



Management Keynotes

Introduction

Management Keynotes is a training programme that provides an insight into many aspects of management skills needed by managers as they take on their first management role; it's also very useful as a refresher for more experienced managers.

Each session last between 60-120 minutes depending on the number of delegates; sessions can be delivered individually or linked together to make a longer training session.

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The Big Picture

'If you don't know where you are going, any road will do'. It is vital that managers understand what their organisation is trying to achieve, how they fit into the 'big picture' and what they are expected to contribute to the overall success. It is also vital that managers understand the business context within which their organisation operates and how the external business environment affects it.

1. What is my role?
2. The organisation's culture
3. Team purpose review
4. Managing upwards

Believe I'm A Manager

You never get a second chance to make a first impression and if a manager doesn't get it right at the beginning it can take a long time to undo. It is essential that managers give a positive, confident impression however unsure they may be feeling.

1. Project my personal image with confidence
2. Words, music and dance
3. OK Coral
4. I'm no longer their mate – now I'm their manager
5. How well do you influence?
6. The Drive-Draw method
7. The power of open questions
8. Change your ways

Your Team

Being told that you have to be a winner doesn't help you to get there. You need to know what transforms a group of people in to winners in order to be able to become the winning team.

1. Relating to others
2. Which style am I?
3. Managing team meetings
4. Measuring performance
5. Force field analysis
6. Cascading goals and objectives
7. Setting SMART objectives
8. Managing objective-setting meetings
9. Three Ts
10. Your unseen team



Leadership

Managers are often totally dependent on others to achieve their goals and objectives so they need to develop good leadership skills.

1. The balanced leader
2. Leadership questionnaire
3. Four leadership styles
4. Varying your style
5. The directing style
6. Trust and respect
7. Personal power
8. Seven steps to success
9. Transforming leaders

Providing a Service

We are all in the business of providing service for customers, no matter what our job is. An important job for all of us is to satisfy or even exceed the needs of our customers.

1. Why customer service is important
2. Meeting customer needs
3. My customer network
4. Defining good customer service
5. Measuring customer satisfaction
6. Customer/supplier surveys
7. Service level agreements
8. Encourage a service culture
9. The costs of poor quality
10. Continuous improvement

Time Management

Time is our most precious resource because we can go out and buy pretty much anything else. We all have the same amount of time; only some people use it more effectively than others.

1. Use a time log and an interruption log
2. Use a 'to do' list
3. Urgent or important
4. Prioritise tasks and activities
5. Shuttle sort
6. Focus of progress tasks



7. Eliminate time-wasters
8. Time management systems
9. Harmonise the team

Motivation

We cannot actually motivate people, they have to do that for themselves but we can create situations or opportunities for them to become more motivated.

1. Motivation theories
2. Finding hidden motivators
3. Personal motivators
4. The impact of self-esteem
5. Motivators at work
6. Motivating my team

Delegation

At some stage managers will need to reduce their personal workload and delegation is one way of doing this. Delegation doesn't weaken a manager's authority or power; rather it enhances our ability to command respect.

1. The benefits of delegation
2. What should I delegate?
3. Prepare to delegate
4. Over to you
5. Overcoming objections
6. Follow-up

Coaching

'It takes three weeks to replace an old habit with a new skill and at least another nine weeks to turn that new skill into a new habit'

1. What is coaching?
2. When to coach?
3. How people learn
4. The learning ladder
5. Key steps for coaching
6. Ask, don't tell
7. Giving effective feedback



Performance Management

Maximising employee performance ensures that resources are used effectively – it enables business to concentrate on the most important issues – and a well-motivated workforce, which meets targets and is clear on future objectives, is the key to success.

1. The manager's role in performance management
2. Defining expectations
3. Bring me solutions
4. Annual performance reviews
5. Making it an empowering experience
6. Reconciling differences
7. Realising career ambitions
8. Search for ways to develop
9. Personal development plans

Managing Poor Performance

It is a manager's responsibility that their staff are aware of the standards of conduct and performance expected of them, and know about the procedures in place to deal with instances of misconduct or poor performance.

1. The performance gap
2. Capability procedure
3. Disciplinary procedure
4. HR policies and procedures
5. Collecting evidence
6. How to manage the discussion
7. I need to solve this!
8. Dealing with emotional situations

Appropriate Behaviour Awareness

A recent CIPD study identified that 91% of respondents felt that their employers didn't deal properly with bullying and harassment in the workplace.

1. How to ensure equality and diversity in the workplace
2. How to identify and prevent inappropriate behaviour (harassment, bullying and incivility)
3. How not to annoy colleagues



Data Security Awareness

The General Data Protection Regulations 2018 require companies to make sure that personal data is held securely and that employees fully understand their responsibilities for data security.

1. Maintaining good information security practices
2. Identifying common information security threats
3. Protecting information and assets