

# **Management Development Program**

## ***About the Program***

The Management Development Program is designed to boost management effectiveness by expanding understanding of roles, stimulating insights about personal strengths and weaknesses, and exploring and practicing concrete and practical management skills. Participants will use feedback from many sources and support from a coach to strengthen skills and capacity to achieve desired organizational results.

Instructors will use a variety of methods, including case studies, lectures, discussion, exercises, a 360-degree management assessment, self-assessments, and videos. Small group and individual coaching during and between sessions will support participants in transfer of learning, personal development, and accountability for change.

The program consists of 16 days of training conducted in two-day sessions over eight months and can accommodate up to 25 participants at a time.

## ***Program Outline***

### **The Role of the Manager**

Through achieving results, effective managers contribute to creating smart and healthy organizations. This session will offer an in-depth look at the value, possibilities, responsibilities, and challenges of the role of the manager. Instructors will provide a comprehensive overview of management models and management behaviors.

Participants learn to

- describe the manager's role and responsibilities and contributors to success
- assess their own management effectiveness
- declare their management philosophy
- create a development plan to enhance their management effectiveness

## **Becoming an Effective Manager**

“What keeps me from being an effective manager?” This session will answer this question by covering smart practices that public sector managers can use to power their ability to deliver organizational outcomes. Participants will be introduced to tools that support effective time management and resources, setting priorities, and organizing work to achieve anticipated outcomes.

Participants learn to

- establish priorities and align shifting priorities with the needs of the organization
- use a variety of tools to better manage daily tasks that reflect organizational priorities
- assess their management skills using 360-degree feedback and identify areas to develop
- enhance their resiliency and create a more positive work environment using “happiness advantage” work tools

## **Effectiveness with Teams**

Managers lead teams that are in a constant state of flux and participate in task groups formed for specific short-term goals. The effective manager is adept at facilitating team performance as well as leveraging their own participation on teams. This session will instill knowledge and skills for creating and managing high-performance teams.

Participants will learn to

- employ tools and techniques to design and lead effective meetings
- understand their role in supporting, guiding, and increasing effectiveness for the teams they lead as well as an effective teammate
- deepen their own ability to add value to their teams through personal courage, vulnerability, and standing in their own truths

## **Communicating for Organizational Influence**

One of the most critical tools managers must use to bring about organizational outcomes is personal communication that connects, influences, inspires, and creates effective action. This session will show how effective managers communicate in ways to support a healthy work culture, contribute to improved personal and team performance, strengthen their credibility, and enhance their ability to positively influence and lead organizations through change.

Participants learn to

- courageously and willingly hold crucial, if not difficult, conversations to positively affect outcomes
- build a powerful personal presence in presentations, meetings, and one-on-one interactions
- understand and execute their role of “organizational glue” between people to achieve results
- gain insight into their communication style and develop skill in working with people with different styles

## **Managing for High Performance**

Research shows that engaged, productive employees are a rare and precious resource. As social services workloads increase, managers need to know how to engage employees and boost performance. This session will focus on the manager's role in achieving high performance as well as research-based practices that skilled managers use to achieve results.

Participants learn to

- enhance their understanding of their role in aligning productivity with organizational goals
- effectively practice and model key performance management skills, including providing clear expectations, giving constructive feedback, and holding effective one-on-one meetings
- diagnose and plan to deal with performance problems
- enhance employee engagement

## **Creating a Great Place to Work**

Great places to work benefit from increased employee engagement, higher productivity, and greater employee retention. With an emphasis on the role of the manager, this session will spotlight the essential components of great places to work and how those components can be adapted to public human services organizations.

Participants learn to

- describe the three key components of a great workplace
- apply great workplace tools and best practices to human services organizations
- create a plan toward creating a great workplace in their area of responsibility
- use practical coaching to develop and engage employees

## **Results-Focused Planning and Implementation**

Working in an environment of changing priorities, continuous meetings, and constant interruptions, managers sometimes forgo relevant, focused planning to tackle workplace problems or implement new programs and projects. In this session managers will learn how to take initiative through planning and implementation to achieve wanted results.

Participants learn to

- recognize when to take the initiative to use planning to tackle problems, implement new programs, or redesign work flow
- identify and overcome barriers to planning or taking the initiative to make change happen
- use project management skills to develop a project plan that gets implemented
- set and monitor realistic schedules that are on target
- create cohesive and productive project management teams

## **Putting It All Together**

This last session provides managers with a set of skills to manage stress and to develop and model a resilient mindset in the workplace. Focus is also placed on coaching others as a way of developing people at all levels in their organization. Research indicates that a great middle manager—one who develops staff effectively—can increase productivity by the equivalent of two additional staff.

Participants learn to

- recognize stress indicators, apply stress management tools to reduce personal stress, and identify ways to reduce chronic stress in the workplace
- apply strategies to form and model a resilient disposition, to adapt well and recover quickly from challenges
- apply coaching skills to develop others in the organization
- create a management development plan for the future