

BACK TO BASICS TRAINING

MANAGEMENT AND LEADERSHIP COURSE OVERVIEWS

The Course Overview lists the highlights of each Course

PROFESSIONAL SUCCESS BEHAVIOURS FOR MANAGERS

- Recognising it's our choice to be a Top 10% Manager ...a stand out Professional who is essential to the success of the business
- Defining these key ingredients of professionalism and reliability
- Awareness of the six areas we are always judged on as a Manager regardless of which business we are in or our seniority
- Understanding and implementing the behaviours and expectations of us as Managers
- Essential attitudes for Success, including taking ownership and being proactive with everything
- Polish and presentation with our appearance, communication and dealing with others
- Five areas of Professionalism that let us down and let down those we work with
- Strategies to stay on top of the workload and techniques that enable you to make a real and lasting contribution

THIS COURSE PARTNERS VERY WELL WITH ...

MASTERING THE FOUR ESSENTIALS OF MANAGEMENT

- The role of the Manager; our responsibilities and outcomes
- Understanding what must get done and how we do it
- Step One: Planning, Diary Management; Prioritising; Big Picture
- Step Two: Analysing resources and effective Delegation
- Recognise the training component needed to delegate – plan in advance; cross train; systemise and use your team
- Step Three: Leading & supervising – how to bring out their best
- Give outcomes, confidence and support
- Step Four - Following Up and monitoring – why and how
- Using After Action Reviews
- Common Mistakes we make as Managers and how to address and prevent these
- Using this Process to become an extraordinary Manager

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EFFECTIVE LEADERSHIP SKILLS

- The definition of leadership. Understanding that leadership is not just a position, it's a way of thinking and acting
- Differences in effectiveness between a Manager and a Leader
- Recognising and enhancing your Personal Leadership Style so that you get the most out of everyone, not just the majority
- Identifying and actioning the behaviours of an Effective Leader
- Understanding and meeting the different expectations that people have of you – the company, your boss and your team
- How to embody the vision and cultural values of the company and encourage your people to want to do the same
- Mistakes leaders make and how to address these EG abusing power; demanding rather than enrolling; not being of service; not being a role model; not taking time to understand other's needs; not communicating enough; not setting a vision and big picture; not gaining commitment; trying to do it all themselves
- Strategies to handle difficult situations appropriately and effectively as a Leader

THIS COURSE PARTNERS VERY WELL WITH ...

PEOPLE MANAGEMENT AND MOTIVATION

- The basis of People Management – analysing desired behaviours and outcomes and ways to achieve this
- Applying motivation theories from Herzberg, Maslow and others
- Recognising and using strategic leadership tools - task focus versus relationship focus and implementing this to achieve better results with all your team in all situations
- The needs that govern our behaviours and how to use this to motivate each individual – identifying hot buttons
- Using recognition and rewards as a motivational tool and understanding the six things that beat money to the top of the list
- Learn the golden rules of people management from Stephen Covey, Daniel Goleman and Dale Carnegie
- How to nip problems in the bud and quickly change attitudes
- Recognising that we are the source of most people problems and how to make the necessary changes for better results

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COMMUNICATION, CONVERSATION AND PEOPLE SKILLS

- Recognising the desired outcomes from all different types of communication and learning how to prevent the conflicting or de-motivating messages we send
- Identifying the points that we want to convey about ourselves and our company in both written and verbal communication and analysing the communication needs of others
- The three absolute musts in any type of communication
- Applying these three effective communication techniques with your Team, your Manager, your Suppliers and your Customers
- Reading other people's tone of voice, body language and facial gestures – remember that it's over 90%
- Mastering conversational ability to build better relationships
- How to handle confronting communication situations with aplomb, rather than losing your confidence ... and your voice
- How to write one page reports and overviews, letters, memos, emails and quick notes that exceed the criteria for effective communication and get you great results

THIS COURSE PARTNERS VERY WELL WITH ...

