



THREE DAYS INTERACTIVE WORKSHOP

FIRST TIME MANAGEMENT/LEADER PROGRAMME

INTRODUCTION

As an organization grows, it is expected that supervisory staff or even executives will be promoted into their first 'managerial positions'. While this is an opportunity for this 'first time manager' or 'first line manager' to show how he/she can deliver at a higher level with staff reporting to him/her, it is often an unfamiliar challenge and cause for trepidation to them from years in a familiar (even comfortable) role of 'order taking & executing' to now a new challenging role of decision-making, managerial control and leadership!

Oftentimes, the newly promoted first line manager has former colleagues as his/her subordinates now. How does he/she now lead, direct and manage them when he/she was, just a while ago, their comrade-in-arms, so to speak? Will they give him the respect he needs? Will they even listen to him? Maybe they are envious of him and may not cooperate? Maybe they think he got promoted by less than 'legitimate' means? Will they even 'gang up' against him albeit surreptitiously? How does he approach them to get things done? All these concerns trouble him and may likely confuse him and compromise his ability to deliver at his best as expected of him.

For quite some time, senior management is cognizant of this 'problem' but has not paid sufficient and focused attention to help these newly promoted managers while hoping, with the passage of time and on-job experience, these problems, if any, will gradually minimize or even be resolved. Maybe

However, notwithstanding that this may indeed happen, a specially crafted programme to quickly bring these new managers 'up-to-speed' will indeed provide both a forum for them to express their concerns, have their concerns listened to and hopefully mitigated and more importantly, they will indeed learn faster and gain practical insights on how to lead and manage better at their now new managerial level given all its challenges

These challenges, if viewed positively, can be rather edifying and provide an opportunity for personal growth and further advancement!

Therefore, in recognizing this need amongst new managers, we have mindfully designed this 'FIRST TIME MANAGER/LEADER'S Programme to address this issue: the performance and development needs of these First Time Manager or Leader.

DURATION

3 days



OBJECTIVE

It is envisaged that by the close of the programme, these new managers will be able to:

1. Identify and Describe their new managerial roles and job challenges more clearly including deliverables (KPIs & p[rojects]) in support of the company's business goals
2. Demonstrate better managerial and leadership behaviors with more strategic thinking while still ensuring operational efficiency & effectiveness of their teams
3. Handle disagreements, disciplinary and subperformance situations and even conflicts effectively within his team and between himself and team members
4. Communicate well with all stakeholders (superiors, peers, subordinates and customers, suppliers) and influence them to mutually beneficial outcomes in line with the company's aspiration
5. Build team camaraderie and empowerment to get things done including the use of emotional and social intelligence
6. Earn the respect and cooperation of all in his team by own exemplary behavior, words and action with fair play, integrity and due consideration
7. Coach and help team members to monitor and improve on performance by personal attention or by appropriate delegation. Also coach to develop capabilities
8. Encourage and motivate others for higher level performance delivery
9. Be more confident and aware of own capabilities and preferences (bias) and continually seek to improve. Seeking help when needed.
10. Regularly communicate and explain the company's goals and aspirations to staff and get their feedback to share with superiors

PROGRAMME CONTENT

DAY 1	DAY 2	DAY 3
<p>MODULE 1: <u>Role, Responsibilities & Challenges of a New manager</u></p> <p>1. New Manager's roles, responsibilities & challenge in delivering on exportations - input & discussion</p> <p>2. Managerial and Leadership behaviour & style effectiveness - Fishbowl discussion</p> <p>3. Basic strategies thinking in decision-making & problem solving - Case response</p> <p>MODULE 2: <u>Role, Safe Development & Company Spokesperson</u></p> <p>4. Self-Awareness & Confidence and seeking help when need - input & discussion</p> <p>5. Listening to staff , feedback on performance and feedforward-group brainstorm</p> <p>6. Share, explain and live Company's vision, mission & values & business model and how we can all support/contributes - practise session.</p>	<p>MODULE 3: <u>Managing Performance & Coaching of others</u></p> <p>7. Coaching others for Performance and Improvement & Development – input & discussion.</p> <p>8. Listening to staff, feedback on performance and feedforward – practice session.</p> <p>9. Empowering & Motivating for Performance: strategies – sharing experiences</p> <p>MODULE 4: <u>Team Leadership Communication & Handling Conflict</u></p> <p>10. Handling conflict and disciplinary situations in teams – case response</p> <p>11. Communication & Influencing skills as a leaders of teams Seven Habits of Effective Managers – Fishbowl Discussion & Challenge</p> <p>12. Use of Emotional & Social Intelligence: identifying & practicing how to's.</p>	<p>MODULE 5: <u>Personal Profiling & Effectiveness Assessment</u></p> <p>13. Strength Profiling: 2 x Profiles: HBDI, FIRO-B & Leadership style</p> <p>14. Assessment of Personal Effectiveness: Group Feedback to self & Discussion</p> <p>15. Group Behaviour-based interview: practice using Johari Window</p> <p>MODULE 6: <u>Delivering to Expectations of Stakeholders & Company.</u></p> <p>16. What are my Deliverables (KPIs), my job Challenges? - personal reflection & sharing</p> <p>17. What are Stakeholders Expectations 'customers' - Identifying, prioritising and planning response.</p> <p>18. Personal Plan of Action to job & stakeholder challenges - group work & personal sharing.</p>

PROGRAMME METHODOLOGY

This Six Modules programme will be delivered over Three Days with two Modules covered per day. The third day will be about two weeks after the second day. This is to give sufficient time for participants to reflect on their job responsibilities, deliverables and challenges with the help of two buddies (work in trios).

There will be inputs and discussions, several practice sessions and some case analyses & presentations to further embed the insights gained. The programme will have about 50-60% learning via simulation activities, practice and inter-personal & group sharing.

Finally, participants are called upon to draft a personal action plan to face their job & stakeholder challenges to announce to all at the programme. An option will be offered for them to share it with their supervisors back on the job.

PURPOSE

To provide a platform for First Time Managers/Leaders to express their job concerns & challenges... and to receive help and coaching to deal with these issues

WHO SHOULD ATTEND

First Time Managers/Leaders...from any Department or Function.