

LEADERSHIP AND MANAGEMENT SKILLS

Award in Leadership & Management

Skills for Middle Managers (APEX) –

MQF Level 5

DURATION AND COMMITMENT:

The programme is made up of 3 inter-related components:

1. Pre-training
 - Application of Personality Profiling Tool (DISC Workplace Profile)
 - Competency Profile Self-Assessment
2. 12No contact days training over a 12-month period
3. 8No 1-hour 1-to-1 Coaching Sessions per participant (one per six weeks)

Participants are also expected to carry out 21 hours of self-study over the 12-month period using the session handouts and supplementary reading material provided.

TOTAL LEARNING HOURS

- Contact Hours: 92
 - Coaching: 8
 - Self-Study Hours: 21
 - Assessment Hours: 4
- Total: 125 hours

NUMBER OF ECTS ON COURSE COMPLETION?

5

WHO IS THIS PROGRAMME FOR?

APEX is ThinkTalent's core leadership development programmes for Department Heads, Managers and Team Leaders currently in middle management positions wishing to enhance their leadership skills. APEX is aimed at the leadership, business and management development of individuals in middle management. ThinkTalent will facilitate a learning process that is linked to business outcomes ensuring that the training is geared towards achieving tangible enhancements in business leadership.

The training process emphasises the identification of individual learning needs, followed by the development of learning solutions to address these needs. This framework will provide a performance standard applicable to business leadership scenarios, which will in turn bring about individual and organisational development.

The main features of the APEX programme are:

- A holistic approach to Leadership Development
- A drip-feed effect – Based on a process that ensures assimilation and application
- A tailor-made approach to the organisation's and the individual's needs
- An approach that targets the strategic, psychological, and operational aspects of leadership.

ENTRY REQUIREMENTS

None

OVERALL COURSE OBJECTIVES

By the end of the programme, the participants will have acquired the following knowledge, skills and competencies:

Knowledge:

- the four styles of leadership that create resonance in a group: Visionary, Coaching, Affiliative, and Democratic (Goleman, Boyatzis and McKee)
- the four aspects of Emotional Intelligence as outlined by Daniel Goleman: Self-awareness, Self-management (including self-control and self-motivation), Social awareness/Empathy and Relationship Management
- various techniques for Problem Solving & Decision Making including the 4Whys technique, the Appreciation technique, Six Thinking Hats (De Bono) and Brainstorming Techniques
- the stages of Team Development (Tuckman); Forming, Storming Norming and Performing
- the 5 Team Dysfunctions (Lencioni): absence of trust, fear of conflict, lack of commitment, avoidance of accountability and inattention to results.
- the 4 phases of strategic management: formulation, implementation, evaluation and modification
- the 5 phases of project management: conception and initiation, planning, execution, performance/monitoring, and project close.

Skills:

- Applying knowledge and understanding
- Learners will be able to set up a series of 100-day action plans that will be discussed with their coach. These plans will involve clear objectives, activities and timescales that support the application of business learning and the successful application of each participant's leadership consolidation plan. In addition, learners will also be exposed to practical and relevant case studies that will help them apply best practice to their own workplace.

Moreover they will be able to:

- understand their personality through the Everything DiSC® model and identify the strategies they can employ to relate effectively with all other personality types
- identify obstacles to their productivity
- identify triggers to their stress and understand how stress effects their physical and mental health, their performance and their behaviour

Judgment Skills and Critical Abilities - learners will be able to:

- Think and act strategically
- Understand their own personality traits and apply their own natural leadership styles to diverse situations.
- Manage team members' individual and group performance and behaviour against agreed standards and goals
- Exert influence with all stakeholders
- Plan and execute business strategies effectively

TOPICS:

The training component of the programme will cover various topics grouped under the following 4 areas:

1. Leadership

- Resonant Leadership
- Developing Emotional Intelligence
- High Impact Problem Solving & Decision Making
- What it Takes to Lead - The Art of Persuasion
- Strategic Thinking - Change is Mandatory, Growth is Optional

2. Managing Oneself

- Developing Self-Awareness - Understanding One's Personality
- Building a Personal Brand...How to build credibility and trust
- Managing Time: Setting and Working with Goals & Priorities
- Quality Awareness.... A Way of Life
- Minimising Stress.... Maximising Effectiveness

3. Managing a Team

- Developing a High Performance Team
- The Power of Delegation
- Dealing with Conflict
- Managing Team Dysfunctions

- Hiring the Team
- Managing Team Dynamics

4. Managing Within an Organisation

- Interpersonal Communication Skills
- Managing and Sustaining Performance
- Managing Your Boss
- Effective People Management
- Practical Project Management

LIST OF WORKSHOPS:

- Day 1 Introduction to your APEX Journey using DISC
- Day 2 Building your Leadership Brand
- Day 3 Developing your Team Culture
- Day 4 Managing a Diverse Workforce
- Day 5 Handling Difficult Conversations at Work
- Day 6 Facilitating Successful Meetings
- Day 7 Boosting your Team's Productivity
- Day 8 Managing Projects Effectively
- Day 9 Conducting Effective Performance Management
- Day 10 Overcoming Team Dysfunctions
- Day 11 Thinking Strategically Like a Leader
- Day 12 Managing and Developing Talent and Way Forward