

## Leading, Managing and Developing People

### Overview:

Leadership is a term that is constantly used in organisations. Leaders in organisations are often seen as the top decision makers, the CEO or Managing Director, and yet leadership is something that good managers do everyday. Traditionally, a manager is responsible for the day-to-day operational side of keeping the business profitable, whereas a leader may be the strategist and designer. A leader can be a manager, but a manager is not necessarily a leader. This training addresses the skills managers need, to effectively manage and lead teams. After completing this course, participants will know how to:

- Identify the characteristics of a leader and the role of leadership
- Align employee priorities and evaluate employee performance
- Appreciate and develop their strengths and areas for future growth
- Review their leadership values, attitudes and beliefs
- Communicate more effectively
- Manage conflict in a positive and constructive manner
- Motivate employees

**Designed for:** This course is suitable for entry, middle or new managers.

**Duration:** 3 days

### Content:

#### Leadership and management

- Understanding management
- The manager's role
- Day-to-day management

#### Leadership style

- Effective leaders
- Types of leaders

#### Situational leadership

- Situational leadership
- Directive (S1)
- Coaching and influencing (S2)
- Facilitating and collaborating (S3)
- Delegating (S4)
- Your leadership style
- Readiness levels
- Determining readiness
- Readiness level – data matrix
- Leadership case study
- Leadership style

#### Effective delegation

- General principles of delegation
- Benefits of delegation
- Excuses for not delegating
- Common mistakes in delegation
- The delegation process
- What to delegate

#### Communication overview

- Successful communicators
- What is communication?
- What do you value?
- Communication categories
- Why do we communicate?
- Communication process
- What goes wrong with communication?
- Communication barriers – case study
- Impact of poor communication
- Effective workplace communication
- Communicating with your manager

#### Understanding conflict Management

- Handling conflict

#### Motivating self and others

- Motivation
- The motivation process
- Motivational theory
- Motivating employees
- Tips for employee motivation
- Common ways to influence motivation
- Management intervention that fosters motivation

#### Problem solving and decision making

- Problem identification
- Problem solving steps
- Step one – problem recognition
- Collecting data
- Step two – problem labelling
- Step three – problem cause analysis
- Step four – solutions
- Step five – decision-making and action

#### Giving feedback

- Beneficial feedback
- Feedback steps

#### Performance management

- Performance management
- The performance management continuum
- Exceptional performance vs poor performance
- The performance cycle
- Increasing productivity, motivation and learning

#### Performance appraisals

- Formal performance appraisals
- The performance cycle
- Setting targets
- SMART objectives
- Manager's responsibility
- Performance appraisal checklist

#### Developing others

- Professional competence
- Evaluating existing skills
- Comparing performance to set standards
- Constructive feedback
- Improving individual competence
- Learning, training and education
- Coaching others

#### Role play

#### Actions



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