



## Management Development Programme

Module 1

Communication Skills

2 Days

### Introductions

- ⊖ Programme Overview
- ⊖ A Little Bit about Learning' - Setting Personal Objectives
- ⊖ Module Aims and Objectives

### The Communications Process

- ⊖ The Power of Communication – Going back to basics
- ⊖ Hide & Seek - Understanding body language
- ⊖ Yes, of Course I'm Listening!
- ⊖ Situational Communication
- ⊖ Building your Assertiveness

### Managing Meetings

- ⊖ Preparing for the Meeting – Meeting, what meeting?
- ⊖ Conducting the Meeting
- ⊖ Maintaining control and encouraging Participation
- ⊖ A Results Orientated Approach
- ⊖ Skill Development & Practice Sessions

### Written Communications

- ⊖ Writing Memos, Letters and Reports

### Presentation Skills

- ⊖ Making Effective Presentations
- ⊖ Presentation Techniques
- ⊖ Avoiding Common Pitfalls
- ⊖ Skill Development & Practice Sessions

### Negotiating Techniques

- ⊖ Preparing Your Position
- ⊖ Negotiation Strategies
- ⊖ Skills Development & Role Plays

### Module Review



## Management Development Programme

Module 2

Leadership and Teambuilding

2 Days

### Introductions

- ⊖ Module Aims and Objectives
- ⊖ Defining Individual Learning Objectives

### When Leaders are at their best

- ⊖ The Greta Debate – Am I a Manager or a Leader?
- ⊖ Identifying Leadership roles and functions
- ⊖ Leadership characteristics that followers admire

### Leadership Styles

- ⊖ Traditional Leadership Approaches
- ⊖ Adaptive and Flexible Leadership
- ⊖ Relationship between level of maturity of team and style of Leadership
- ⊖ Identifying your Leadership Style

### Introduction to Teamwork

- ⊖ Characteristics of Effective Teams
- ⊖ Stages of Team Development
- ⊖ Defining Team Roles
- ⊖ The Teamwork Challenge
- ⊖ Identifying Teamwork Issues
- ⊖ Team-Based Exercise

### Key Teambuilding Skills

- ⊖ Motivating and Influencing your Team
- ⊖ The Art of Delegation
- ⊖ Problem Solving/Decision Making

### Managing Conflict

- ⊖ Handling Conflict at Work
- ⊖ Conflict Management Styles
- ⊖ Conflict Role Plays

### Module Review



## Management Development Programme

Module 3

Interviewing & Appraisal Skills

2 Days

### Introductions

- ⊖ Module Aims and Objectives
- ⊖ Defining Individual Learning Objectives

### The Recruitment/Selection Process

- ⊖ Management Duties and Responsibilities
- ⊖ Implications of Poor Recruitment and Selection

### Attracting & Screening Applicants

- ⊖ Defining Position Requirements
- ⊖ Profiling the Ideal Candidate

### Interviewing Skills

- ⊖ Preparation for the Interview
- ⊖ Common Selection Methods
- ⊖ Conducting the Interview - Structure and Techniques
- ⊖ Do's and Don'ts of Interviews
- ⊖ Interview Skills Development – Role Plays & Video Feedback

### Appraisal Skills

- ⊖ Common mis-conceptions about Appraisals
- ⊖ Getting the Most from the Process

### Preparation for the Appraisal

- ⊖ Assessing Employee Performance
- ⊖ Defining Strengths & Weaknesses

### Conducting the Appraisal

- ⊖ Structuring the Appraisal
- ⊖ Appraisal Skills and Techniques
- ⊖ Appraisal Skill Development – Role plays

### Programme Review

- ⊖ Action Planning