Major: Leadership & Management

36 Courses & Course Notes

Certified for Adaptive Sales University

August 31, 2022

Major: Leadership & Management

Contents

Syllabus

01. The Role & Responsibility of the Manager
- Aims
  - The delegate will learn the essential areas of management responsibility and what is required to build their personal skill level to ensure success.
- Key Learning Outcomes
  - Recognize and explain the different areas of management responsibility
  - Identify the different ways people are motivated
  - Give examples of management information required
  - Define standards and how to set them
- Who Would Benefit
  - Anyone new to a management or supervisory role in addition to those who have been doing the job for a while and received little formal training in management skills.

02. The Role & Responsibility of the Supervisor / Team Leader
- Aims
  - The delegate will learn the fundamental skills of being a Team Leader or Supervisor and how to apply those skills successfully.
- Key Learning Outcomes
  - Understand different areas of responsibility
  - Consider tasks and manage performance based on objectives and behaviors
  - Recognize key elements in team working
  - Motivate individuals and help them to grow
- Who Would Benefit
  - Anyone new in the role or who has not had any formal training in supervising or leading people and teams.

03. An Examination of Different Leadership Models
- Aims
  - The delegate will learn the value of utilizing a different leadership style to suit different situations.
- Key Learning Outcomes
  - Identify one difference between leading and managing
  - Identify one aspect of Transformational Leadership
  - Identify one aspect of Kouzes and Posner's Leadership Model
  - Identify one style of Blanchard's Situational Leadership Model
- Who Would Benefit
  - For managers at all levels who wish to learn the essentials qualities of a good leader.

04. Developing Your Leadership Style

- Aims
  - The delegate will explore how to shape their own leadership style and develop a distinctive method for them of leading people that ensures maximum results.
- Key Learning Outcomes
  - Identify one difference between leading and managing
  - Describe what "values" are
  - Describe what vision is
  - Identify one key step to develop your leadership style
- Who Would Benefit
  - Anyone in a managerial or supervisory role who wishes to develop their skills as a leader of others.
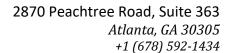
05. The Art of Delegation and Empowerment

- Aims
  - The delegate will learn the essentials of exactly when and how to delegate up, down and across the business effectively.
- Key Learning Outcomes
  - Explain the difference between delegation and dumping
  - Identify when to delegate
  - Explain how delegate the task and the responsibility
  - State what effective delegation and follow up is
- Who Would Benefit
  - This module would benefit anyone with responsibility for allocating tasks and ensuring they are completed to satisfactory standards.

06. Giving Constructive Feedback

- Aims
  - The delegate will learn how to offer feedback in a clear, concise and motivational way.
- Key Learning Outcomes
  - State the importance of giving effective, constructive feedback
  - Understand how to tailor feedback to the recipient
  - Recall what AID stands for
  - Be able to give positive and developmental feedback
- Who Would Benefit
  - Managers and supervisors who are expected to appraise the performance of others and offer support and advise for future conduct.

07. Theories of Motivation

- Aims
  - The delegate will learn the value of utilizing different motivation strategies in various circumstances.
- Key Learning Outcomes

- ▪ Define motivation
- ▪ Recall the 6 motivation theories
- ▪ Apply the key principles to their own organization
- ▪ State the signs of high motivation
- o Who Would Benefit
  - ▪ For managers at all levels and team leaders who wishes to learn more about what motivates teams and individuals to greater performance.

08. How Teams are Formed
- o Aims
  - ▪ The delegate will learn how the most effective teams often go through a process of difficulty and evolution in order to be able to perform to their full potential.
- o Key Learning Outcomes
  - ▪ Explain the 4-step process of team development
  - ▪ Identify what makes an effective team
  - ▪ Give examples of effective team behavior
  - ▪ State the reasons teams often fail
- o Who Would Benefit
  - ▪ Managers at all levels with responsibility for teams.

09. An Examination of Team Roles and Behaviors
- o Aims
  - ▪ The delegate will learn the value of understanding the different roles that exist within the team environment and how they can best work together.
- o Key Learning Outcomes
  - ▪ Explain different roles within a team
  - ▪ Identify why conflict occurs in teams
  - ▪ State the reasons for good/poor behavior
  - ▪ Give examples of how to achieve top team performance
- o Who Would Benefit
  - ▪ Anyone who is part of a team or has responsibility for supervising the performance of an identified team.

