Management Development Series

IGNITE the CHANGE
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> **"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 Ignite the Change Management Development Series is a 12-session series that focuses on key skills needed for effective management. Sessions help managers create a working environment that enables employees to be high-performers. Learning activities equip managers to:

- understand the roles managers play within an organization
- improve interviewing skills with potential hires
- set effective performance goals
- work the goals by providing appropriate feedback, including corrective feedback if necessary
- better use emotional intelligence skills to manage performance and hold difficult conversations
- build more effective teams
- take measures to increase accountability
- improve skills in managing remotely and across cultures
- improve coaching skills to better develop their workforce
- conduct impactful meetings

Target Audience

Newly-promoted managers as well as experienced managers who want to update their management skills, particularly in today's continuously changing workplace

Duration/Class Size

Each session is approximately 3 hours in length, recommended approximately a month apart. The recommended number of learners per class is 7-20 per session, although larger groups can be accommodated

Deliverables

Facilitation of learning activities, Participant's Guide for each participant for each module, job aids, and follow-up assignments to complete between the sessions, which are then debriefed in class

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Course Objectives

Session 1- Acting the Part defines key roles a manager must play. By the end of the training session, learners 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, learners 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, learners 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, learners 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

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Session 5 – Managing Performance By the end of this training session, learners 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
- Define emotional intelligence and explain its relationship to the workplace
- List ineffective ways to respond to someone's feelings
- Define empathy and when to display it for in effective managing
- Commit to the task of managing people more effectively by utilizing emotional intelligence

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

- Define a difficult conversation
- State two facts about emotions that influence difficult conversations
- Map the steps to take when having a difficult conversation
- Role play several different types of difficult conversations

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

- Define accountability
- Decide what data to use to hold themselves and their team accountable
- Create an action plan to "install" accountability into their area of influence
- List 3 trust-building behaviors to emphasize when building trust in their area of influence

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Session 9 – Managing Multiple Locations By the end of this training session, learners should be able to

- Identify 3 management activities that are essential to managing remotely
- Identify barriers to effective remote management and strategies for overcoming them
- Use worksheets to create a plan for managing teams in multiple locations
- Implement at least one change to manage a remote team more effectively

Session 10 – Managing Across Cultures By the end of this training session, learners should be better able to

- Identify 3 ways the US business culture differs from other cultures
- Effectively communicate a message to a person from a different culture
- Change at least one thing he/she is currently doing in order to manage someone from a different culture more effectively

Session 11 – Coaching for Results By the end of this training session, learners should be better able to
- State the difference between directive, coaching (developmental) and delegating approaches to management
- Understand the best use of directive and coaching approaches when managing
- Hold a coaching session with an employee
- Change at least one thing he/she is currently doing – in order to better develop his/her people

Session 12 – Conducting Impactful Meetings By the end of this training session, learners should be better able to

- Identify the components of a successful meeting (and what causes meetings to fail)
- Design a meeting to achieve a specific result
- Keep meeting attendees engaged in meeting activities and content

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Outcomes for This Learning

- Improve relationships between managers and direct reports to encourage employee productivity and commitment
- Improve manager's ability to create a culture of quality and customer service
- 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 to keep managers' skills at the highest level to support fulfillment of organizational mission

The Ignite the Change Approach

- Achieve Behavior Change
  This program aims not to simply offer information but to provide the "how-to's" in helping learners change to meet the demands of their job. Based on the latest research in the field of learning and neuroscience, activities engage working memory, short-term memory and long-term memory in the brain to ensure that learning "sticks."

- Create Dynamic Interaction
  This program features hands-on activities, exercises and role plays that keep learners engaged. Most people learn by doing; we give them a safe environment in which to try out new behaviors.

- Integrate Learning into Daily Routine
  This program facilitates the transfer of learning back into the work environment by supplying job aids to remind learners 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, learners receive a series of assignments following the session to reinforce the learning points and encourage behavioral change.

- Foster Organizational Support
  Behavior changes desired by organizations 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.

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