

ProVQ Leadership & Management Programme

Module One. Management in Context. This module explores:

the impact of values on behaviour, behavioural profiling tools, understanding opposite behavioural styles, creating a learning culture, the philosophy of continuous improvement, identifying management philosophy, Situational Management, Action Centred Leadership, differing types of culture.

What is the basis of behaviour how to move from judgemental assessments to curiosity based interactions, understanding why we click with some but clash with others and how to manage the clash, identifying your style of management, how to learn so it drive continuous improvement, exploring different leadership models and how they apply to you, the managers impact on culture.

Module Two. Communication with impact

The communications process and it channels, communication presuppositions, nlp communication model, deletions, distortions and generalisations, ladders of inference, left hand columns, reframing, balancing advocacy and inquiry, elements of communication, running and attending effective meetings, communicating with customers.

How misunderstanding occur and how to minimise them, how the brain deals with information and how it impacts effective communication, how we jump to conclusions and how to reframe our inner dialogue, understanding impactful communication, the keys to successful meetings, exploration of what is a customer both internal and external and how to communicate with them.

Module Three. Personal Effectiveness

What is personal development, why is it important and how to action it, personal development plans, time management, the 4 d's of delegation, the delegation process, the jonico window, how to beat procrastination, efficiency v effectiveness, the 80 20 rule and prioritisation, the urgency importance matrix.

The importance of working on personal development, understanding the process for PD, completing a personal development plan, understanding what and how to delegate effectively so it motivates and individual and offers a chance for development, Efficiency and effectiveness trap and how to avoid it, how to manage time and prioritise activity by identifying your high leverage work.

Module Four. Performance Management and Motivation

Management of performance v performance management, the performance management cycle, key principles of performance management, SMARTER objective setting, context of motivation, what is motivation, what motivates you, types of motivation, paradox of motivation,

Maslow's hierarchy of need, Herzberg's hygiene and motivation factors, tangible and intangible factors, managing different levels of performance, annual reviews.

The crucial difference between managing performance and performance management, how to create a rhythm of performance management, understanding SMARTER objective setting and how to do it, exploration of what motivates me, the first responsibility of motivation as a manager, understanding we can only create an environment for motivation, how to create the environment for engagement, discretionary effort, how to create meaningful exchanges during the annual review process.

Module Five. Interpersonal Influence

What is influence, the different styles of influence, their benefits and when to use them, four types of emotional behaviour, what is assertiveness, what assertiveness is not, the process for assertiveness, feedback and criticism, 5 types of feedback, delivering meaningful positive feedback, delivering motivational constructive feedback, receiving feedback, dealing with conflict, 5 conflict resolution styles, dealing with 3rd party conflict.

Influence, what is it, how do we get it, how to use different influencing styles, understanding four different emotional behaviours and how assertiveness differs, how to build a considered response rather than an emotional reaction, how to deliver skilful meaningful feedback, how to professionally deal with feedback, understanding how to manage conflict, the difference between destructive and positive conflict, why we need healthy conflict in the workplace.

Module Six. Coaching as a manager

Benefits of coaching, to the coach, coachee, organisation, what is coaching, how does it differ from training and mentoring, the manager as a coach, the skills of coaching, engage the right mindset, be present, be curious, build rapport, listen intuitively, ask insightful questions, provide meaningful reflection and create learning, outcome and problem frames, coaching structures, coaching tools, coaching as a manager, how we learn, learning styles.

How to coach as a manager, the mindset for success, when to use coaching style interventions, understanding how to manage your mind for success, how to recognise the right state for coaching, asking powerful questions, using intuition to make insightful observations, creating solution focussed questioning frames, recognising differing learning styles and how to appeal to them for success.

Module Seven. Teams and Team Effectiveness

What is a team, how does it form and develop, what are its influences, the role of the team leader, sources of power, understanding team dynamics, the importance of inclusivity for teams, understanding unconscious bias, Tuckman's teams curve, Lencioni's 5 behaviours of a cohesive team, the FISH Philosophy and teamwork, cross team working and building collaboration, gaining co-operation.

Understanding teams and their dynamics as a manager, what to look out for and what to expect, how to lead a team through its growth to a high performance team, recognising unconscious bias as a leader and team member, its impact and how to manage it, benchmark your own team

against the 5 behaviours of a cohesive team, how team can create their own culture for success, how to create cross team working with collaborative interventions.

Module Eight. Holding to Account

What is strategy, how does it impact frontline teams, the key to success when motivating teams to execute strategic plans, what is your organisations strategy, how does it impact you, the 4 disciplines of strategic execution, what is accountability, why don't we hold other accountable, the positive principled process for accountability, accountability v blame, the accountability mindset, how to deal with unmet expectations, holding difficult conversations, what constitutes a difficult conversation, how to have difficult conversations with ease.

The strategy breakdown and how to avoid it, identifying your strategy and how to apply it, the positive principled process for accountability, how to get your people to willingly accept accountability, understanding the difference between accountability and blame, how to deal with mistakes, how to create a culture of accountability in 4 easy steps, holding difficult conversations with ease.

Module Nine. Decision Making, Problem Solving and Managing Change

What is a decision, an effective decision, the decision making process, the levels of decisions, systems thinking, barriers to decision making, ethical decision making, the RIGHT formula for decisions, what is a problem, root cause analysis, the marshal plan process for problem solving, the importance of fact, solution generation and evaluation, the focus problem solving method, decision making tools, understanding change and its human impact, the change curve, the ADKAR change management process, managing the human dynamic of change.

How to make decisions which are aligned with organisational direction, how to predict the outcome of decisions using systems thinking, how to make the right decision and understanding ethical decision making, the process for problem solving and decision making, understanding the root cause analysis process so as you work on the right problem rather than wrong one, understanding the human dynamic of change and the management tools to guide your people through change recognising the specific interventions for each individual.

Module Ten. Project Management and Emotional Intelligence

What is a project and project management, characteristics of a project why do projects fail, key stakeholders in projects, the phases of a project, project management tools, plan on a page, RACI matrix, Gantt Charts, work breakdown structures, project review stages, our multiple intelligences, the link to emotional intelligence, what is EI, how to you build it, understanding your brain, the chimp paradox, the headline emotions, understanding your emotions, understanding others emotions responding not reacting to emotions, managing your emotions, mind the gap

Understanding what is a project and how to manage it, understanding the key stages of project management, the processes for success in a project, managing the roll out of a project, communicating effectively during a project by using the right project management tools at the right time, understanding our 8 intelligences and how they link to emotional intelligence,

understanding our chimp and how it hijacks us, how to manage you chimp for increased emotional intelligence, increasing self-awareness by recognising the four headline emotions and what is underneath them, the steps for emotional intelligence, how to increase our emotional intelligence in 5 easy steps.

Contact us for more information