Walsh Business
Growth Institute

The Developing Career™

Performance Plus™
Management Skills Development Program

Program Introduction

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Program Purpose

The purpose of **The Management Skills Development Program^{TM}** is to provide participants with the skills, tools, perspectives, practice and feedback to achieve superior results through others. This program has been designed to work in conjunction with the Core Skills Development Program, either as a prerequisite, or as a co-requisite course.

It takes a great deal to achieve consistent results through other people. Yet, most people who are elevated to management are expected to transition from their previous role (often a technical role) into leading and managing others, often without being provided with even the most basic tools to successfully step into their new position.

This program has been specifically developed to provide managers and leaders with what they need to work effectively through other people in order to achieve their department's or project's desired outcomes.

Outcomes for Participants

As a result of completing this program, participants will:

1. Learn what it takes to generate performance through others;
2. Build a series of strategies for managing and developing people;
3. More effectively navigate the waters of uncertainty and of difficulties between and among people, both staff and peers;
4. Grow their communication and leadership skills;
5. Accomplish a 10-month long, work-related project that is designed to stretch their ability to achieve superior performance through others.

Outcomes for the Company

As a result of the participation of key management staff in this program, the company will:

1. Consistently elevate the standard within the company of how people are treated;
2. Enjoy increased effectiveness of teams through increased accountability of individuals;
3. Improve overall effectiveness of communication throughout the company;
4. Improve both staff and middle management productivity, as well as overall company profits;
5. Grow their middle managers into a powerful, productive force, supporting the overall growth of the company.

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Audience

This program has been designed for middle managers – people who have one or more people reporting directly to them.

The skills, tools and perspectives are also quite useful to top leaders.

Note: The co-requisite (or prerequisite) of this program is **The Core Skills Development Program™**. This course is not complete without gaining access to the concepts and learning from that one. Participants need to be taking, or have taken Core Skills Development to gain maximum value from this course.

Fees

Fees and terms are available on request. Taxes are extra where applicable. Please contact us for more details at info@walshbusinessgrowth.com

Areas of Focus and Themes

The overall objective of this program is to support participants in achieving superior results through others. In order to accomplish this, 3 key areas of focus are covered:

    I.   Engaging Employees
    II.   Dealing with Uncertainties and Difficulties
    III. Other Management Skills

Within each of these areas of focus there are key elements. Engaging Employees is based upon the work and longitudinal studies of the Gallup Organization. They identified 12 distinct questions that employees who are actively engaged and productive at work answer differently from their less-engaged co-workers.

When dealing with Uncertainties and Difficulties, and Other Management Skills, there are six key elements addressed in each area of focus.

Each of these areas of focus is overlaid with the themes of Focusing on People, Positivity and Professionalism. As a result, the 10 months will be divided into three themed segments:

    Month 1 – 3:   Focus on People
    Month 4 – 6:   Positivity
    Month 7 – 10: Professionalism

I. Engaging Employees

It has been well documented that employees (or anyone) who are engaged in their work are more productive, more satisfied, happier, and also more profitable than those who are not engaged, or worse, actively disengaged from their work.

Yet you can't just "make" people be engaged. They do this (or not) themselves. So, how do you create an environment where employee engagement naturally grows?

The Gallup Organization, through longitudinal studies spanning initially over 22 years, and then reinforced by a further decade of research, has identified the 12 primary areas of employee engagement.

We dig into each of the 12 key questions that Gallup identified to clarify what is behind each, and uncover the core elements of increasing employee engagement, and productivity.

Question 1: Do I know what's expected of me at work?

While this question seems to be basic, it was deemed to have the highest influence on someone's engagement at work.

This question refers to more than the job description. We will uncover the core elements underlying this question and provide participants with a tool to get to the heart of expectations at work.

Question 2: Do I have the materials and equipment to do my work right?

Again – simple question that goes deeper than it appears. Surprisingly, this is not just about the materials and equipment provided to employees.

Question 3: At work, do I have the opportunity to do what I do best every day?

This question embodies the core role of a manager. What does this mean in practical terms, and what does it take to create an environment where employees can answer yes to this question? We identify the core components that are needed to set this up on an ongoing basis.

Question 4: In the last 7 days, have I received recognition or praise for doing good work?

We identify the body's natural "feel good" drug, as well as how to tap it for increased company productivity as well as enhanced employee satisfaction.

Question 5: Does my supervisor, or someone at work, seem to care about me as a person?

The whole question of business vs. social time, and working during work time gets squarely addressed with this subject. How do you strike a balance between getting the work done, yet still having people feel like you still care about them personally? We provide access to productive and useful answers to these questions.

Question 6: Is there someone at work who encourages my development?

