



Management and Leadership Skills

Duration: 4 Days **Course Code: GK2820**

Overview:

Develop the interpersonal and management skills required to build, support, and motivate your team.

This course focuses on the interpersonal and management skills you need to be an effective manager. It's an ideal primer for new managers and a helpful refresher for those who have long been in a management role.

Discover the difference between leadership and management and what you can do to become a better leader. Understand your role in team communication and what you can do to ensure fewer misunderstandings. Use the Myers-Briggs Personality Indicator and understand how to effectively communicate, deal with conflict and difficult people, and motivate and create a positive team atmosphere. In this class, you'll learn how to build, motivate, and maintain an effective, high-performing team. Make the most of your employees' skills and abilities by delegating appropriately and avoiding micromanaging. Learn how to link feedback, coaching, performance management, and progressive discipline to ensure top performance and to deal effectively with underperformers. Also, learn how to manage time, set priorities for you and your team, and negotiate those priorities with your boss.

Finally, you will develop a stress management plan for you and your team.

Target Audience:

New managers, new supervisors, associate project managers, project managers, IT project managers, project coordinators, project analysts, project leaders, senior project managers, team leaders, product managers, and program managers

Objectives:

- **What You'll Learn**
 - Apply different leadership styles to lead effectively
 - Avoid micromanaging-the number one mistake of new managers
 - Improve dysfunctional teams
 - Practice communication skills
 - Conduct performance reviews, negotiate coaching plans, and provide ongoing feedback
 - Negotiate and set priorities
 - Plan and run effective team meetings
 - Delegate to new and experienced employees
 - Develop a stress management plan for you and your team
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Prerequisites:

- There are no prerequisites for this course.
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Content:

Roles and Responsibilities of a New Manager

- Roles and responsibilities
- The three functions of management
- Avoiding micromanagement

Leadership

- How to lead a team using traditional models of leadership
- The difference between leadership and management
- Use four different leadership styles depending on individual skills and abilities

Interpersonal Communications Skills

- The communications model
- How team communication breaks down
- The role of the manager when it comes to listening and communication
- Effective interpersonal communication

Effective Listening

- Learn a listening skills toolbox of six skills
- When should you actively listen?
- The benefits of listening with understanding

Performance Management

- How to give effective feedback
- Negotiating coaching plans with each employee
- Principles of performance appraisals
- Steps in progressive discipline

Myers-Briggs Personality Type Indicator

- The 16 different types and what that means to your team
- Personality types and conflict

Dealing with Conflict

- Positive and negative conflict
- Understanding conflict
- Controlled, expressed, and irrational anger
- A three-step model for dealing with conflict on the team

The Six Most Difficult Types of People and How to Deal with Them

Creating and Managing Effective Teams

- Definition of an effective team
- Advantages and disadvantages of working in teams
- Effective and ineffective teams
- Team rules, roles, and behaviors
- The six characteristics of effective teams
- What to do with a dysfunctional team

Delegation

- Delegate menial tasks so they get done
- Delegate more difficult jobs to ensure they are done right the first time

Time Management and Priority Setting

- Setting effective priorities with your team
- Dealing with e-mail, interruptions, and meetings
- Negotiating priorities with your boss
- Learning to negotiate 'no'

Stress Management

- Recognizing the signs and symptoms of stress
- Build a stress plan for work
- The physiological symptoms and impacts of stress
- What is distress?
- Seven steps to take in times of stress

Hands-on Case Study Exercises

- This course is written around an evolving and challenging case study. The previous team leader has left the project in a mess. Your job is to fix it, while creating a unified, motivated team. On day one, you'll take over the project with your eight remote team members. There will be language, culture, and time barriers. You will face con

Case Study 1: Roles and Responsibilities of a New Manager

- Exercise: Management Skills Self-Assessment

Case Study 2: Leadership

- Exercise 1: Leadership Orientation
- Exercise 2: Leadership Effectiveness
- Exercise 3: Preparing a Status Report
- Exercise 4: Leadership

Case Study 3: Management Situations

Case Study 4: Interpersonal Gap

- Exercise 1: Interpersonal Gap Exercise and What That Means to the Team
- Exercise 2: Your Own Gap
- Exercise 3: Interpersonal Communication Skills

Case Study 5: Effective Listening

- Exercise: Active Listening Quiz

Case Study 7: Motivation

- Exercise 1: Motivational Self-Assessment
- Exercise 2: Motivation

Case Study 8: Myers-Briggs Personality Type Indicator

- Exercise: Myers-Briggs Type Indicator

Case Study 9: Creating and Managing Effective Teams

- Exercise 1: Managing Teams
- Exercise 2: Wilderness Survival Case Study
- Exercise 3: Integrity Team Breakdown

Case Study 10: Dealing with Conflict

- Exercise: Conflict Management

Case Study 11: Dealing with Difficult People

- Exercise: Difficult People

Case Study 12: Time Management and Priority Setting

- Exercise 1: Time Temperaments
- Exercise 1 (cont.): Scoring Analysis to Time Temperaments
- Exercise 2: Managing Time Wasters
- Exercise 3: Time Management In-Basket
- Exercise 4: Time Management Chart

Case Study 13: Delegation

- Exercise 1: Delegation Case Study
- Exercise 2: Do You Need to Delegate More?

Case Study 14: Review

- Exercise 1: Back to Work Action Plans

- Phases of team development

Motivation

- Traditional motivation models
- Motivating your under-performers
- How to create a motivating team environment
- Find the right reward for each team member

Case Study 6: Performance Management

- Exercise 1: Performance Management Feedback with a Poor Performer
- Exercise 2: Performance Management Feedback with a Top Performer
- Exercise 3: Coaching #1: Developing an Employee Who Wants More Responsibility
- Exercise 4: Coaching #2: Dealing with a Difficult Employee Who Is a Problem
- Exercise 5: Performance Reviews and How to Prepare and Present Them

Further Information:

For More information, or to book your course, please call us on 00 971 4 446 4987

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