UNDERSTANDING THE FOUR PERSONALITY PROFILES

- Introduction to the Four Personality Styles
- Testing to understand and benchmark ourselves
- Recognising and Understanding Others
- Strengths and weaknesses of each personality
- What to watch for in our own personalities that let us down
- How to bring out the best in each personality
- How to influence and manage each personality
- Which leadership styles suit different personalities
- Using the Task focus/ Relationship focus
- Using leadership and influencing skills to prevent problems with each of the personalities;
- Understanding ourselves and using the information to become a better and more skilled people person

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IMPLEMENTING AND ACHIEVING KPIs

- Understanding the function and benefits of employing Key Performance Indicators in your business and the difference it can make to results
- Using KPIs to improve productivity, performance and morale
- The three essential components of a KPI and extensive real life examples of KPIs to assist you in the development of your own
- The ideal number of KPIs for each role and when to change them
- Buy-in, enthusiasm and accountability from the Team for their KPIs
- Using KPI Reporting Systems and proven techniques to assist you to manage, improve and follow up the KPI results
- Implementing Key Result Areas when the expected performance has imprecise measurements
- Common mistakes with KPIs and how to avoid these
- Encouraging the Team to monitor and take charge of their own results through non-negotiables; reporting meetings; objectives; teaching others; rewards for increased KPI performance

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TIME MANAGEMENT FOR MANAGERS

- Evaluating our goals, priorities and deadlines to help us understand and eliminate our personal time thieves
- Resources and techniques to help increase our productivity
- Systemising regular tasks so that we don't reinvent the wheel
- Using our diary to plan ahead and stay in control; to manage multiple priorities and to improve our results and time frames
- Meeting deadlines within required time frames
- Handling large volumes of email, reading and phone calls
- Improving effectiveness through better communication
- Improving efficiency through smarter use of our Team
- Doing it right the first time and taking control of our own time
- Better self management – this is critical to time management
- Using peak energy periods and understanding balance to get back on track and ditch that stressed feeling!

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ENCOURAGING TEAMWORK AND BUILDING STRONG TEAMS

- Analysing attributes of the winning team and the three stages of team development
- The three essential aspects involved in teamwork; how to get people to work together, building trust and rapport, having shared goals and without a “them and us” attitude
- The changing roles of Managers in supervising Teams
- Applying what the Team need from you as their Team Leader
- Encouraging everyone to take responsibility for their own attitude and performance as well as for the attitudes and performance of other Team Members; improving results and job satisfaction; setting and communicating our standards
- Providing feedback to the team and proven techniques to keep the team enjoying work, making a difference and having fun
- Achieving the desired outcome – having people work through commitment, not compliance so that they breed a successful culture and a successful business

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COACHING SKILLS FOR MANAGERS

- The benefits of coaching and developing our team and the skills and behaviours we need to adopt to be a good coach
- Examining the five reasons that we coach; understanding that coaching is our responsibility as Managers
- Training on the Job versus Coaching off the Floor
- Putting together a detailed Coaching Plan using the Knowledge, Skills and Attitudes Matrix
- Individual or Group Coaching – which is best in each situation
- Preparation for the One on One Coaching Session; creating the right environment for learning; effective communication
- Making the coaching experience worthwhile for both of you
- Using other members of your team to assist with coaching
- Follow up from each Coaching Session
- Coaching Session Outlines to take back and get started on now!

