MERCURY

# The Middle Manager Development Program

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## Introduction:

Many middle level managers have a wealth of experience at handling day to day management issues and are now ready for a far greater challenge: the challenge of becoming transformational leaders as well as managers. This training course, The Middle Manager Development Programme is about making that vital transition and exploring and mastering the knowledge and skills that will confidently take you to that next level of competence - from professional to inspiring leader.

It will give you the skills to display transformational leadership behaviours; real insights into your own and other's personalities, behaviours and attitudes; appreciate your organisation's culture; understand the developmental stages of your team and the corresponding team leadership style required from you; how to proactively engage and motivate your staff and manage change as well as yourself effectively.

## Trageted Groups:

- Those who have some experience at supervisor / professional level and are ready to take on a wider role
- Those who want to make the transition from competent professional to inspirational leader
- Those who need a deeper understanding of what drives individual behaviour and group dynamics
- Those who need to hone their influencing skills to get results that matter
- Those about to embark on leading a change programme within their organisation

## Course Objectives:

At the end of this course the participant will be able to:

- Ensuring that you have all the core skills of highly effective leadership as well as management
- Understanding what drives individual behaviour and the culture of your organisation
- Exploring team dynamics, situational leadership and how to get your staff to play to their strengths
- Knowing how to implement strategic plans and motivate and reward excellence
- Having a framework for managing change and your career development

## Targeted Competenceis:

- Gain new insights into your leadership, personality and team preferences and learn how to display both cognitive and behavioural flexibility
- Be able to 'read' other's behaviour and use that understanding in creating a motivating environment for your staff
- Understand your own and others' preferred team roles and how to motivate your staff
- Be able to influence upwards in the organisation by displaying a high level of political skill
- Be able to plan and lead change and your own career path

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## Course Content:
## Unit 1: Moving from Management to Leadership:

- The Difference between Management and Leadership
- Appreciating the Five Essential Leadership Approaches
- Displaying Transformational Leadership Behaviours
- 21st Century Leadership Requirements
- Leadership and Emotional Intelligence EI
- Leadership and Organisational Political Skills

## Unit 2: Understanding Yourself, Others & Organisational Cultures:

- Determining Your Own and Other's Personality Preferences
- Using Personality Insights to Powerfully Influence Others
- The Origin of Our Personal Attitudes and Resulting Behaviour
- Understanding the Nature and Types of Organisational Culture
- Signs of a Healthy Organisational Culture
- Maintaining a Supportive Organisational Culture

## Unit 3: Developing and Leading Your Team:

- Understanding Team Roles and Playing to Your Staffs' Strengths
- Team Formation Stages and Team Dynamics
- Displaying the Relevant Team Leadership Style For Your Staff
- Motivation Techniques for Greater Commitment and Performance
- Knowledge Workers and the Psychological Contract
- Providing Effective Feedback and Criticism

## Unit 4: Managing and Motivating Your Staff:

- Delegating Effectively
- Setting Goals, SMART Objectives and Personal Outcomes
- Running Performance Appraisals that Really Work
- Coaching, Mentoring and On-the-Job Training
- Praising Effectively by Acknowledging and Celebrating Achievements
- Managing Upwards and Saying 'No' Skillfully

## Unit 5: Managing Change and Yourself Successfully:

- Understanding the Impact of Change On Your Staff
- The Traditional Management of Change in Organisations
- Managing Change More Effectively Using Insights From Neuro-science
- Proactively Managing Your Career
- Displaying Executive Presence, Gravitas and Confidence
- Developing and Implementing a Personal Action Plan

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