Role and responsibilities of the area manager

Overview
Area Managers are too valuable to be thrown in at the deep end. They need the best initial training possible. This is the ideal ‘covering the very basics’ workshop. The focus is on the Area Manager function, the tasks required of the job and the qualities required to ‘lead’ rather than just ‘manage’.

Thinking ahead, analysing the current situation, and formulating a written business development strategy is an essential starting point for all newly appointed Area Managers. On completion of this workshop your area managers will have started formulating a strategic development plan for their areas and discussed methods of communicating the plan to all managers within their areas of responsibility.

Training objectives
By the end of this workshop, participants will have:
- Analysed the true role and function of the Area Manager
- Identified the essential ‘people skills’ required to complement existing technical expertise
- Identified the key skills requirements of area management
- Learnt a number of techniques to use in the important areas of:
  - Communication
  - Assertiveness
  - Problem-solving
  - Performance management
  - Time management
- Developed their leadership understanding in order to be able to motivate and develop a ‘winning area team’
- Learnt how to manage at a distance more effectively:
  - Planning and organising
  - Setting objectives
  - Management by objectives
  - Creative thinking
- Participated in a number of manager development exercises that can be used effectively in the workplace
- Started an analysis of their current situation and started formulating a written action plan in the key areas of:
  - Customer service
  - Team development
  - Financial management
  - Business development

Audience
Soon-to-be-appointed area managers, newly appointed managers, experienced area managers and Training or HR professionals responsible for the development of area managers.
**Format**

This is a highly participative two-day workshop which will leave participants eager to complete and implement their strategic development plans and also keen to apply their new skills and insights immediately!

**Special features**

We recommend that this is run as a two-day programme, but if necessary it can be shortened to a day by dropping sessions 4 and 5. Alternatively, run it as two separate days, a month apart, with the second day focusing on area manager strategy and planning.

The programme can, of course, be tailored to suit your organisation’s structure, processes and culture.

**The expert trainer**

Tony has been running his very successful consultancy and training organization for more than fifteen years, specialising in retail performance management and management development. Before that he spent fifteen years in various retail operations in senior management roles, including board level. He has a particular expertise in area and branch manager performance. His work focuses on:

- Succession planning – assessment workshops and support
- Induction workshops for newly-appointed area managers
- New area manager development programmes
- Area manager performance management workshops
- Refresher workshops for more experienced area managers
- One-to-one coaching and support on specific objectives / challenges
- Conference and meeting presentations
- Supporting Operations Managers / Directors in the management of area manager performance

His client list includes, amongst many others:

- Austin Reed
- Blackwell’s Bookshops
- British Telecom Retail
- Burton Group
- Cancer Research
- Edinburgh Woollen Mills
- Vision Express
- Alexon
- Alliance Unichem International
- Barnardo’s
- Barratts
- DFS Furniture
- Gamestation
- Holland and Barratt
- Matches Fashion
- Moss Pharmacy
- National/Alamo Car Rentals
- One-stop Convenience Stores
- Paperchase
- Pavers Shoes
- PriceLess Shoes
- Rayner
- Rayner Opticians
- Regis International
- Royal Doulton
- Southern Cooperatives
- Speciality Retail Group
- The Entertainer
- Waterfields Bakers
- Country Casuals
- Kookai Fashion
- Clarks Shoes
- Aptus Personnel
- Lyndale Foods
- Dunelm Mills
- Furniture Village
- Moss Bros
- Hugo Boss
- Clinton Cards

Tony’s workshops get consistently excellent feedback from his clients / participants, eg:

- ‘Exceeded our expectations.’ *Sales Director, Country Casuals*
- ‘The best start they could possibly have.’ *Operations Director, Blackwell’s Bookshops*
- ‘At last, a trainer that has earned the right to train in this crucial area.’ *Sales Director, Beatties Toys*

**Workshop outline**

1. **Role and responsibilities**
   - Manager v Area Manager: the differences
   - Key skills and tasks
   - Job description
   - Result expectations:
     - What area managers are expected to achieve
     - Key competencies
- Key result areas

2 Managing and leadership
- Differences between managing and leading
- Management skills
- Leadership competencies
- Developing a ‘leader manager’ style
- Taking stock and self-analysis

3 Personal projection
- Influencing, motivating, inspiring, persuading
- Being professional
- Assertiveness
- Culture and sub-culture
- Change management
  - Managing change
  - Driving through change

4 Strategic planning
- The planning process
- Monitoring and reviewing

5 Communication
- One-to-one communicating
- Small group presentations
- Meeting handling and facilitation

6 Personal development planning
- Self-development
- The planning process
- Learning styles
- Personal development planning
- Survival tips
- Personal objectives to work towards during the first year of appointment

7 Next steps
- Workshop review
- Action planning

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