

## Essential Management Skills

Enable your transition to the manager role



“ This seminar gave me an excellent overview of what is required to be a manager. The real-world examples and peer discussions throughout the course were a big plus. ”

Jonathan Kelly - Julien Inc.

### OVERVIEW

This program is an essential must for new or developing managers who wish to acquire successful practices in managing people and handling on-the-job challenges. You will gain a comprehensive understanding of what makes an effective manager, from developing positive relationships, exercising team leadership and motivating people to setting performance expectations and coaching staff to empower growth.

This flagship course boasts thousands of graduates and is a compulsory training step for recently appointed managers in many organizations.

### KEY BENEFITS & TAKEAWAYS

- Develop a broad understanding of managerial concepts, techniques and decision-making skills
- Practice implementing the key functions of a manager through hands-on exercises
- Increase your ability to motivate and engage others
- Understand the basics of coaching to turn talent into strengths
- Examine proven tools to set and manage performance expectations
- Learn to create and maintain effective collaboration and teamwork
- Discover ways to work through difficult conversations and discipline issues

## WHO SHOULD ATTEND?

This seminar is designed for all newly appointed managers, supervisors or project leaders as well as those with up to five years of management experience. It is particularly helpful to professionals with several years of technical expertise who have been promoted into management or team leader positions. The concepts and examples are relevant to all functional areas including finance, production, marketing, sales, human resources and information technology.

## PROGRAM IN DETAIL

The approach to learning is highly interactive with a blend of best practices, principles and skills that can be immediately applied on the job. Decision-making exercises, role play and other action-based learning activities are designed to help you discover the most effective approaches to management, teamwork and leadership. The three-member faculty team bring real world business experience and keep content fresh and current with managerial techniques that respond to today's challenging work environment.

Key Themes covered over the duration of the program include:

### DAY ONE

#### Managing Versus Leading

- Program introduction
- The role of management
- The transition from doing to managing
- Leadership: Opportunities for future growth
- Workplace trends and challenges facing managers

#### Managing for Performance and Results

- Planning for performance
- Aligning objectives with your company's business goals
- Establishing performance standards
- Developing performance objectives and work plans
- Monitoring and reviewing results
- Providing feedback
- Diagnosing and dealing with performance gaps and taking corrective action

### DAY TWO

#### Managing Engagement

- Identifying the needs of a diverse workforce
- Understanding the factors that influence retention and increase engagement
- Applying effective talent management strategies to the different generations at work
- Sharing best practices of innovative and productive workplaces

### DAY TWO (cont'd)

#### Building Collaboration and Teamwork

- Creating relationships based on trust, collaboration and accountability
- Guiding individuals to work towards a common goal
- Dealing with the barriers to effective teamwork
- Getting your teams to become self-directed and autonomous
- Evaluating team performance

### DAY THREE

#### Communicating Effectively

- Defining the principles of effective communication
- Communicating with diplomacy, tact and credibility
- Identifying and flexing your communication style (self-assessment)
- Applying effective communication strategies and techniques

#### Developing Strengths through Coaching and Mentoring

- Empowering your people
- Moving from "boss" to "coach"
- Creating a context for learning
- Developing others through coaching
- Mentoring: Process, benefits, skills

#### Seminar Wrap-up: Implementing your Personal Development Plan

## SEMINAR LEADERS



#### Jennie Constantinides

Jennie Constantinides brings over 25 years of experience in human resource strategies and team development. She teaches and consults on human resources issues with organizations such as CN Rail, FRAC, Matrox, Rolls-Royce, Softimage and STS Systems. With a Masters in Law, Alternative Dispute Resolution and as an accredited mediator (LL.M. PRD), Jennie consults in the areas of workplace harassment, interest-based negotiations, union-management relations, mediation and organizational conflict systems design. She has published in trade magazines, and written 100+ training manuals, guides, job-aids, audio-visual and e-learning materials in support of management and organizational development.



#### Chantal Westgate

Chantal Westgate is a professor of organizational behaviour at McGill University and specializes in labor management relations and human resources issues. She regularly consults with organizations from diverse industries on effective business communication and team collaboration. Prior to her academic career, she worked for 14 years at FedEx as an Employee Relations Advisor, where she consulted with management on Best People Practices.



#### Jerry Remillard

Jerry Remillard specializes in team dynamics and implementation of business strategies in the workplace. He is a coach, trainer and consultant, acquiring his corporate skills and knowledge in such well-known corporations as Kraft Foods, Domtar, and Catelli. Through McGill and his own firm, JR Management, Jerry's particular interest lies in helping managers at all levels translate "what needs to be done" into "how to get it done." He holds a B.A. with a minor in psychology and an MBA in Marketing, and is a graduate of Corporate Coach University.