Leadership & Management Development

Practical leadership and management skills for busy leaders and managers

This 'Starter for 10' course outline can be bespoke designed for and in collaboration with your organisation

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of

contigo
with you

www.contigoassociates.com

Introduction

This proposal is an outline leadership development course used with many organisations across virtually every business and industry sector as well as the public and third sectors.

This proposal may be used to create your bespoke 'In-House' Leadership and Management Development programme or to build something that takes things to the next level should you feel you have already covered these foundation elements.

You will notice the 'Our understanding of your requirements' section is quite vague as we don't know you yet. But we would like to.

This element will be adjusted to specifically address the challenges you face following an initial exploratory conversation by phone or face to face.

The 'middle management' conundrum

The role of the middle manager is often the most difficult one to perform in any organisation.

Thinking of a typical hierarchical organisational structure, there are pressures from above to achieve more with less resources; there are continual pressures from below to exceed expectations and there are often cultural pressures from the middle-management peer group created by everyone trying to survive in a fiercely competitive and sometimes combative environment.

Common Issues

Middle managers often suffer from stress at work for a variety of reasons including: -

1. Demands placed on them from above to achieve results

2. Some subordinates needing to be tightly managed to perform

3. Having to roll up their sleeves to 'clean up the mess' left by others

4. Internal politics and blame culture can lead to stress and sometimes fear for their jobs

5. Poor organisational culture can feel like 'the system is working against you'

Amid all this, some middle managers feel they are 'taken for granted', believing they are the very glue that holds everything together and – out of their sheer conscientiousness to 'make everything work' – give their all to overcome the challenges above to ensure the organisation performs as well as it can.

The middle management conundrum is a matter of learned helplessness. Over time, the pressure from all directions reduces very capable people to 'put on a tin hat' and keep their head down. Eyes roll at the inadequacies of 'this' system or 'that' department and a range of behaviours begin to creep in such as negative attitudes, disengagement, increased sickness and absenteeism, conflict, poor morale, a lack of motivation and even outbursts of frustration and anger which can result in bullying and harassment claims or grievances and disciplinary action having to be taken.

None of this improves the situation, it exacerbates it. Ironically, the solution lies in their development. Educating middle managers to lead and manage more effectively gives them the tools and techniques required to break free of such challenges, improve their own working lives, of those around them and so improve college performance. That is why this programme has been developed.

HEALTH WARNING:

Once developed, managers going through this programme will have the knowledge and skill to exponentially improve organisational performance. They will ask new questions, challenge for improvement, call for support from all directions. They will understand what best practice leadership behaviour looks like and will be encouraged to support their leadership team as well as their own teams. That may mean they choose to apply pressure 'up the line' in addition to improving how they lead and manage 'down the line'.

It is essential those people senior to this group understand they will be encouraged to step up and that they will be supported to do so. Senior leadership failure to respond positively to such requests for support will undermine the group's belief in the system being taught with potentially negative consequences all round.

Please let us know if you would like more information about how senior leadership teams can support their managers to become better leaders.

Our understanding of your requirements

At Contigo (Spanish for 'with you') we are often asked to help groups of managers develop the leadership and management skills to overcome their operational challenges and develop into a more cohesive and effective management team.

Regardless of the varying degrees of management training received previously, we tend to find it is the practical application and sustained use of the training that lets many training courses down.

Our research before the course, engagement with the participants and design of the material all help with sustainable transfer of learning – not to mention the excellent coaching, training and facilitation skills of our delivery team.

Content is always adjusted to focus on the specific practical self and people management skills required by the group.

Course Structure

This six-day leadership and management development programme has been designed to appeal to a 'no-nonsense' group and is delivered at pace with considerable experiential and practical reference.

It has been designed to lift the sights of the group to develop a higher leadership level, unite them as a management team and allow them to implement what they learn immediately.

The following six modules are typically delivered at 3-6 weekly intervals.