10. Why Teams Succeed or Fail
- o Aims
  - ▪ The delegate will explore the reasons that ultimately lead to team success of failure and how to utilize the most effective methods to ensure success.
- o Key Learning Outcomes
  - ▪ Demonstrate a knowledge of a successful team's characteristics
  - ▪ Identify positive behavior's within a team
  - ▪ State why teams often fail
  - ▪ Describe practical team success and how to achieve it
- o Who Would Benefit
  - ▪ Anyone with a requirement to understand what impacts upon the success

of a team within an organization.

11. Setting Objectives
- Aims
  - The delegate will learn how to set and prioritize objectives using powerful tools and techniques to ensure they are successfully completed.
- Key Learning Outcomes
  - State what is meant by a quantitative and qualitative objective
  - Describe the 3 elements that make a good objective
  - List the four types of measure and state the importance of choosing the correct one
  - Write a SMART objective
- Who Would Benefit
  - Managers or supervisors who have the responsibility to set goals for their team members or those looking to move into such a role.
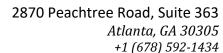
12. Making Meetings Work
- Aims
  - The delegate will explore the essential skills of successful meetings and how to ensure they are necessary and get the most from them.
- Key Learning Outcomes
  - Identify the different kinds of meeting
  - State how to plan and prepare for a successful meeting
  - State how to engage everyone in the meeting
  - Explain the component parts and follow up of a successful meeting
- Who Would Benefit
  - Anyone with responsibility for chairing or leading meetings of any kind.

13. Managing Good and Poor Performance
- Aims
  - The delegate will learn how to distinguish between good and poor performance and monitor accordingly.
- Key Learning Outcomes
  - State the difference between competence and commitment
  - Assess where their team members currently sit on the competency / commitment matrix
  - Identify why performance potential is not reached for 3 typical individual scenarios
  - Recall what the typical performance gaps are
- Who Would Benefit
  - For managers at all levels and team leaders who wish to improve how they handle differing levels of performance from individuals.

14. Performance Management in Action
- Aims

- The delegate will learn how to apply the latest best practices on Performance Management and Personnel Development
  - Key Learning Outcomes
    - Demonstrate use of counseling techniques
    - Improve levels of impact and influencing skills
    - Understanding team and individual behavior
    - Managing conflict and understanding motivation techniques
  - Who Would Benefit
    - Anyone at any level with organizational responsibility for delivering quality performance

15. KPI's and Individual & Team Performance Assessment
  - Aims
    - The delegate will learn about key performance indicators and how to best measure individual and team performance.
  - Key Learning Outcomes
    - State what is KPI is where they come from
    - Describe why we need to measure business performance
    - List at least 4 things that need to be considered when compiling KPI's
    - Recite the link between KPI's and team performance.
  - Who Would Benefit
    - Those with responsibility for measuring and maintaining employee performance against clear objectives.

16. Identifying Development & Training for Your Team
  - Aims
    - The delegate will learn how identify training and development needs and the value of following the training cycle in planning for training.
  - Key Learning Outcomes
    - State 4 reasons why we train
    - List the 5 stages of the training cycle and state what is done at each stage
    - Describe the ways in which we could carry out a training needs analysis.
  - Who Would Benefit
    - This module will benefit managers or team leaders who have responsibility for developing the members of their team.

17. Discipline and Grievance
  - Aims
    - The delegate will learn the key principles of managing the discipline and grievance procedure with confidence.
  - Key Learning Outcomes
    - Recall what is meant by discipline and grievance
    - State when the disciplinary procedure may be invoked
    - Recite a typical disciplinary process

- - Describe how to deal with a grievance
  - o Who Would Benefit
    - Managers, team leaders and supervisors who are new to the role, have received no formal tuition or in need of a refresher on the subject.

18. Coaching Using the GROW Model
- o Aims
  - The delegate will learn about the GROW model and how to apply this formula to ensure a successful coaching process.
- o Key Learning Outcomes
  - Describe the four stages of GROW
  - Identify key skills used in coaching
  - Identify the most effective method of questioning
  - Identify one thing NOT to do when coaching
- o Who Would Benefit
  - Anyone who is asked to coach another individual or has an interest in understanding more about how to coach effectively.

19. How to Mentor Effectively
- o Aims
  - The delegate will explore the key elements of excellent mentoring skills.
- o Key Learning Outcomes
  - Describe what mentoring is
  - Demonstrate the two main styles used in mentoring
  - Define two skills used in mentoring
  - Name the most important thing to do as a mentor
- o Who Would Benefit
  - This module provides a great overview for anyone who is asked to mentor a colleague or may be moving into a role where they could be required to do so.

