

Management Development Series

“The talented employee may join a company because of its charismatic leaders, its generous benefits, and its world-class training program, but how long that employee stays and how productive he is while he is there is determined by his relationship with his immediate supervisor.”

(Findings of a Gallup Poll, Marcus Buckingham)

Course Description

The Forward Focus Management Development Series is a 8-session series that focuses on key skills needed for effective management. All sessions focus on creating a working environment through effective management that enables employees to be high-performers who want to stay with the organization. The training equips managers to

- understand the roles managers play within an organization
- improve interviewing skills with potential hires
- set effective management goals
- work the goals by providing appropriate feedback, including corrective feedback if necessary

Target Audience

New managers; managers that want to brush up or update their management skills, particularly in today’s workplace

Duration/Class Size

Each session is approximately 3 hours in length, recommended approximately a month apart. The recommended number of participants per class is 10; the maximum is 20 per class.

Forward Focus Deliverables

Training delivery, Participant’s Guide for each participant for each module, job aids, workplace assignments to cover the time between the modules, which are then debriefed in class

Objectives

Session 1- Acting the Part defines key roles a manager must play. By the end of the training session, participants should be able to

- State the difference between the roles and responsibilities of a manager and a staff member in terms of organizational, team and individual dimensions
- State what their direct reports need from them as managers
- Identify the communication styles of the members on their team
- Differentiate between strategic and tactical thinking and the role of each

Session 2 - Strategic Interviewing By the end of the training session, participants should be able to

- Describe the roles of the key players in the hiring process
- Use six job tools during the hiring process

- Decide on the most effective interview questions
- Distinguish between interview questions based on business need and those that could be interpreted as discriminatory
- Practice interviewing and “listening”

Session 3 - Dynamic Goal-Setting By the end of this training session, participants should be able to

- State the difference between managing their people to “do their job” and dynamically managing their people to achieve business objectives
- Write clear and measurable objectives at the organizational, team and individual level
- Experience the process of breaking down a team initiative into specific, measurable goals for individual team members
- State the vital role performance objectives play for the employee in setting expectations
- Identify steps to communicate performance objectives effectively to a new person on their team

Session 4 - Giving Feedback By the end of this training session, participants should be able to

- State ways to create a healthy workplace climate that includes feedback
- State steps in learning to give feedback
- State usual personal conflict style, using provided assessments
- Role play a corrective feedback session

Session 5 - Performance Management By the end of this training session, participants should be able to

- State what research shows about the relationship between “soft” skills, the changing workplace and the bottom line
- Describe the importance of two-way communication and keys to establishing it in the workplace
- Be able to ask open-ended questions to obtain information
- Decide how one DISC profile might misunderstand other DISC styles
- Define emotional intelligence and explain its relationship to the workplace
- List ineffective ways to respond to someone’s feelings
- Define empathy
- Commit to task of managing people more effectively by utilizing emotional intelligence

Session 6 – Teams By the end of this training session, participants should be able to

- Describe the connection between team development and employee engagement
- Describe their DISC communication style and its major strengths and weaknesses
- Experience presenting ideas to a different DISC group
- Distinguish between a true team and other workplace groups
- Define the four stages of development for a team and how a leader leads in each of the four stages

- Describe the experience of the “forming” stage of a team
- Lead a group to establish group norms in response to group conflict
- Understand the role of a meeting in team engagement and the importance of having a purpose for every team meeting

Session 7 - Holding Difficult Conversations By the end of this training session, participants should be able to

- Define a difficult conversation
- State two facts about emotions that influence difficult conversations
- Map a difficult conversation
- Role play several different types of difficult conversations

Session 8 – Accountability By the end of this training session, participants should be able to

- Define accountability
- Decide what data to use to hold yourself and your team accountable
- Create an action plan to “install” accountability into your area of influence
- List 3 trust-building behaviors you want to emphasize in your area of influence

Business Outcomes for This Training

- Improve relationships between managers and direct reports to encourage employee retention
- Improve manager’s ability to create a culture of quality and customer service that encourages sales
- Improve manager’s ability to interview effectively, the first step in developing a high-performing workforce
- Improve morale among managers and team members by improving quality of work life
- Lessen stress by training managers to handle conflict
- Provide career growth, learning and development, one of the Top 10 Retention Drivers, according to a 2005 Career Systems International Survey

The Forward Focus Approach

Forward Focus’s training programs include:

- A Focus on Behavior Change
Our programs aim not to simply provide information but to provide the “how-to’s” in helping participants change to meet the demands of their job.
- A Focus on Interaction
Our programs provide hands-on activities, exercises and role plays that keep participants engaged. Most people learn by doing; we give them a safe environment in which to try out new behaviors.

- A Focus on Integration into Daily Routine
We facilitate the transfer of learning back into the work environment by supplying job aids to remind participants of the new behaviors they are expected to practice and “real-life” assignments to practice those new behaviors after they return to their desks. Additionally, participants receive a series of assignments following the training to reinforce the learning points and encourage behavioral change.
- A Focus on Organizational Support
Behavior changes desired by companies are more easily made by managers when other organizational systems are in place. We work with executives and the HR department to design programs that support learning with additional reinforcement, reward and organizational processes.