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INITIATING AND MANAGING CHANGE

- What changes do we regularly make; why do people find change difficult and what type of change is the hardest
- Analysing and applying the philosophy that “People tend to resist that which is forced upon them, people support that which they helped to create”
- Understanding the Steps To Change – being prepared for and successfully managing each step of the process
- How to keep people committed to change without regressing or leaving; using AARs to keep the changes working
- Monitoring the changes and setting new targets
- How to be a change agent in your business – how to effectively sell an idea to your Manager or your Team
- Planning the process of change to keep disruptions and potential problems to a minimum
- Improving our leadership, relationships and business opportunities during a change process

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PERFORMANCE DISCUSSIONS AND APPRAISALS

- Analysing the most common behavioural problems
- Identifying and addressing the causes of these situations as well as the desired outcomes
- Proven techniques to handle these at every stage of the performance process – nipping problems in the bud, formal discussions and counselling discussions
- Strategies for preparation and specific ways to get results
- Turning around the attitudes, behaviours and communication from your Team Member during the discussion with great ideas on how you can hold a more effective performance discussion
- Following up – how can you prevent problems recurring
- Using the Appraisal Process to greatest advantage
- How to give Appraisals that motivate and challenge people
- Being proactive – steps to improve our own leadership

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RECRUITING, INDUCTING AND KEEPING GREAT PEOPLE

- The eight steps of recruitment defined as a process you can quickly implement to attract quality people
- How to plan and prepare your recruitment needs
- Creating job descriptions and aligning them to KPIs and KRAs
- The differences between the first and second interview and how to remain in control of both; when should you hold a third
- Using key indicators to determine the suitability and qualities of applicants and understand what they'll look for in you
- What to ascertain from a reference check and how to set cultural and results focused standards from the beginning
- The Induction – how to make it meaningful, motivating and the best possible start for all new people to the company
- The first two weeks in the job – make the first weeks the best weeks using specific techniques for retaining great people
- Why good people leave and tangible steps to prevent this

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SUCCESSFUL SUCCESSION PLANNING

- Recognise that winners are made, not found – how to create the right climate for succession and potential leaders
- What are the criteria for advancing people into the next step and what do we need to do to ensure success of that process
- Maintaining a balance – when to employ from outside, when to promote from within
- Weighing up talents and skills versus vision, drive and attitudes
- How to create an effective Succession Plan in each of the key areas – Identifying, Cultivating, Preparing, Developing and Reproducing Leaders of the Future
- Ranking your team – learn how to rate their potential and how to develop them further
- Involve everyone in succession planning to maximise success
- Improving our own skills and behaviours to raise up other Leaders

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MANAGING THE MISSION, VISION AND CULTURAL VALUES

- What is a vision, mission and culture and how does it impact the performance of the company, the focus on the customer, the internal standards and operations, the well being of the team and the future of the business
- Creating and living the vision and mission – how to make it work
- Why is there one philosophy on the wall and another in the everyday culture – achieving congruity and integrity without wordy documentation
- Which key values and tools make a difference to the culture and how to use these to scaffold and implement important principles
- Who do we have to be as the Leader to ensure we make a difference to the essential areas of the organisation
- Culture and STARS in real life – making everyday improvements and introducing a stronger culture immediately

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MASTERING THE 8TH HABIT – VISIONARY LEADERSHIP

- Stephen Covey's 8th habit is sub-titled from effectiveness to greatness and has been proclaimed his greatest work ever. In this Course, we will review the previous 7 habits and use this book as a basis for becoming an even stronger leader
- Examining the four dimensions where the best leaders operate from: vision, reality, ethics and courage
- Recognising and gaining mastery over the patterns that govern our minds so that we enter the zone of fundamental change, strength and energy
- Expanding our Circle of Influence to handle any difficult situation or any difficult person
- The 7 levels of initiative and self empowerment
- Rating yourself and your team – character and competence
- Finding your own voice and empowering, then inspiring others
- Visionary Leadership is not just about learning what to do, it's about the self discipline to apply the knowledge all the time