20. Identifying Learning Styles
- o Aims
  - The delegate will understand more about how learning styles differ from person to person and how to adapt your approach to each individual.
- o Key Learning Outcomes
  - Explain the four stages of learning
  - Describe the four learning styles
  - Recall one learning activity for the Reflector style
  - Recall one learning activity for an activist
- o Who Would Benefit
  - Whilst this module would have direct relevance to those working in a learning and development role, it would also benefit those in a management or supervisory position and who wants to get the best out of others.

21. *Identifying Areas to Coach*
- Aims
    - The delegate will learn how to develop their coaching skills and be able to identify the essential skills of effective coaching.
- Key Learning Outcomes
    - Explain what coaching is
    - Describe when coaching is effective
    - Demonstrate one suitable situation for coaching
    - Name two work-based areas that provide opportunities for coaching
- Who Would Benefit
    - Anyone involved in, or with an interest in, the development of others.

22. *Handling Difficult People & Situations*
- Aims
    - The delegate will learn the value of applying different strategies to different situations to bring about a satisfactory resolution.
- Key Learning Outcomes
    - Explain the relevance of Ego States in difficult situations
    - Clearly describe the difference between passive, assertive and aggressive
    - Demonstrate what words, voice tone and body language are appropriate
    - Show how to build rapport with empathy
- Who Would Benefit
    - This module has relevance to anybody wishing to develop strategies for managing challenges from others.

23. *Moving from Colleague to Manager*
- Aims
    - The delegate will learn to navigate the challenges of moving from being part of a team to now being that team's manager.
- Key Learning Outcomes
    - Identify 2 aspects of the role of the manager
    - Name 2 mistakes commonly made by people making the transition from colleague to manager
    - Identify the most important thing to do upon becoming the manager
    - Name one action you can take to make the transition smoother
- Who Would Benefit
    - This module is beneficial for those who have been promoted to a role with supervisory responsibilities as well as those currently in this type of role looking to re-evaluate relationships with colleagues.

24. *The Recruitment Process*
- Aims

- The delegate will learn a 6-stage process to ensure successful recruitment of the right individual in the right position.
  - o Key Learning Outcomes
    - Recall the 6 stages of the recruitment process
    - Describe what a job description and person specification should include
    - State what should be considered when designing the selection process
    - List the things to consider when sifting applications
    - Recite the areas to be questioned at interview
  - o Who Would Benefit
    - All managers, team leaders and supervisors who have not had formal training in the recruitment process.
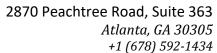
25. Interviewing Skills
  - o Aims
    - The delegate will learn the essential skills of interviewing which are designed to bring about a satisfactory conclusion.
  - o Key Learning Outcomes
    - Understand the potential strengths and limitations for behavioral and biographical interviews
    - State what WASP stands for
    - Describe what should be done at each stage of ORCE
    - Describe how to deal with typical interview blunders
  - o Who Would Benefit
    - Anyone who has been given the responsibility to interview others for job roles or those looking to get into a position with this level of responsibility.

26. Driving the Change Process
  - o Aims
    - The delegate will learn how to stimulate powerful change and understand the effect it has on those around them.
  - o Key Learning Outcomes
    - Recognize how global conditions have driven the need for extensive change
    - Understand the difficulties associated with change and the impact on your staff
    - Understand the human factors involved in change
    - Name the principles of how to drive the change process with effective solutions
  - o Who Would Benefit
    - All managers who want to implement or manage change with successful outcomes.

27. Strategic Analysis SWOT and PESTLE
  - o Aims

- The delegate will learn how to use the PESTLE & SWOT models effectively in setting a strategic business plan.
  - Key Learning Outcomes
    - Explain the history of PESTLE & SWOT and how they are applied
    - Demonstrate how to use the PESTLE tool
    - Demonstrate how to use the SWOT tool
    - Show how to build a PESTLE & SWOT analysis
  - Who Would Benefit
    - Those planning or reviewing an activity, performance or change within an organization and wanting to do so in structured manner.

