

LEADERSHIP AND MANAGEMENT SKILLS

Award in Leadership Skills for Emerging Managers (IMPACT 360) - MQF Level 5

DURATION AND COMMITMENT:

12 full days of group training sessions spread over a period of 12 months plus 8No, 1-hour, one-to-one, coaching sessions interspersed between group sessions. Participants are also expected to carry out self-study by means of the session notes and handouts provided.

TOTAL LEARNING HOURS

- Contact Hours: 104
 - Self-Study Hours:6
 - Assessment Hours: 6
- Total: 116 hours

NUMBER OF ECTS ON COURSE COMPLETION?

1

WHO IS THIS PROGRAMME FOR?

This programme is targeted towards emerging Line Managers, Supervisors and Team Leaders wishing to acquire the essential leadership skills necessary to lead a team.

ENTRY REQUIREMENTS

None

OVERALL COURSE OBJECTIVE

By the end of the programme the learners will be able to:

- develop core leadership behaviours which will enable them to become effective leaders
- sharpen their interpersonal skills to communicate successfully with their teams as well as with their superiors
- enhance their confidence to assert themselves in their role
- develop high-impact team management skills
- expand their knowledge of key leadership and management theories and concepts
- equip themselves with practical techniques and examples to allow them to lead their team effectively on a day-to-day basis

TOPICS

The programme will cover the following topics:

Day 1: Stepping up to Leadership

- Lead with Example: Effective Use of Authority to Get Results
- Situational Leadership
- Building your Leadership Brand
- Fearless Change: Moving from an Operational Manager to a Strategic Thinker

Day 2: Leading High-Performance Teams

- What makes a high-performing team?
- Team Norms and Charters
- Managing diversity and multi-culturalism in the workplace
- Managing remote teams

Day 3: Leading with Emotional Intelligence

- Improving your Internal and External Self-Awareness
- Developing resilience and Self-Control
- Expressing Empathy
- Managing Relationships Effectively

Day 4: Communication Skills for Leaders

- Communicating Up, Down and Across the Organisation
- Honing your Communication Skills
- Encoding and Decoding the Message
- Using Non-Verbal Communication Effectively

Day 5: Influential Dialogue – Handling Difficult Conversations

- Expanding Your Influence – Understanding the Psychology of Strategic Persuasion
- What makes some conversations more than difficult than others
- Handling Disagreement
- Moving from Blame to Contribution
- The Effect of Dialogue on our Identity

Day 6: Igniting Commitment and Engagement

- Engaging Employees for Breakthrough Performance
- Inspiring Greatness: How to Build Resilience in Your Staff
- Zero or Low-Cost ways to Motivate your Staff

Day 7: Managing Performance and Behaviour through Effective Feedback

- Setting Performance Standards and Behavioural Expectations
- Goal Setting (S.M.A.R.T.)
- Monitoring Performance and Behaviour
- Feedback vs Criticism
- Developmental Feedback
- Constructive Feedback

Day 8: Coaching Your Team for High Performance

- Coaching & Mentoring for Outstanding Job Performance
- Coaching Skills for Managing Performance and Influencing Behaviour
- Coaching Models for Managing High-Performance Teams

Day 9: Boosting Your Productivity

- Juggling Your Workload – Prioritisation and time-management skills for leaders
- Getting Things Done; the art of stress-free productivity (Allen)
- Creating Focus; managing distractions and interruptions
- Delegating Effectively

Day 10: Negotiating to Win

- Choosing the right negotiation techniques
- Negotiating on Interests not Positions
- Setting your BATNA (best alternative to a negotiated settlement)

Day 11: Problem-Solving and Decision-Making Techniques

- Creativity & Innovation – Unleash Your Potential for Greater Success
- Mind-Mapping Techniques
- Paired Comparison Analysis
- Decision Matrix Analysis
- Action Priority Matrix

Day 12: Managing Stress Effectively

- Stress management techniques – mindfulness, deep breathing, progressive stress relaxation
- Managing stress in others
- Minimising Stress, Maximising Effectiveness