Management Essentials: 4-Webinar Series

1. Transitioning to Manager

Length 2 hours

Overview
The transition from individual contributor to manager can be the most challenging shift of a career. The goal of this webinar is to support you in successfully making that shift and becoming a great manager.

Learning Objectives
- Differentiate the skills of a manager from the skills of a leader
- Identify the characteristics of the best and worst managers
- Analyze current job activities to determine the ideal ratio between your technical and managerial roles
- Recognize the shift in mindset from individual contributor to manager
- Identify your specific value stands as a manager

Key Topics
Role of a Manager
- Difference between management and leadership
- Best and worst manager characteristics

The Balancing Act
- The shift from peer to boss
- Balancing individual contributor and manager activities
- Analyzing your use of time
- Individual versus manager payoffs
- Dos and don’ts in making the transition

Managing Through Value Stands
- Why value stands are important
- Leading through observable-behavior value stands
- Your personal leadership values
2. Communicating as a Manager

Length 2 hours

Overview
Managing people demands a deep appreciation of different individual working styles and the flexibility to deal with those differences.

Learning Objectives
- Define what a working style is and what it is not
- Describe all four working styles along with the benefits and drawbacks
- Identify the working style that best describes you
- Recognize the working styles of others, tips to increase your effectiveness
- Encourage open communication and respect all viewpoints

Key Topics
Know Your Working Style
- Why understanding individual working styles is important to you as a manager
- Benefits of knowing the four different working styles
- Gaining insight into your preferred styles of working and communicating
- Knowing the strengths and drawbacks of your preferred working style
- Recognizing the working styles of others
- Demonstrating flexibility to get the best results

Communicate Effectively
- The 3 Cs of effective communication
- Identify the four types of listening
- Distinguish between inquiry and advocacy
- Seek to understand others’ thinking and rationale
- Ask open-ended questions to understand their viewpoint
- Acknowledge the other person’s thoughts and feelings
- Surface assumptions
- Articulate your ideas and viewpoint
- Five actions for effective communication and listening
3. Managing Performance

Length 2 hours

Overview
Whether you are a new or experienced manager, managing people is one of the toughest – and most rewarding – roles you’ll ever have. This webinar will give you the skills to delegate effectively, set clear performance goals and expectations, and give effective feedback.

Learning Objectives
✓ Recognize the barriers and benefits of delegation
✓ Identify and use a five-step delegation process
✓ Assess the ability and motivation of the person to whom you’re delegating
✓ Create SMART goals to set clear performance expectations
✓ Apply a feedback process to manage performance

Key Topics
Delegate for Results
• Why delegation is so challenging
• Ability versus willingness to do the job
• Five-step Delegation Model
• The Freedom to Act: Five Levels
• Delegation dos and don’ts

Set Clear Goals and Expectations
• SMART goals and objectives
• Communicating SMART goal expectations
• Getting commitment versus compliance

Give Positive and Constructive Feedback
• Types of feedback
• Feedback Model: Positive and Constructive
• Giving constructive feedback effectively
• Shifting from blame talk to solution talk
4. Engaging Your Employees

Length 2 hours

Overview
Research shows a direct link between effective management skills, engaging leadership, and an employee’s motivation and productivity.

Learning Objectives
- Understand how internal and external factors apply to motivating and engaging your employees
- Recognize the value of a diverse workforce
- Use toughening-up conversation skills to handle difficult employees
- Apply best practices for managing remote employees and virtual teams

Key Topics
Motivating and Engaging Employees
- Top five reasons employees stay or leave
- Why employee engagement is important
- Analyzing the engagement levels of you and your team
- Five tips to increase motivation and engagement

Dealing with Difficult Employees
- Challenges in handling issues of poor performance
- The toughening-up conversation model
- Anticipating and dealing with emotional reactions

Virtual Teams: Working Together Apart
- Five key challenges of managing virtual teams
- Best practices for keeping virtual teams engaged