



# Management and Team Leadership

## COACHING SKILLS PROGRAMMES

Coaching produces significant results in engagement, motivation and performance. It is increasingly used in learning and talent development, in performance management and to support change and organisational development. Many organisations aim to create a culture of coaching in the workplace and make coaching an intrinsic part of the talent programme. Key themes include;

- \*Coaching beliefs and values
- \*The manager as coach
- \*Coaching, motivation and performance
- \*Communication and interpersonal skills for effective coaching
- \*Team coaching
- \*Implementing coaching policies, frameworks and a coaching culture
- \*Coaching for managing, learning and change.

## TRANSITION TO MANAGEMENT

This programme has been designed to meet the specific needs of aspiring employees and seeks to develop a culture where all colleagues can fulfil their potential within the organisation. One which encourages colleagues to take the initiative and responsibility to innovate and develop, as well as seeking to constantly improve standards of performance and levels of customer satisfaction. Participants will be taken through a structured journey which will provide opportunities to engage in critically reflective learning within a peer group and then test new ideas and learning within the 'real world' organisational context. In particular they will;

- Develop skills and behaviours that are strategically focussed.
- Critically analyse the changing context.
- Identify, contribute and manage a new project which will add value to the business.

## BUSINESS DEVELOPMENT AND INNOVATION

Practical approaches to generating innovative ideas and solutions

Key themes include;

\*Practical strategies for managers to develop creativity and innovation in the workplace

\*The components of a creative and innovative workplace. The conditions under which creativity and innovation can thrive? The relationship between creativity, business development and innovation.

\*Tools for creativity

\*Integration of entrepreneurial activity and process

\*Enterprise – new business models

\*Opportunities – discovery and implementation

\*Customers – developing new customers and markets

\*Competition – making the most of competitive advantage



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## STRATEGIC AND INTEGRATED PERFORMANCE MANAGEMENT

- 5 lenses to view performance management for managers.**
1. Definitions of strategic and integrated performance management; what are the implications of these definitions for you and your organisation?
  2. Learning organisations and performance management; how does your system contribute to the learning organisation?
  3. Critical reflective practice; how does performance management enable you and your organisation learn through and from experience towards gaining new insights of self and/or practice.
  4. Dann's 7 questions; use these questions to empower the people you manage by removing the barriers they face to exceptional performance.
  5. Motivation; how to use performance management to engage and motivate your staff?

## SKILLS FOR HANDLING DIFFICULT AND CHALLENGING CONVERSATIONS

### A One Day workshop

Handling difficult and challenging conversations at work for managers and team leaders is an integral part of good people management. It involves understanding the context and causes looking to ourselves and our own responses, and implementing effective management interventions. This one-day programme aims to enable managers to develop their abilities to analyse the cause and effects of conflict and to understand and develop their own skills and behaviours when handling difficult and challenging conversations. It involves four stages;

1. The context of difficult and challenging conversations.
2. Understanding our own behaviours.
3. A structured conversation process.
4. Developing skills for difficult and challenging conversations.

## TEAM MANAGEMENT: MANAGING HIGH PERFORMANCE

High performing teams increase morale, creativity and innovation. They take responsibility, improve productivity and provide better organisational performance. This programme will equip managers and team leaders with the skills, tools and techniques to create the right environment, adopt successful approaches and handle individual and team issues using four key areas;

- 1. Characteristics of high performing teams -** empowerment, participation, delegation and responsibility.
- 2. What happens in teams -** stages of team development and the role team leadership, team dynamics and conflict management.
- 3. The role of motivation –** creating the environment that will enable everyone to find motivation.
- 4. Impact of style, behaviour and values –** self-analysis of own behaviours and values on team working.

