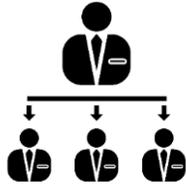


Managing and Supervising (M) – List of courses and detailed course outlines



#	Managing and Supervising (M)
M01	Introduction to Supervision Program
M02	Management Skills for Middle Managers
M03	Conducting Effective Performance Reviews
M04	Performance Management
M05	Employee Onboarding
M06	Change Management
M07	Leadership, Motivation and Productivity
M08	Employee Motivation
M09	Adapting your Leadership Style
M10	Assertiveness Skills
M11	How to Delegate
Mxx	Other courses available on demand

Other courses are available on demand. Classroom delivery can be complemented by mentoring and/or coaching as well as technical support when required.

For more information, the following pages contain a detailed course outline of each course.

Course Title: M01 - Introduction to Supervision Program

Course Length: 2 days

Maximum Number of Participants: 20 (ideal 12-16)

Course Objectives:

The purpose of this 2-day program is to enable supervisors to acquire or enhance the knowledge and basic skills they need to perform their duties effectively. Supervisors have a special role to play, since they constitute the first level of management and are in direct contact with a large number of employees performing a wide range of duties and specialties. Supervisors must have a clear understanding of their organization's policies & procedures and know how to communicate those to their staff. They also must learn to develop personal qualities which will enable them to motivate their employees to achieve organizational objectives.

At the end of the course, participants will be able to:

- Develop and enhance the knowledge and skills required of a supervisor.
- Define the roles and responsibilities of a supervisor;
- Communicate effectively with subordinates and superiors;
- Choose the leadership style most appropriate as a motivational tool in a given situation;
- Deal with change which could lead to conflict and manage the situation effectively.

Course Content:

1. Roles and responsibilities of the supervisor;
2. The power of communication;
3. Leadership and motivation;
4. Change and conflict resolution.

Target Audience:

New or existing supervisors

Methodology:

An experiential approach is favoured for this type of training. Participants will benefit from oral presentations by the trainer, participate in sub-group exercises followed by plenary discussions. A variety of self-discovery tools will also be used by participants.

Expected Results:

Participants will be able to use the necessary tools to perform their duties effectively. They will improve their leadership skills and their ability to assist their employees under their responsibilities. Consequently, they will be able to provide more effective support to their own managers.

Course Title: M02 - Management Skills for Middle Managers

Course Length: 3 or 4 days

Maximum Number of Participants: 18 (ideal 6-12)

Course Objectives:

The objective of this training is to allow middle managers to acquire and refine the people-management knowledge and competencies they need to effectively carry out their functions. Middle managers play a special role because they represent a key management level in the organizational framework and are in direct contact with a large number of employees with highly varied tasks and responsibilities. They must learn to develop the personal qualities that will enable them to motivate employees to attain the organizational objectives. In addition, middle managers must work closely with senior management to provide clear and precise reports and to ensure that the expectations of managers from various levels are met.

At the end of the training, middle managers will be able to:

- Identify the roles and responsibilities of middle managers;
- Communicate effectively with their subordinates and superiors;
- Choose the best leadership style depending on the situation, and build resilience;
- Delegate, manage their time and priorities, and foster teamwork; and
- Fairly manage their employees' performance + recap.

Course Content:

1. Roles and responsibilities of middle managers;
2. Communication;
3. Leadership/motivation/resilience;
4. Management of time and priorities;
5. Performance management, coaching and teamwork.

Target Audience:

Middle managers

Methodology:

An "experiential" approach clearly focused on the interaction and the participation of employees is the centerpiece of this training. The training is made up of a ratio of approximately 40% of presentations given by the trainer and 60% of interaction (discussions / reflection / participation) by the participants.

Expected Results:

Participants will gradually polish and strengthen their knowledge and their competencies related to the challenges and the complexity of their work.

Course Title: M03 - Conducting Effective Performance Reviews

Course Length: 1 day

Maximum Number of Participants: 24 (ideal 12-16)

Course Objectives:

At the end of this training, participants will be able to:

- Recognize the importance of having a performance appraisal process for employees;
- Understand how to work with employees to set performance standards and goals;
- Develop skills in observing and giving feedback, listening and asking questions, for improved performance;
- Identify an effective interview process and have the opportunity to practice the process in a supportive atmosphere;
- Develop strategies for managing employee performance.

Course Content:

Performance reviews are an essential component of employee development. Someone once said, "If you always do what you've always done, you'll always get what you've always got." And, remember what the German philosopher Goethe said: "Treat people as if they were what they ought to be and you help them become what they are capable of being." Setting goals and objectives to aim for will give supervisors and employees a unified focus and targets to aim for. Supervisors must also learn how to give feedback, both positive and negative, on a regular and timely basis so that employees can grow and develop.

Performance appraisals involve all these activities:

1. The importance of performance appraisals;
2. How to avoid stereotyping;
3. Developing standards and goals;
4. Documenting performance;
5. Performance feedback and coaching;
6. Developing an interview format;
7. The appraisal as a two-way process;
8. Managing employee performance;
9. How to fire someone;
10. Accepting criticism.

Target Audience:

All employees or managers who are responsible to provide input in the performance appraisal process.

Methodology:

Short lectures, exercises, group activities and role plays.

Expected Results:

Develop skills to provide superior performance feedback and appraisal and improve workplace performance and morale.

Course Title: M04 - Performance Management - Managing Employee Performance

Course Length: 1 day

Maximum Number of Participants: 24 (ideal 12-16)

Course Objectives:

At the end of this training, participants will be able to:

- Explain the role of goal setting in performance management;
- Use tools to help your employees set and achieve goals;
- Use a three-phase model that will help you prepare employees for peak performance, activate their inner motivation, and evaluate their skills;
- Use a better knowledge of motivational tools and techniques.

Course Content:

Inspiring someone to be their best is no easy task. Just how do you manage for optimum performance? How do you create a motivating environment that encourages people to go beyond their best?

This one-day workshop will give you some of those skills:

1. The Shared Management Model;
2. Setting Goals;
3. Phase I-Preparation: Choosing the Right Person for the Job, Setting Standards, Coaching, and Training;
4. Phase II-Activation: Motivation;
5. Phase III-Ongoing and Formal Evaluation: Feedback and Performance Reviews.

Target Audience:

All employees or managers who are involved in the various phases of performance management.

Methodology:

Short lectures, exercises, group activities and role plays.

Expected Results:

Develop skills to better develop and cascade organizational goals to performance of daily activities. Improve communication of performance goals to staff. Improve the performance feedback and performance appraisal process.

Course Title: M05 - Employee Onboarding

Course Length: 1 day

Maximum Number of Participants: 24 (ideal 12-18)

Course Objectives:

- Define onboarding;
- Understanding the benefits and purpose of onboarding;
- Recognize how to prepare for an onboarding program;
- Identify ways to engage and follow up with employees;
- Create expectations;
- Discover the importance of resiliency and flexibility.

Course Content:

1. Purpose of Onboarding;
2. Onboarding Preparation;
3. Onboarding Checklist;
4. Creating an Engaging Program;
5. Following Up with New Employees;
6. Setting Expectations;
7. Resiliency and Flexibility;
8. Assigning Work;
9. Providing Feedback.

Target Audience:

Employees, managers and supervisors providing client services.

Methodology:

Through the use of exercises and case studies, participants will practice the techniques and tools presented. Our experiential approach to learning ensures that each activity is based on the transfer of knowledge and skills within and, beyond the classroom.

Expected Results:

Through Employee Onboarding you will find it lowers costs related to employee turnover. It will increase productivity and produce a happier and more skilled workforce. The new hire phase is a critical time for the employee and company and having a structured set of procedures will make this time run smoother and produce a greater chance of success.

Course Title: M06 - Change Management

Course Length: 1 day

Maximum Number of Participants: 24 (ideal 12-18)

Course Objectives:

- List the steps necessary for preparing a change strategy and building support for the change;
- Describe the WIFM – the individual motivators for change;
- Use needed components to develop a change management and communications plans, and a list of implementation strategies;
- Employ strategies for gathering data, addressing concerns and issues, evaluating options and adapting a change direction;
- Utilize methods for leading change project status meetings, celebrating a successful change implementation, and sharing the results and benefits;
- Describe the four states of Appreciative Inquiry, its purposes, and sample uses in case studies;
- Use strategies for aligning people with a change, appealing to emotions and facts;
- Describe the importance of resiliency and flexibility in the context of change.

Course Content:

1. Preparing for Change;
2. Identifying the WIFM;
3. Understanding Change;
4. Leading and Managing the Change;
5. Gaining Support;
6. Making it All Worthwhile;
7. Using Appreciative Inquiry;
8. Bringing People to Your Side;
9. Building Resiliency;
10. Building Flexibility.

Target Audience:

Employees, managers, supervisors involved in a change process.

Methodology:

Individual exercises and teamwork using scenarios, followed by practice sessions to ensure that participants will be able to use what they have learned.

Expected Results:

The Change Management workshop will give tools to implement changes more smoothly and to have those changes better accepted. This workshop will also give all participants an understanding of how change is implemented and some tools for managing their reactions to change.

Course Title: M07 - Leadership, Motivation and Productivity

Course Length: 1 day

Maximum Number of Participants: 24 (ideal 12-18)

Course Objectives:

Management is a kind of leadership in which the manager works with and through people to goals. To achieve organizational success, the manager must know how to affect the behaviour of their people giving constructive feedback.

This workshop will help you to create an environment which encourages employees to motivate themselves and achieve better results.

Course Content:

1. Differentiate between leadership and management;
2. Identify the “value-added” you bring to your job as a leader/manager for your Organization;
3. Clarify your expectations with your staff;
4. Set SMART performance goals;
5. Give constructive (positive and developmental) feedback to your staff to increase individual and team productivity;
6. Practice Giving Feedback to High Performers (with scenario);
7. Practice Giving Feedback to Improve Low Productivity Performers (with scenario);
8. Motivate your staff and build team spirit;
9. Write a list of ideas to put in action.

Target Audience:

Managers or supervisors wanting to improve the motivation and productivity of their team.

Methodology:

Through the use of individual exercises and group case studies to ensure that participants can use what they have learned.

Expected Results:

Participants will be able to explain the difference between a manager and a leader. They will be able to motivate their team and use strategies to improve the productivity of their employees.

Course Title: M08 - Employee Motivation

Course Length: 1 day

Maximum Number of Participants: 24 (ideal 12-18)

Course Objectives:

- Defining motivation, the employer's role in it and how the employee can play a part;
- Understanding the importance of Employee Motivation;
- Identifying methods of Employee Motivation;
- Describing the theories which pertain to Employee Motivation;
- Identifying personality types and how they fit into a plan for Employee Motivation;
- Setting clear and defined goals;
- Identifying specific issues addressing them and maintaining this going forward.

Course Content:

The Employee Motivation workshop will give participants several types of tools to become a great motivator, including goal setting and influencing skills. Participants will also learn about five of the most popular motivational models, and how to bring them together to create a custom program.

Target Audience:

Managers and supervisors wanting to support employees by providing the proper environment for them to be and contribute their best.

Methodology:

Through the use of exercises and case studies, participants will become more aware of their personal values, attitudes and behaviour which help or hinder their ability to reach their full potential. Our experiential approach to learning ensures that each activity is based on the transfer of knowledge and skills within and, beyond the classroom.

Expected Results:

Managers need to manage need to manage their staff, be a role model and a good leader. They will be able to use proven strategies that will help them to improve their leadership skills to better motivate their employees.

Course Title: M09 - Adapting your Leadership Style

Course Length: 1 day (Extended up to 2 days)

Maximum Number of Participants: 16 (ideal 12)

Course Objectives:

By the end of this workshop, participants will be able to:

- Define “leadership”;
- Explain the Great Man Theory;
- Explain the Trait Theory;
- Understand Transformational Leadership;
- Understand the people you lead and how to adapt your leadership styles;
- Explain leading by Directing;
- Explain leading by Coaching;
- Explain leading by Participating;
- Explain leading by Delegating;
- Practice Kouzes and Posner’s ideas about leadership;
- Conduct a personal inventory;
- Create an action plan;
- Establish personal goals.

Course Content:

This program brings together for the first time Leadership theories and styles and communication styles, as the most important aspect of Leadership. Participants learn to recognize the importance of understanding others in order to positively influence them. Motivation is studied as a basic ingredient of human behavior. Values, attitudes and decision-making at work are linked in a way to bring about the collaboration needed to achieving personal and organizational objectives.

Target Audience:

Supervisors, team leaders, managers and Leaders.

Methodology:

Our experiential learning approach ensures each activity draws on knowledge and skills beyond the classroom. Role-plays are used when and if appropriate. Hands on investigations of real life problem and situations support the transfer of learning.

Expected Results:

Participants will be better prepared to secure the collaboration of others. They will have a stronger understanding of human nature, their own and the one of others, as it influences and motivate various behaviours and decision-making at work.

Course Title: M10 - Assertiveness Skills

Course Length: 1 to 2 days depending on depth

Maximum Number of Participants: 16 (ideal 12-14)

Course Objectives:

By the end of this workshop, participants will be able to:

- Define assertiveness and self-confidence, and list the four styles of communication;
- Describe the types of negative thinking, and how one can overcome negative thoughts;
- Explain the difference between listening and hearing, and understand the importance of body language and questioning skills in communication;
- Understand the importance of goal setting, and practice setting SMART goals for assertive behaviors;
- Utilize methodologies for understanding your worth -- and the use of positive self-talk;
- List reasons why a pleasing appearance and body language are critical for creating a strong first impression;
- Practice sending positive communications phrased as "I-Messages";
- Use the STAR model to make your case during a presentation challenge.

Course Content:

Participants learn to appreciate the value in oneself and others as a first step toward practicing assertiveness. They are invited to identify self-confidence actions and behaviors in a classic poem about assertiveness. They practice identifying statements as aggressive, passive, passive-aggressive, or assertive. They analyse types of negative thinking and brainstorm responses to negative statements that reflect obstacles to a goal.

Target Audience:

Employees at all levels.

Methodology:

Our experiential learning approach ensures each activity draws on knowledge and skills beyond the classroom. Role-plays are used when and if appropriate. Panel discussions, presentations and fun exercises help integrate the concepts and establish links with participants' reality.

Expected Results:

Participants will get a better understanding of the importance of working on self-confidence in order to achieve our personal and professional goals.

Course Title: M11 - How to Delegate

Course Length: 1 day

Maximum Number of Participants: 16 (ideal 12)

Course Objectives:

Successful completion of this course will increase your knowledge and ability to:

- Recognize delegation as a tool for employee growth;
- Prepare yourself to delegate effectively;
- Assess your employees to determine their delegation needs;
- Match employees and projects appropriately;
- Identify barriers to delegation and overcome them;
- Apply the steps to delegating effectively;
- Handle mistakes, missteps and failures as learning opportunities.

Course Content:

Participants are exposed to the following points:

1. Module One: The Purpose of Delegation;
2. Module Two: Preparing for Delegation;
3. Module Three: The Steps of Delegation;
4. Module Four: Mistakes, Missteps and Failures.

Target Audience:

Mostly supervisors, team heads, managers and Leaders.

Methodology:

Our experiential learning approach ensures each activity draws on knowledge and skills beyond the classroom. