

Managing for Results

(V.07)

Course Objectives

Overall Course Objective:	The purpose of this course is to provide managers with the full range of managerial skills needed to get highly effective results through people
Duration:	5 days (intensive)
Target Population:	All levels of Managers and Executives
Number of Sessions:	16

Session 1: Why Managers Fail

By the end of this session, each participant will know the two reasons that are at the core of most management failures.

Session 2: Management Styles

By the end of this session, each participant will:

- have a clear understanding of the management challenge and styles that drive managerial behaviours;
- have established the conditions under which management style is appropriate;
- have identified his or her personal management style, including strengths and weaknesses; and
- be able to develop an individual development plan to address personal issues for maximising managerial effectiveness.



**Session 3:
The Functions and
Activities of
Management**

By the end of this session, participants will be familiar with the four functions, and ten activities, that constitute the range of work performed by an effective manager.

**Session 4:
The Performance
Scorecard**

By the end of this session, each participant will have formulated a Performance Scorecard for his/her position. A Performance Scorecard comprises:

- Key Performance Areas;
- Key Responsibilities; and
- Measures.

**Session 5:
Action Planning**

By the end of this session, each participant will have to develop Action Plans that includes:

- Specific Objectives;
- Programmes for achieving Specific Objectives;
- Accountabilities; and
- realistic time-frames for designated actions (Scheduling).

**Session 6:
Delegating**

By the end of this session, participants will be able to:

- describe the three elements of delegation;
- specify the type of work that a manager should delegate;
- specify the type of work that a manager should not delegate; and
- apply the technique of delegation.



**Session 7:
Selecting People**

By the end of this session, participants will:

- know what Job Competencies are;
- be able to apply Behavioural Interviewing Techniques; and
- be familiar with the use of a Selection Aid Matrix to select the most suitable candidate for a job.

**Session 8:
Communicating**

By the end of this session, participants will:

- have identified four communication styles using the Johari Window model;
- have familiarised themselves with the most common barriers to good communication;
- know how to give people negative feedback in a respectful and constructive manner;
- be able to supply seven strategies to communicate effectively.

**Session 9:
Motivating People**

By the end of this session, each participant will:

- differentiate between genuine motivation and other forms of movement or inducement
- establish the five needs common to all employees
- identify specific practices that frustrate and demotivate staff, and those that encourage and empower people;
- be able to develop appropriate strategies to create a motivational climate.

**Session 10:
Motivating People**

By the end of this session, each participant will have:

- identified three ways of developing people;
- learned how to coach subordinates, using a five-step process.

Session 11 & 12:

By the end of this session, participants will:

Course Objectives and Contents



Problem-solving and Decision-Making

- be familiar with the eight causes of decision and failures; and
- be able to apply a seven part process to solve problems and effective decisions.

Session 13: Motivating Effective Controls

By the end of this session, participants will be able to:

- differentiate between controlling by inspection and exception;
- establish the circumstances under which a manager should control by inspection;
- develop an appropriate check list to track, and keep in touch with, business essentials; and
- apply appropriate practices for maintaining control and accountability, while allowing staff the freedom to express themselves appropriately.

Session 14: Correcting Sub-standard Performance

By the end of this session, each participant will be able to apply a five-step process to correct sub-standard performance with the co-operation and support of the person concerned.

Session 15: Appraising Overall Performance

By the end of this session, participants will be able to:

- use behavioural Job Competencies to rate subordinates in job-related skills;
- prepare effectively for a Performance Appraisal Interview; and
- conduct an effective Performance Review.

Session 16: The Personal Qualities of Great Managers

In this final session of the course, participants will become familiar with the six personal qualities that differentiate highly successful managers from their less effective counterparts.