Most people can remember the managers for whom they have worked and which of them were ‘Good’ and which were ‘Not so Good’. They can remember the effect that the behaviors of the Good and Bad managers had on the morale and the performance of their teams. It is the aim of every organization to develop high performance teams, but this is limited by the skill of the individual managers in managing their teams effectively.

Developing better managers is not a short term activity, it takes time and effort. The emphasis is on producing outputs inline with the strategy of the organization whilst using the resources of the organization wisely. The ability of a manager to impact on the performance of the organization is considerable, but each manager has to appreciate their strengths and weaknesses and development needs and how these shape their performance as a manager within their organization.

**Aim of the Program**

This program gives a manager the opportunity to take an in-depth look at himself or herself in the context of people management and to develop and implement their own development plan. In the process, they will develop sound reflection skills, find ways of managing their own learning and development and measure the impact of their development on their team’s performance.

**Learning Outcomes**

Participants on this program will be able to:

- Recognize metrics that can be used to measure team performance and apply these to audit their own team and identify areas for improvement.
- Measure the impact of their personal development on team performance over a period of 6 months.
- Benchmark performance metrics and explain differences based on their application in their business context.
- Describe the traits and characteristics of effective leaders and managers, the impact that these have on performance and the extent to which they can be developed.
- Use different styles in different contexts.
- Use a variety of instruments and tools to assess their own strengths, weaknesses and development needs in the context of managing others.
- Prioritize areas of development need in order to have the greatest impact on performance.
- Structure and implement a personal development plan.

**Content**

The program covers the following topics:

- The Adair model for assessing your impact on individuals, team and tasks.
- Measuring team performance, the metrics available and their sources.
- Prioritization using the Impact Ease Grid
- Benchmarking – its value and limitations.
- The steps and stages in forming a Personal Development Plan.
- Alternative opportunities for development
- The impact of Learning Style preferences on the learning strategy you adopt.
- Frameworks for collecting and organizing analyses of personal strengths, weaknesses and development needs.
Training Methodology

This is a 2-month blended learning program that uses lecture, individual and group exercises, case study, intermediate tests and a final Action Plan setting stage to plan how to put into practice the skills learned on the program. It consists of approximately 50 hours of structured learning and development consisting of:

- A structured self-study guide providing underpinning knowledge, background reading, checklists and practical reference materials.
- Access to an online learner support site containing guides to specific areas of the program that consist of video and PowerPoint presentations and synchronized coach/tutor support, discussion forums, blogs and knowledge assessment checks. The site uses MS Live Meeting as the communication medium.
- A series of 2x1-day workshops spread over the 2 month period that focus on skill building in specific areas covered by the program and that ensure that participants are able to transfer knowledge into skills. Role plays will be used to provide participants with the opportunity to tackle performance problems directly. Case studies will be used to provide the framework for analyzing performance and identifying problems.
- Email and Skype based tutor support and mentoring to help the participant apply the learning to their business context.

For Whom is this Program Designed?

The program is designed for:

- Managers who have intact teams
- Newly appointed managers who need support and structure to help develop their people management skills quickly.
- Managers who have recognized that they need development if their team’s performance is to improve.
- Managers in organizations where improved performance is seen as a key to customer satisfaction, competitive advantage and maintaining market position.

Training Methodology and Process

The program starts with an assessment of the participants’ interpersonal management skills, communication skills and management and leadership style and this occurs 4 weeks before the first 1-day session. Participants are issued with the Study Guide that feeds them into the initial readings and to the online learning. A tutor briefing is given online through the MS Live meeting medium. Prior to each 1-day workshop session, participants are required to complete prerequisite readings and exercises and complete online exercises.

Trainee Assessment Methodology

A Development Log is used as the basis for assessment that requires the participant to be audited before, during and after the program. The final assessment will be based on the participant’s performance in the online assessments and in their successful implementation of their development program. For clients using this as an internally delivered program, the managers of participants will be asked to assess the performance of their people against the specified competency performance

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levels before the program and 6 months after the program.

Kirkpatrick’s principles of evaluation are used. If the program is delivered to a single client’s managers, it is recommended that a Training Contract be applied to this training workshop between the organization, the business unit head of the participant, the participant and the supplier.

**Level 1:** Feedback is sought on the workshop in terms of the standard items. (Model Level 1 Evaluation Form attached)

**Level 2:** Participants are assessed on their ability to demonstrate interpersonal skills for the various modules through role-plays and to demonstrate their mastery of knowledge by the completion of written test items.

**Level 3:** Optional, but recommended. Prior to the workshop, on the job application will be determined with the organization where the intended outcomes can be measured. Feedback will be sought from participants and their managers as to their competency improvement in the specific areas covered by the workshop. This feedback will be sought up to 6 months after they have attended the workshop so as to give them time to use the skills and knowledge gained and for their managers to be able to see any improvement.

**ACCREDITATION**

This program has been submitted to Auckland University of Technology Business School Board of Studies for accreditation against a Diploma in Business. The program will be awarded points that can be used against a Business Degree qualification when combined with other papers. This accreditation is currently subject to approval by AUT.