While this is question number 6, we will clarify why this may well be the most important area to address of all the 12 questions!

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Question 7: At work, do my opinions seem to count?

It is fascinating to see how much of an impact this element of employee engagement makes a difference. Yet at the same time, many managers avoid this, from a fear of not being able to follow through on employee ideas, or just not wanting to have to deal with employee suggestions. There is a way to reconcile these two elements and tap the power of energizing people in this manner, without having to implement ideas that make no business sense.

Question 8: Does the mission or purpose of my company make me feel my job is important?

Someone's connection with the mission predicts performance on a number of levels. We explore each, as well as how to connect different roles to the company vision.

Question 9: Are my associates or fellow employees committed to doing quality work?

Does everyone work hard, or are there "slackers" in the workplace? The implications of this element weigh not only on job performance, but also on management credibility and effectiveness.

Question 10: Do I have a best friend at work?

Gallup got a great deal of flack for this element, and almost pulled it from the list of questions, except for one fact. It accurately predicted employee engagement and staff performance. We talk through this whole subject, and examine how to practically introduce and strengthen this element of engaging employees.

Question 11: In the last 6 months, has someone at work talked to me about my progress?

We examine the whole area of formal and informal performance evaluations and reviews. Especially in a busy office, there are some common traps that managers fall into. What those traps are, and how to avoid them are both addressed.

Question 12: This last year, have I had opportunities at work to learn and grow?

If people have the chance to learn and grow, they are twice as likely to say they will spend their career with their company. Yet even in learning-oriented companies, there are often pockets of people who feel like they just don't have the chance to grow. We identify what can lead to this feeling, and provide solutions so participants have access to keep growing their people.

II. Dealing with Uncertainties and Difficulties

Leading a team (or teams) from the middle can be fraught with difficulties. It is not all sweetness and light. It is not uncommon to find the need to navigate between multiple bosses with conflicting directions, and multiple employees, all with differing needs, priorities, and issues.

We go to what's behind much of the difficulty that middle managers face, and introduce strategies for troubleshooting and dealing with the uncertainties and difficulties inherent within the role of middle manager.

1 – The 5 Traps of Middle Management

In the middle, people have more responsibility than authority. Further, too often, people are promoted into management, either because of technical skill proficiency or tenure in a department. We examine the traps people may fall into, and how to avoid them, regardless of how people were promoted.

2 – Motivational Moments of Truth

We expect loyalty from our staff members, yet there are times where they "test us" to determine if we are worthy of their loyalty and trust. We clarify these tests and the traps and consequences of failing to show loyalty back.

3 – Conflict Resolution

Every human interaction either has the potential to turn into a conflict, or it already is one. We identify our natural tendencies when conflicts arise, and how to find more empowering alternatives.

4 – Awkward Peer Groups

We recognize the very real aspects of office politics within groups, and sometimes between offices. Included are what to watch out for, as well as how to deal with situations as they arise.

5 – Difficult Conversations

Every manager has had to deal with difficult conversations. We explore the anatomy of these potentially troublesome communications, and provide both new perspectives and practical tools to make these conversations a bit easier and far more productive.

6 – Managing Change

Managing projects is about timelines, schedules, budgets and resources. Managing change is far trickier. It lies in dealing with people, who are often reticent to change from the "status quo". We lay out what to expect when it comes to implementing changes, and a new approach to achieving the desired shifts.

III. Other Management Skills

In addition to engaging employees and dealing with uncertainties and difficulties, there are other skills needed to grow effectiveness in middle management. We address 6 key elements of success in achieving superior performance through others.

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1 – Coaching and Mentoring

We distinguish between coaching and mentoring, and provide participants with effective tools to use each when appropriate. Further, we identify what most managers do when they claim they are coaching, and provide an alternative framework that generates more consistent, desired results.

2 – Project Planning

Many technical specialists are intuitively effective at planning projects. However, to increase the effectiveness of teams, we provide a conscious framework that is both complete and thorough. This makes project planning easier to train and transfer through teams, for greater collective results.

3 – Business Reading & Business Writing

Most managers don't know how to read for business. We will review the typical traps people fall into, and provide a protocol for gaining more from anything that is read for business. We also cover how to make business writing easier and more reader-friendly.

4 – Talking in Groups and Listening

As a manager, this becomes a larger part of the job. We review some essential steps that support skill development in both talking in groups, and in listening.

5 – Holding and Attending Meetings

Whether you are the person holding a meeting or attending one chaired by someone else, there is a new perspective available that will improve your effectiveness in all meetings you attend and the reach and impact from the meetings you lead.