28. *Understanding the Nature and Behavior of Costs*
  - Aims
    - The delegate will understand more about how decisions are made in a business and why managing cost is essential.
  - Key Learning Outcomes
    - Recognize the importance of a business having accurate cost information when making decisions about pricing and capital expenditure
    - Identify and understand the difference between fixed and variable costs
    - Be able to calculate breakeven point using a breakeven chart
    - Be able to calculate breakeven point using the contribution method
  - Who Would Benefit
    - This module is aimed at those not in a financial role but with a need to understand the impact of costs to the organization.

29. *Preparing to Write Your Budget*
  - Aims
    - The delegate will explore the process of preparation in putting together a credible budget plan and be able to explain it confidently.
  - Key Learning Outcomes
    - Understand why organizations prepare budgets
    - Recognize different types of budget
    - Be able to construct a budget
    - Be able to phase budget income and expenditure
  - Who Would Benefit
    - Anyone with responsibility for managing teams or projects where there are needs to ensure that costs are controlled.

30. *Accurate Forecasting*
  - Aims
    - The delegate will learn to use different forecasting methods to produce an accurate forecast.
  - Key Learning Outcomes
    - Describe the difference between a forecast and a plan
    - Explain different forecasting methods

- Calculate forecast profit, taking into consideration changes in demand, selling price and costs
- Identify external factors which might impact on financial performance
- o Who Would Benefit
  - Those in a role where they are asked to predict future financial performance and have an understanding of how to forecast.

31. *Understanding Profit, Cash Flow and the Balance Sheet*
- o Aims
  - The delegate will learn about why a business needs a healthy cash flow and how the balance sheet is interpreted
- o Key Learning Outcomes
  - By the end of this module the delegate can:
  - To be able to explain the meaning of profit and identify the different types of profit
  - To recognize the importance of businesses managing cash flow effectively
  - To understand the relationship between profit and cash in a business
  - To interpret the figures on a balance sheet
- o Who Would Benefit
  - This module will benefit anyone not in a finance role but seeking to understand these key aspects of the finance function.

32. *Equality, Diversity and Inclusion*
- Aims
  - o The delegate will gain an understanding of managing diversity within the workplace and promote inclusion.
- Key Learning Outcomes
  - o Recall what is meant by Diversity, Equality and Inclusion
  - o Recite the 'Platinum Rule' and its significance in managing Diversity
  - o State the differences between primary and secondary dimensions
  - o Describe how to foster inclusiveness
- Who Would Benefit
  - o Essential content for all managers in a modern business environment.

33. *Managing Conflict*
- o Aims
  - The delegate will learn how to manage, counter and successfully deal with a conflict situation ensuring a satisfactory conclusion.
- o Key Learning Outcomes
  - Identify the causes of conflict
  - Explain conflict strategies
  - State how to utilize different approaches
  - Demonstrate confidence in dealing with conflict scenarios
- o Who Would Benefit
  - This module is aimed at anyone who has not received any formal tuition in

how to handle difficult people and scenarios or those in need of a refresher in how to diffuse and manage potential conflict.

34. Effective Time Management
- o Aims
  - ▪ The delegate will learn the essentials of how to manage time and tasks through proper planning to ensure a reduction is stress levels and successful completion of those jobs on your list!
- o Key Learning Outcomes
  - ▪ Explain and understand the effectiveness cycle
  - ▪ State how to match workload and energy levels
  - ▪ Identify how to map out your perfect day
  - ▪ Demonstrate protecting your priorities
- o Who Would Benefit
  - ▪ This module is invaluable for anyone looking for strategies to manage their time better.

35. Time, Task & Planning Skills
- o Aims
  - ▪ The delegate will learn the essentials of how to manage time and tasks through proper planning to ensure a reduction in stress levels and successful completion of those jobs on your list!
- o Key Learning Outcomes
  - ▪ Understand the key principles of time and task management
  - ▪ Prioritize more effectively
  - ▪ Avoid procrastination and delegate
  - ▪ Plan using an appropriate structure
- o Who Would Benefit
  - ▪ Building on the Effective Time Management module, this module is ideal for anyone wanting to manage themselves better through projects and task completion.

36. Project Management Essentials
- o Aims
  - ▪ The delegate will learn the essential tools required to complete projects successfully within time and budget constraints.
- o Key Learning Outcomes
  - ▪ Define the aims project management and the 4 key stages of managing a project
  - ▪ Use techniques to scope and plan a project
  - ▪ Implement and evaluate a project avoiding the '7 Deadly Sins'
  - ▪ Manage and motivate project teams
- o Who Would Benefit

Primarily managers who are not qualified project managers but who are tasked with managing projects of all sizes and complexity.