



Front Line Managers Programme Content

Workshop 1

Understanding Management

Great managers understand that there is a direct link between people who take an active interest in what is happening in the business and the achievement of business results. The challenge therefore, is for great managers to ensure people remain engaged and focused. They need to establish ways of motivating people to take an active interest in what they can do to perform and deliver at the highest level. When managers do this effectively they become great leaders. It is critical that the great manager knows how to select the right person for the defined role, set clear expectations, motivate and develop the person in line with the direction of the business.

Learning objectives:

- Determine effective approaches you can use to select and recruit the right people for your organisation.
- Align expectations for individual roles with the defined business objectives.
- Identify motivating factors and determine ways of applying them to your organisation.
- Set a clear and practical action plan for developing your skills as a great manager.



Workshop 2

Managing Teams

Teams are more than a group of individuals working together on a body of work. Effective teams are greater than the sum of all members.

Managers need to understand the behaviours that make an effective team and determine practical approaches to implement those behaviours. A manager needs to also recognise the stage at which their team is forming and determine approaches to ensure they are performing.

Learning objectives:

- Understand the nature and value of teamwork.
- Identify the factors that contribute to dysfunctional teams.
- Develop strategies for addressing core dysfunctions of teams.
- Determine behaviours you need to start, continue and stop doing to build a high performing team.



Workshop 3

Understanding Yourself and Others

People respond to the behaviours of their managers. It is therefore imperative that managers understand their behaviours and identify ways to manage them successfully. This workshop will focus on personal understanding: what motivates you and what are your blind spots? What coping mechanisms have you developed that are serving you well and which ones need to be replaced with more effective methods that enable you to manage your team effectively? What will help you understand how to develop a strong working relationship with your own manager.

Learning objectives:

- Understand your personality type: your strengths and your blind spots.
- Determine approaches to managing your blind spots.
- Recognise what motivates your team members.
- Develop strategies for building strong relationships with your team members and your manager