6 – Motivating Employees

Much has been debated about whether it is better to use the carrot or the stick in motivating employees. There is a completely different approach available that negates the need for either stick or carrot. We will uncover what really matters in motivating employees (it is not the money) and how to implement a new approach, to generate sustainable results within your people.

Summary

There is a great deal involved in managing people. This is probably the single biggest challenge in business. Armed with the tools, skills and perspectives associated with engaging employees, dealing with the uncertainties and difficulties of the job, and by picking up and fine-tuning some other core management skills, participants will be better equipped to achieve superior results through their people.

Management Skills Graphic Model

Generating Results at a Whole New Level
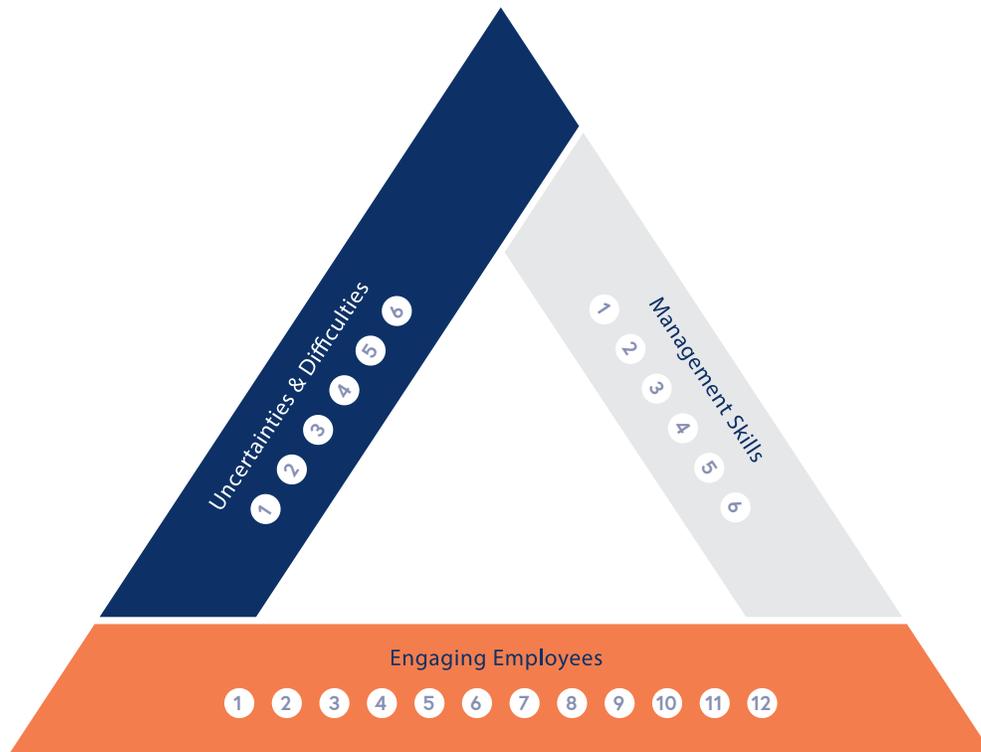
ENGAGING EMPLOYEES

A Review of 12 Different Elements
that Impact Employee Engagement

DEALING WITH UNCERTAINTIES & DIFFICULTIES

1. The 5 Traps of Middle Management
2. Motivational Moments of Truth
3. Conflict Resolution
4. Awkward Peer Groups
5. Difficult Conversations
6. Managing Change

OTHER MANAGEMENT SKILLS

1. Coaching & Mentoring
2. Project Planning
3. Business Reading & Business Writing
4. Talking in Groups & Listening
5. Holding & Attending Meetings
6. Motivating Employees

Management Skills Content Map

	Engaging Employees	Dealing with Difficulties and Uncertainties	Other Management Skills
Month 1	• Social Styles	• See-Saw Management	• Management and Staff Accountabilities • Measuring Progress: The Debrief
Month 2	• Employee Engagement Q1 • Employee Engagement Q2	• The 5 Traps of Middle Management	• Coaching and Mantoring
Month 3	• Employee Engagement Q3 • Employee Engagement Q4 • Employee Engagement Q5	• Motivational Moments of Truth	
Month 4		• Conflict Resolution • Awkward Peer Groups • Difficult Conversations	
Month 5	• Employee Engagement Q6 • Employee Engagement Q7 • Employee Engagement Q8		
Month 6		• Managing Change	• Project Planning
Month 7			• Business Reading and Business Writing • Talking in Groups and Listening • Holding and Attending Meetings
Month 8	• Employee Engagement Q9 • Employee Engagement Q10 • Employee Engagement Q11 • Employee Engagement Q12		
Month 9			• Motivating Employees
Month 10	• Emotional Intelligence and Effectiveness		

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