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ACHIEVING BUDGETS BY ANALYSING KEY FINANCIAL DATA

- Understanding how the basic profit and loss works and why budgets are important
- Understanding financial terms and how they apply to the business from beginning to end
- How to get the financial data you need – with sales, customers, stock costs, business expenses and margins
- How to compare, manage and improve this information
- Putting the Focus on the cost of business, markdowns, shrinkage, margins, rent, wages and other key essentials
- Putting the Focus on the key essentials of stock – top sellers, their margins, what's in stock and what's not, how much money is tied up in dead stock, the 10% rule for increasing cash flow
- Proven techniques that businesses can use to cut down costs
- Applying this information – recognising the importance of achieving budgets and understanding we have the tools to do this if we simply analyse and take action on the data

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MAXIMISING PROFITS WITH EFQM & BALANCED SCORECARD

- This is an interesting, innovative and valuable Course for Owners and experienced Managers – we would urge you not to miss it!
- The EFQM Model is an exciting, simple to use tool adopted by most European businesses to enable Owners and Managers examine every aspect of their business in order to improve it. Putting this together with the Kaplan Balanced Scorecard enables us to first of all break down each of our results and to then analyse the ways in which we can improve these results
- “Knowledge and learning are now seen to be the new strategic assets of the organisation” (Read) and using this information, we show you how to prepare plans for transforming this knowledge about your business or department into action
- Surrounding the EFQM model is the culture of learning and innovation which then enables the improvements to be continuous. We'll also cover simple strategies that will help you create the right climate to achieve and maximise profits

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APPLYING EMOTIONAL INTELLIGENCE SKILLS

- The Emotional Intelligence Framework - reviewing each of the emotional intelligences/ skills that Goleman identified in his book "Emotional Intelligence"
- Understanding and analysing each emotional skill
- Why these skills are needed in the workplace today and why EI is not to be seen as "soft skills"
- The three key elements of traditional business environments were structure, processes and systems. The three key elements of the emerging business environment and changing requirements of the workforce is now information, identity and relationships – all areas which require strong application of EI skills to maximise leadership effectiveness and organisational benefit
- Identifying the top three emotional intelligences and the particular behaviours needed to generate our best performance
- Specific ways to continue to develop our Emotional Intelligence skills as well as those of our team so that we continue to grow

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MANAGING MANAGERS EFFECTIVELY

- Mistakes we make in trying to do the job that our Managers do – our role is to supervise and make sure we get the results needed
- At middle management, our focus should be 50/50 on getting today's results and preparing for the better future results
- How to be seen to be hands-on and add value whilst you are in working with your Managers without actually doing their job
- The Four Realities to executing effectively as a Manager – understanding the market realities, your core competencies, all stakeholder wants and needs and the values that will govern all behaviours, decision making and communication
- Techniques for effective supervision, involvement and increased performance of your Managers and achievement of results
- Helping your Team find and teach the balance between the vision and culture and the need to produce strong results

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POWERFUL PRESENTATIONS PART 1 AND 2

- The objective of these 2 Courses is to build your confidence when presenting in front of a group; to help you identify the key areas that make your presentation memorable and to teach you how to deal with all different types of behaviour and people in the audience
- It is recommended that you stay for the full day as there will be ample opportunity to practise, practise and practise in front of the group as well as to receive feedback on ways to enhance your presentation skills
- This Course is great for all those who need to present in any situation and we've found that even our most experienced Attendees have learnt many new techniques

Here are some of the areas we will cover:

- Identifying what makes a successful Presentation
- Principles of effective Presentations
- How to identify and achieve the objectives for each session
- The adult learning process and which methods to incorporate to ensure you are meeting the expectations of the people you are training or presenting to
- Techniques for structuring a positive meeting, presentation or training session
- The qualities people want to see exemplified in you as the Presenter
- Analysing the needs and the mood of your audience and winning them over quickly
- Referring to notes or PowerPoint – when, where and how
- Ice Breakers, Energisers and their use
- Specific techniques to gain more confidence
- Dealing with group dynamics and handling difficult people
- Strategies to incorporate more interaction in your session
- Prepare, prepare, prepare – what and how to practise
- Ideas for opening and closing your session effectively