

Management and Leadership Development Program

Module 2 – The Leader’s Toolkit

Overview

If you are a manager or leader it’s likely that you got that position because you were an excellent individual contributor. As an individual contributor you developed useful skills. You did good work and you got it done on time. Now as a manager you have been asked to play a larger role. Some of the qualities and know-how that accounted for your earlier success will help you very little in that new role. The technical expertise and workplace skills you gained earlier remain important but no longer define your role. Your job as manager and leader is to get results through the creativity, expertise and energy of others. Your success as manager and leader will be determined by other capabilities; your ability to hire and retain good people; to motivate and develop the potential of each member of your team; to create winning strategies and control budgets, to understand financial statements and so on

This course covers the necessary tools you need to have in your toolkit as a leader. As Confucius the Chinese philosopher said “The expectations of life depend upon diligence; the mechanic that would perfect his work must first sharpen his tools”

The course is broken down into two modules. The first module covered the practical tools and knowledge required by a manager while this module covers the particular skills required to be an effective leader.

Aims

To help you learn that:

- Competitiveness today is based around the ability of employees to create, to apply their skills and accumulated knowledge, to work effectively together, and to treat customers well
- Human resourcefulness is an important differentiator and a source of long term competitive advantage
- To learn management and leadership skills that will help you in a 21st Century organization
- By understanding and using a range of effective tools in your skills toolbox you can help further both the organization’s success as well as your own

Module Content

- Leadership and team management
- Setting goals others will pursue
- Strategy and strategy planning

- Performance management
- Building a personal action plan

Learning Outcomes

Following completion of the course, you will know how to:

- Improve your essential management and leadership skills
- Manage an organization in times of constant change
- Deal with teams and individuals so as to maximize the efficiency and productivity of the organization
- Use a toolbox of skills that will help you perform your own role effectively
- How to manage the relationships with all the stakeholders of your organization

Target Audience

- Any manager that has responsibility for managing the performance of employees
- First time and middle managers who want to expand their skills and understanding of management and leadership.
- Non business graduates who want a better understanding of matter relating to the management and leadership of organizations

Skills you will need to develop to put your learning into practice

- An clear understanding of your organizations goals and objectives both short term and long term
- An understanding of how to formulate goals both for your unit and its employees
- An understanding of employee motivation
- The use of empowerment techniques
- Managing your role to maximize workPlife balance
- An understanding of current thinking about how to manage and lead a 21 st century organization
- Ability to think and act outside your comfort zone
- Develop characteristics that are present in exceptional leaders
- An ability to manage upwards to ensure that you can implement your strategies and plans
- Good communication skills

Behaviours you will need to develop to put your learning into practice

- A genuine desire to help people improve their performance both for the organization's and the individuals benefit
- Being able to articulate the organization's vision, goals and objectives
- Ensuring the individual knows how their role fits in the organization
- Ability to show leadership and have credibility with subordinates
- Personal behaviour that reflects the organizations values and culture
- An open communication style
- A counselling and mentoring attitude
- Effective decision making
- An innovative approach

Leadership Module

Day One – Leadership and Team Management

- Becoming a leader
- Hiring the best
- Retention of staff
- Managing teams
- Key traits of a real team
- Delegating effectively

Day Two – Setting Goals Others Will Pursue

- Begin with strategy
- Top down or bottom up
- Characteristics of effective goals
- Prioritizing goals
- Steps to accomplishing goals

Day Three – Strategy and Strategic Planning

- What is strategy?

- Steps for formulating strategy
- Handling change management
- Case studies

Day Four – Performance management

- What is performance management
- The performance management cycle
- Job, task, role analysis
- Job design and redesign
- Measuring performance
- Handling appraisals
- Giving feedback

Day Five – Bringing it all together

- Case Studies
- Creating a personal action plan
- Creating a professional action plan
- Individual interaction with the trainer