

LEADERSHIP AND PEOPLE MANAGEMENT FOR NEW & ASPIRING MANAGERS



International School
Of Management

— UNLOCKING KNOWLEDGE —

INTRODUCTION



A demonstrable ability to lead and coordinate groups and teams is an increasingly important capability in the modern organization, be it for profit or charity. This course is focused on time tested theories, sound models and very practical frameworks for team leadership that is both effective and strategic. Based on activities and discussions that focus on the role of individual differences in group processes, the course progressively exposes delegates to the dynamics of team synergy and the interplay between individual and team factors within organisations with different focuses and identities. The approach taken will provide opportunities for delegates to actively reflect on the rich picture of their current practices and assist them to integrate and practically apply fresh insights to improve their leadership effectiveness. Delegates will leave the course with an in-depth understanding of practical leadership and a range of tools and techniques to lead and develop a truly high performing team.

LEARNING OUTCOMES

1. Redefining the role of the manager as a leader
2. Understanding what really motivates both the leader and his people to succeed
3. Improving communications, making sure the right message is delivered in the right way
4. Developing collaborative skills to ensure teams and groups work successfully
5. Dealing with the difficult issues of resistance to change and poor performance
6. Achieving smarter delegations, which leads to stronger ability to take responsibilities

CONTENT

As a manager of people and resources, in order to make sound decisions, it is important to understand the total business processes. Appreciating the impact of change on all functional areas; marketing, finance, operations and people management will help a manager to put his finger on the nerve of a problem and then find the best solution(s). This practical workshop will give delegates 'hands on' experience by working on real businesses in small teams, pooling their experiences and applying their acquired skills.

Topics covered include:

1. **Introduction & Objectives**
2. **Leadership – Role, Skills and Styles**
 - a. Definition and the Leadership Grid
 - b. Collaborative Leadership
 - c. Transitional Leadership
 - d. Visionary Leadership
 - e. Situational Leadership
3. **Leadership and Communication**
 - a. Basics of Effective Communication
 - b. Barriers to Communications
 - c. Verbal & Non-Verbal Communication
 - d. The Art of Listening
 - e. Conducting Effective Meetings
4. **Leadership and Problem-Solving**
 - a. Problem-Solving Steps
 - b. Identifying the Problem
 - c. Techniques for Developing Alternatives
 - d. Getting Consensus
 - e. The Leader as a Problem Solver
5. **Leadership and Management**
 - a. Authority vs. Responsibility
 - b. Delegation and Acceptance
 - c. Roles and Relationships
 - d. The Manager as a Leader
 - e. Being a Leader: Bridging the Gap
6. **Leadership and Coaching**
 - a. The Coaching Cycle
 - b. Pre-requisites for Coaching & Mentoring
 - c. Coaching for Performance
 - d. The Leader's Role in Coaching
 - e. Managing People Issues
7. **Leadership and Team Building**
 - a. Team Building Process
 - b. Essential Building Blocks for Teams
 - c. The POPCI Fundamentals for Effective Teams - Purpose, Organization, Process, Culture & Influence
 - d. Dealing with Internal and External Politics
 - e. The Team Leader as a Facilitator, Mediator & Negotiator
8. **Leadership and Motivation**
 - a. Principles of Motivation
 - b. Motivation Theories and their Application
 - c. Motivation through Goal Setting
 - d. Guidelines for Setting SMART Goals
 - e. Self-Actualization in the Team
9. **Leadership and Management of Change**
 - a. The Need for Change
 - b. Psychology of Resistance to Change
 - c. Implementing the Change Model
 - d. Developing the Change Management Plan
 - e. Communicating for Change
10. **Leadership and Decision-making**
 - a. Common Pitfalls in Decision-Making
 - b. Thinking and Decision-Making processes
 - c. Decision-making matrix – Focus & Impact
 - d. The 3D Model – Debate, Discussion & Dialogue
11. **Leadership and Ethics**
 - a. Character and Integrity
 - b. Ethics and Values
 - c. Building Excellence
 - d. Emotional Intelligence
 - e. Influencing Teams/Organizational Culture
12. **Leadership for the Team Leader**
 - a. Leadership Life Cycle
 - b. Continuum of Leadership
 - c. Leadership for Virtual Teams
 - d. Developing High Performance Teams
 - e. Checklist – Team Maturity & Leader behaviours

FOR WHOM

All persons who currently manage or aspire to manage people and/or organizational resources at any level. They include, amongst others, the following people;

- High-potential middle or senior managers
- Middle and senior managers whose success is increasingly determined by their people management skills
- Executives who need to build relationships with colleagues, business partners and clients
- Highly skilled technical managers who need a boost to their interpersonal skills
- CEOs, Managing Directors, General Managers, Sales and Business Development Professionals, HR Managers and Lawyers.

REGISTRATION & ENQUIRIES

Duration : 2 days

Tuition :

In-Person: N180, 000

Live Online: N150,000

LMS (Asynchronous): N100,000 (2 Weeks)

FOR FURTHER ENQUIRIES, PLEASE CONTACT:

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