through coaching**

- What is the learning and development cycle?
  - Stages

- Benefits to manager, individual and organisation
- Key coaching models
  - C=P + I
  - Managing mental state
  - GROW
- Coaching video
- An introduction to the skill of coaching
  - Demonstration of good practice
- *Coaching practice*
  - *Participants will take on the roles of coach, observer (giving feedback) and the coached*
  - *They will have opportunity to practice and apply the key skills.*
- *Coaching review*
  - *A chance to share the key learning from the morning and how to apply the skills learned*

## **9 Planning for action – how will I implement what I have learnt?**

- Review of what has been covered on the workshop
- Review of individual learning logs
- How to construct an action plan
- *Construction of individual actions plans*
- Course review and feedback

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**TO DISCUSS YOUR TRAINING REQUIREMENTS  
PLEASE CALL 01582 469080**

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