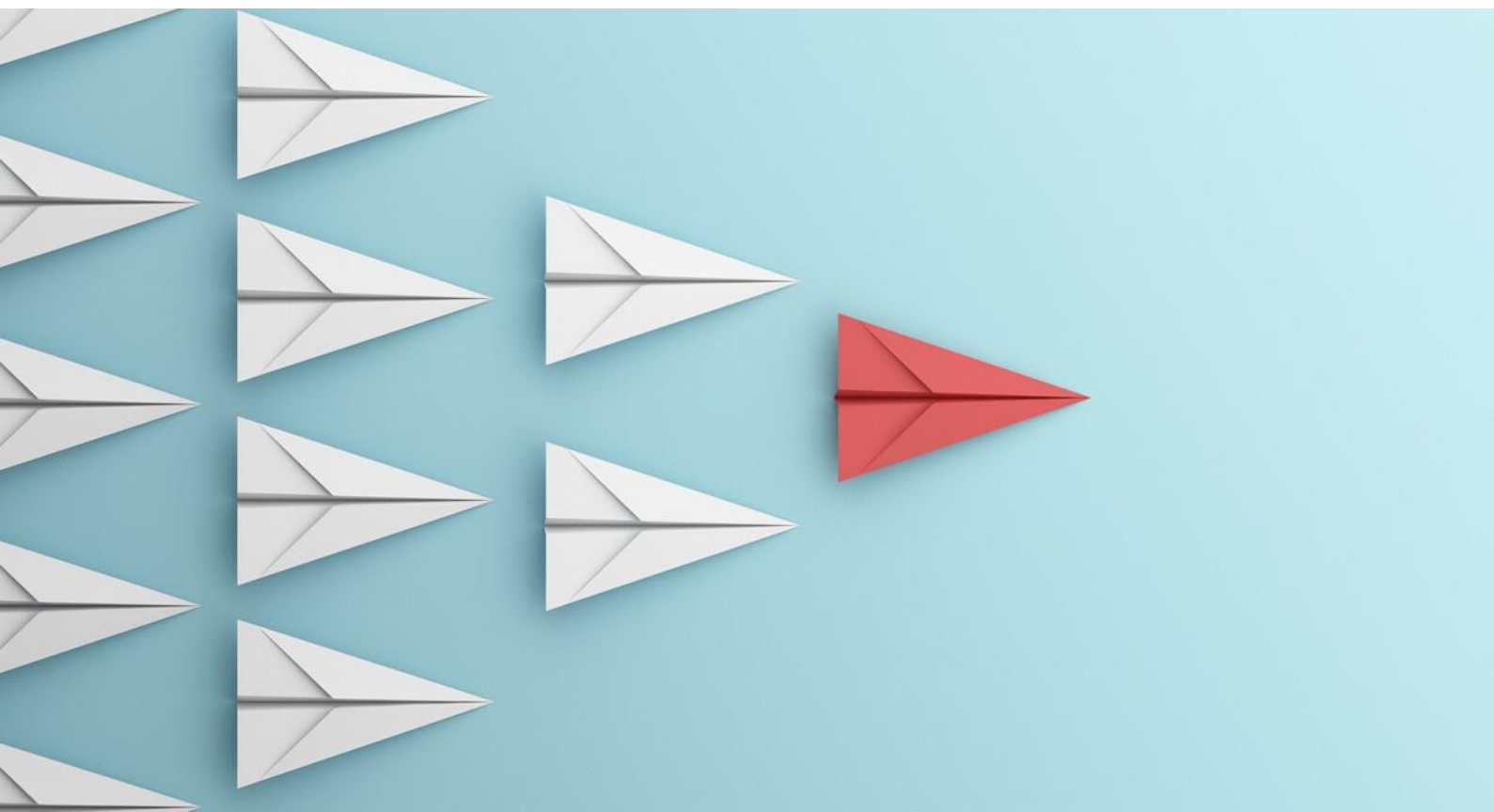


Mid Point Check-In

Pausing and Reflecting

We will provide you with a structure for assessing how you are progressing and give you the opportunity to provide feedback on the programme. We encourage all to take this opportunity to have a discussion with your manager:

- What you've actively applied and the impact it is having
- What you've found most challenging and why
- What you would like addressed in the remaining modules
- How your manager can continue to support you through the programme



Workshop 4

Communicating for Performance and Managing Conflict

How a manager communicates with his/her team will either motivate or demotivate team members. Knowing how to listen and interpret the information provided is the first step in effectively communicating with your team members. Done effectively a manager will then have an accurate starting point for getting his/her message across. Too often the focus is on simply imparting information. This workshop will look at communication so that managers can provide constructive feedback and ensure corrective action is taken. It will also explore how to handle conflict and how to work to a long-term solution to prevent it arising again.

Learning objectives:

- Understand the elements of effective communication.
- Develop effective active listening skills.
- Determine approaches for providing effective feedback.
- Manage difficult conversations with greater ease and ability.
- Resolve issues swiftly preventing a build-up of frustration and negativity.



Workshop 5

Time Management and Delegation

What are your greatest time wasters? How do you tap into the resource of time and use it efficiently and effectively? How do you develop strategies for managing your time and apply proven approaches to time management to your work situation to enhance your productivity. Determine and map out how to effectively manage your priorities. Ensure your approach to managing time is workable and practical. Identify an action plan that will assist you in increasing your work performance.

Learning objectives:

- Analyse your current work practices to assess overall effectiveness. Identify areas and practices that are “time wasters” and develop alternative approaches to handling them effectively.
- Prioritise work resulting in more effective use of time. Eliminate the “urgency addiction”.
- Recognise how to delegate effectively ensuring work is delivered and employees are engaged.
- Minimise distractions that negatively impact work and progress.



Workshop 6

Managing Change

Now more than ever we are aware of change. We know it can happen swiftly and deeply. We are aware that change is constant. What we fail to appreciate is the complexity of how to manage it effectively. Ensuring we manage ourselves through a change process is critical, especially for those with people management responsibilities. We also need to work effectively with those implementing the change. The starting point therefore is understanding our own responses to change, acknowledging our resistance and identifying approaches to working through that resistance. We can then use that information to guide others through the process.

Learning objectives:

- Identify your personal responses to change.
- Understand why people resist change and what can be done to successfully manage them through it.
- Acknowledge personal resistance to change.
- Determine alternative responses to change ensuring support for the process.



End of Programme Wrap-Up

As part of the final module you will have the opportunity to assess the programme and your progress:

1. What you found most helpful and supportive
2. What you would change if the programme were repeated
3. How you will continue to apply learning to grow and develop in your role.



QQI Certification

This programme is eligible for QQI Certification: Level 6, Managing People. Through the process of going forward for certification you will actively look to apply learning from the programme to your workplace. This will build your confidence in your newly acquired skills. This process provides a mechanism for you and your manager to assess progress and determine further development requirements. It sends out a strong message that as an organisation you take development seriously and you support your staff.

So what's involved?

1. Report on management and leadership: what it is, the value of the role and the competencies needed to execute the roles successfully.
2. Learner Record provides you with the opportunity to reflect on what you've learnt and the progress you have made. You assess your performance and determine next steps for your development.
3. Project based on what you are currently working on in your role. You will apply a framework to your work which prompts you to consider how you are managing your team as they deliver on the required objectives. You are *not* required to take on additional work, just consider how you are managing people in delivering on your existing goals.