Module One   Becoming a Management Team

Module Two   Learning when to Lead <u>or</u> Manage

Module Three Hands-On People Management Skills

Module Four   Improving Task Management to Reduce Stress

Module Five   Clear communication to motivate and inspire

Module Six   Who do you think you are?

Indicative content for all modules follows. Your programme can comprise of all or any modules.

Module One – Becoming a Management Team

When the pressure is on, it is considerably harder for individual managers to perform at their best than it is if they work as a team. For this reason, the first module of this programme focuses on becoming a 'Management Team'. This module will help the group understand why – for the good of the organisation – it is essential they see supporting each other as a management team a key priority. The following elements will be covered during this module:

- Identify the importance of uniting as a management team to develop 'Organisational Health' and introduce/drive a continuous improvement culture. Define and examine how your organisation measures up.

- Explore the 5 elements that unite a team, namely; developing trust, the ability to disagree agreeably, taking ownership, holding each other to account and staying focused on joint results.

- Examine Bruce Tuckman and Katzenbach/Smith team development models to identify the different stages of team development and review the benefits and methods of moving forward as a team from forming, storming and norming to high-performing.

- Assess the level of development in the management team – and the other teams attendees are part of – developing practical actions for immediate improvements to be made in those teams.

Module Two – Learning when to Lead or Manage

The skill of leading is different from that of managing. It is important to know which hat to wear given the situations you face. For this reason, the second module of this programme focuses on separating the two terms and defining them clearly. This module will help the group understand how and when to lead and how and when to manage. This way they will achieve the most important things they need to as a group and for the organisation. The following elements will be covered during this module:

- Understand the difference between Leadership and Management and learn why it is important to develop both skill-sets.

- Explore the WHY, HOW and WHAT of the college and discover why knowing what they are and how to use them helps inspire people – at all levels.

- Explore the concept of organisational culture and consider how **shared values** are key to both identifying current culture and choosing how to shape a more desirable, collaborative, united, culturally diverse and representative one.

- Using an interactive McKinsey 7-S analysis model, we will take a serious look at the state of the organisation and consider how we would like it to be.

- Review organisation stakeholders and consider what they want/need, then use this insight to take a high-level view of college objectives and prepare practical action plans on key issues.

Module Three – Hands-On People Management Skills

As well as improving as leaders, the management team often have people management responsibilities - often for employees who need to step up and manage more effectively themselves. Developing the group's people management skills will improve their teachers' performance thus freeing up some of their time which will allow them more time to lead their teams forward and increase productivity. The following elements will be covered in this module:

- Define employee engagement, why it is important and assess how well we perform against the four enablers of it.

- Understand the three core elements of the performance management cycle and explore how well they implement them, identifying improvement actions for immediate implementation.

- Examine best practice objective setting, feedback and appraisal skills with hands-on skills practice along the way.

- Develop coaching skills to aid with increased delegation and staff development.

- Introduction of 'Agile Methodology' which is a tried and tested project management theory used to unite teams behind specific projects (sprints) and to focus the team members through regular daily 15 minute meetings (scrums) coached initially by a 'scrum-master' to ensure scrum rules are adhered to.

Module Four: Improving Task Management to Reduce Stress

Stress can kill but a degree of pressure is needed to motivate us and drive performance. Skilful task and priority management allows people to manage their own stress levels and those of others to find the productivity 'sweet spot'. That's why the fourth module focuses on helping the group identify the things that stress them and helps them identify how to deal with them and reduce their stress levels. The following elements will be covered in this module:

- Review the causes and effects of stress in the workplace and conduct a simple personal 'stress-test' to see where we are at.

- Reflect on the causes to identify potential solutions to put into practice immediately.

- Reflect on the concept and paradox of time management to realise we do not need more time – and we can't have it anyway!

- Use this philosophy to adopt a more proactive approach to managing our tasks and explore the scope to delegate more.

- Examine the art of delegation and prepare to delegate to and empower others so more is achieved with less across the organisation.

- Undertake a personal assessment of 'to-do list' / time-wasters / work priorities and become more effective at handling them using a simple 'four-box' method.

