

The aim of this 8-day programme is to build on participants' existing skills and experience and to develop their skills in leading and managing their teams.

Each module lasts two days (approximately 15 hours guided learning). All participants are provided with workshop notes and learning logs.

Feedback & evaluation – Participants complete a written assignment indicating how they applied the course content in their work and the extent to which they have achieved the stated outcomes. Written and/or verbal feedback will be provided.

MODULE 1: LEADERSHIP FOUNDATIONS

Module Aim:

To introduce participants to the principles of leadership and management and to enable them to evaluate their own leadership capability

Module Outcomes:

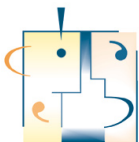
At the end of this workshop participants will be able to:

- Describe the specific responsibilities of middle managers in enabling the organisation to achieve its goals
- Explain how communication skills and interpersonal relationships affect managerial performance
- Apply a leadership style model to their own teams
- Critically assess their own knowledge, skills, personal attributes and behaviour in their role as leaders and managers
- Plan and set priorities for improving their own personal effectiveness and time management

Module Content:

- The role of the middle manager in achieving the organisation's goals and objectives
- Communication climate & culture (including giving & receiving feedback and networking skills)
- Leadership styles and their impact on people and situations
- Balancing trust & control
- Personal effectiveness including time management
- Evaluating own leadership capability
- Action planning for improving leadership & management performance

See overleaf for Modules 2, 3 and 4



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MODULE 2: MANAGING PEOPLE

Module Aim: To build participants' abilities in managing a diverse workforce in a competitive and changing environment

Module Outcomes:

At the end of this workshop participants will be able to:

- Identify the main causes of workplace stress
- Use a range of methods to reduce stress both in themselves and in their teams
- Assess the impact of change on the organisation and on team performance
- Employ assertive behaviour in a range of difficult conversations
- Evaluate their own effectiveness in recognising and addressing people problems

Module Content:

- Causes of stress and interpersonal friction (incl. diversity, bullying & harassment)
- Management responsibilities in relation to work related stress
- Understanding diversity & valuing difference
- Managing & coping with change
- Difficult conversations (including an introduction to assertiveness)

MODULE 3: COMMUNICATION & MANAGEMENT

Module Aim: To provide participants with the knowledge and skills needed for effective verbal, non verbal and written communication

Module Outcomes:

At the end of this workshop participants will be able to:

- Describe the communication process
- Recognise the difference between sending a message and communication
- Select the best communication medium for different types of corporate messages
- Communicate information in a range of appropriate written business formats using the appropriate tone, language and level of formality
- Recognise and respond to different non-verbal signals in face-to-face communication
- Communicate a complex message using only verbal means

Module Content:

- Communication theory & models
- The importance of communication in organisations
- Identifying and using the most appropriate communication medium for a range of situations
- Recognising and interpreting non-verbal communication
- Using non-verbal communication to convey information
- Structuring effective written communication

MODULE 4: MANAGING MEETINGS AND PRESENTING INFORMATION

Module Aim: To build on participants' communication skills and to develop their ability to communicate effectively in formal situation including meetings and presentations

Module Outcomes:

At the end of this workshop participants will be able to:

- Contribute effectively in meetings
- Set up and facilitate a meeting that achieves results

Module Content:

- The role of the facilitator (including planning and organising meetings)
- Facilitation tools and techniques
- Meetings management roles
- Preparing and planning a presentation
- Audience types and their impact on presentation content and style
- Practising presenting information

