

Gallup recently reported that only 30% of U.S. employees are engaged at work. Gallup estimates that managers account for at least 70% of variance in employee engagement. Organizations obviously need to invest in developing their manager's ability to engage staff in the organization's mission.

The following is a description of 10 highly interactive half-day sessions that do just that. These modules can be deployed as a 10-part management training series. Clients may also pick and choose from the topics below based on the needs of their organization/target audience.

Workshop design includes simulations, role-play, small and large group discussion, self-directed learning, short reading in advance of sessions and short lecture.

10 HALF-DAY SESSIONS:

Introduction to Management

Appreciate the significant the manager's role in employee engagement, productivity and final work product.

Exploring Your Personal Management Style

Gain insight into one's personal management style: the strengths and potential liabilities.

Delegation Best Practices

Effectively get work done through others and set staff up for success.

Building Rapport with Staff

Foster positive relationships with staff that balance rapport with accountability.

Proactive and Reactive Coaching

Coach staff toward optimal performance while maintaining strong relationships.

Re-Engaging Staff During Change

Minimize impacts to productivity during organizational change, build resilience.

Building Strong Teams

Ensure team dynamics support optimal execution

Effective Performance Evaluations

Maximize the motivational aspects of the performance review process

Interviewing Skills

Hone your interviewing skills and hire the best talent.

Resolving Conflict

Resolve your own conflicts, coach others toward conflict resolution and leverage managerial mediation.

Introduction to Management

Many organizations promote technically strong individuals into management positions. New managers quickly recognize that what made them successful individual contributors won't be what makes them successful in a management role. This first session explores the required skills, values and time applications that lead to successful people management.

At the end of this session, participants will be able to:

- Assess their own progress on the path from successful individual contributor to successful people manager.
- Spend more time on the balcony assessing what direction and support team members need and less time on the dance floor doing the work of their staff.
- Create an action plan for their own personal development as successful people managers.

Exploring Your Personal Management Style

Successfully managing staff requires managers to understand the strengths and limitations of their own management style and to learn how to flex to successfully lead those with similar and different styles. This session leverages the DiSC behavior style tool to provide insight into participants' personal styles, increase appreciation for style differences, and offer strategies for effectively managing and communicating with all styles.

At the end of this session, participants will be able to:

- Leverage insight from a behavior styles tool to capitalize on their strengths and minimize potential liabilities of their style.
- Improve communication with staff and colleagues with like styles and styles different from their own.

Delegation Best Practices

Organizations promote people who can do it quicker, faster and smarter, but this very strength may become a liability if new leaders can't become effective delegators. To avoid becoming bottle necks for work product, managers need to become effective at delegating to and developing others and let go of much of the work that made them successful in their previous role. This session shares best practices for delegation, motivating staff, and calibrating expectations around initiative.

At the end of this session, participants will be able to:

- Implement best practices for effective delegation.
- Boost staff initiative and tap into intrinsic motivation.
- Create an action plan for handing off projects to a member of their current staff.

Building Rapport with Staff

Marcus Buckingham once said, “People join organizations, but they leave managers.” Strains in relationship with one’s immediate supervisor is a quick path to disengagement and potential loss of hard to replace talent. This session provides answers to the questions, “How do I build strong relationships with staff?” and “How do I balance rapport and accountability?”

At the end of this session, participants will be able to:

- Leverage three approaches to building rapport with staff while maintaining a professional manager-staff relationship.
- Engage in an effective one-on-one conversation that keeps candid dialogue open.
- Navigate the challenges of being promoted over peers.

Proactive and Reactive Coaching

Providing clear and actionable feedback to staff is critical to successful execution and employee development. This session provides a roadmap for effective coaching conversations, both one-on-one conversations before handing off a big project (proactive) and conversations that redirect suboptimal performance (reactive).

At the end of this session, participants will be able to:

- Recognize the value of both proactive and reactive coaching.
- Leverage three coaching techniques to ensure coaching conversations have optimal impact.
- Engage in effective coaching conversations.

Re-Engaging Staff During Change

The one constant in modern work life is change. This session provides managers with the tools to help staff navigate small and significant change.

At the end of this session, participants will be able to:

- Leverage management best practices that counteract the common reasons change initiatives fail.
- Support staff in navigating change while minimizing impacts to productivity.
- Engage in effective team and individual conversations to re-engage staff during change.
- Build resilience within workforce.

Building Strong Teams

Managers need to be able to both assess effective and dysfunctional team dynamics and lead the way toward more optimal team interactions.

At the end of this session, participants will be able to:

- Recognize the five pitfalls successful teams avoid.
- Assess their current team dynamics and apply strategies for bridging gaps.
- Coach employees toward effective resolution of friction between peers.

Effective Performance Evaluations

Performance evaluations are intended to develop, direct, and motivate, but they are all too often demotivating to employees. This session provides managers with best practices for ensuring your organization's evaluation process has the most optimal outcomes.

At the end of this session, participants will be able to:

- Identify aspects of the most motivating and demotivating performance appraisals.
- Apply a template for performance appraisal comments that reinforce past strengths and encourage future growth.
- Write performance goals that focus on results versus activity.
- Apply a checklist to a written review participants bring to the session.

Interviewing Skills

Finding the right talent for the job is critical in any organization. Managers need to have exceptional interview skills to separate those who simply interview well from talent that's the right fit.

At the end of this session, participants will be able to:

- Write behavior-based interview questions.
- Probe effectively when answers are incomplete or irrelevant.
- Put candidates sufficiently at ease to see the real person in front of them.
- Recognize what questions expose the organization to liability.

Resolving Conflict

One study suggest that managers spend 25% of their time dealing with conflict: conflicts between team members, conflicts with other work groups, not to mention their own potential friction with colleagues.

At the end of this session, participants will be able to:

- Broach sensitive topics in a way that fosters open dialogue.
- Resolve misunderstandings in real time.
- Coach others toward conflict resolution.
- Leverage a simple form of managerial mediation to resolve conflict between team members.