Module Five – Clear communication to motivate and inspire

Developing first class communication and influencing skills is essential for leaders and managers to be effective in their roles individually and as a team. This module develops the skills to communicate with clarity, vertically and horizontally, across the organisation and beyond it. The following elements will be covered in this module:

- Examine the 'miscommunication' process to identify the reasons communication sometimes breaks down.

- Reflect on a variety of different communication methods and the outcomes when we choose the best or worst method for a range of different communication scenarios.

- Eric Byrne's transactional analysis model, the 'ZONE 123' persuasion model and a variety of listening and other communications exercises to draw out personal development opportunities

Module Six – 'Who do you think you are?'

Personal reflection and management presentation with certificate award

By now, the group will have bonded, developed trust, skills and knowledge. They will have practically applied much of what they will have learned and be ready to look at themselves in a deeper – life-long learning way.

This final module helps them reflect on their development and consider why and how to ensure they continue to strive to be the best they can be.

The following elements will be covered during this module:

- Review your Johari Window – everyone should take stock of their 'blind-spot' every few years because, as we mature, our personalities often change.

- Explore the five practical elements of emotional intelligence and assess our personal levels of proficiency. Develop increased self-awareness, self-control, empathy and social skill.

    NB: Increased emotional intelligence will be crucial in developing more collaborative behaviour amongst the members of the management team.

- Differentiate between individual reactivity and proactivity as approaches to work. Critique the respective consequences for individuals, teams and the whole college. Choose practical activities to adopt a more proactive approach and report back on outcomes.

- **(Optional, dependent on strength and maturity of individual characters)** Examine the concept of Continuous Improvement / Kaizen and conduct a personal 'TURBO-360' review to produce a list of practical actions for personal development towards becoming the best leaders we can be.

Finally, to conclude the programme, we will conduct an exercise to reflect on our learning and the value this has brought the individuals, the management team as a group and the organisation as a whole throughout the 6 modules. The group will prepare a brief presentation for play-back to the sponsor / relevant senior figure at 3pm on the last afternoon.

Certificates of completion will be prepared and signed in advance so the senior figure can award them after the presentation.

Methodology

Tony Kerley FCIPD, FInstLM has over 30 years of training experience. He knows how to design and deliver inspirational, memorable and effective training. The key elements to achieve this are: -

- Having an 'ego-less' trainer - the content should be more memorable than the trainer

- Understand the audience level of current knowledge, skill and behaviour

- Keep a high pace – fun, light, upbeat and engaging

- Appeal to a revolving mix of visual, auditory and kinaesthetic senses

- Appreciate all four learning styles in design and delivery

- Ensure regular experiential activities and use of questions to draw discovery learning

- NO DEATH BY POWERPOINT !

- Regularly check value is being derived

- Make content real and applicable in the workplace

- Encourage actions that must be implemented in between modules with mandatory feedback on actions implemented at the beginning of each module

Pricing

One-off Programme Design Fee | £1,250+vat

This one-off programme assignment fee is chargeable once after delivery dates have been agreed. The fee flexibly guarantees the delivery dates although customers may move or cancel them at any time without penalty. The fee also covers all pre-course meetings, module design, course material preparation and ongoing engagement to shape and adjust the programme to best fit the requirements of the group throughout the delivery period. The assignment fee is payable within 30 days of invoice.

Programme Delivery Fees | £1,250+vat per 1 day module

Delivery fees cover a full days delivery (8.30am – 5.00pm with up to an hour set up from 8.30am – 9.30am and 30 minutes closing from 4.30pm – 5.00pm) for a group of up to 16 people. Venue and refreshment costs are not included in this fee. All materials will be provided included within the price. Delivery fees are invoiced after each day has been delivered and will be payable within 30 days of invoice.

Should you have questions, please do not hesitate to contact Tony Kerley at Contigo Associates Limited at tony@contigoassociates.com or call him on Mobile: 07850 111699.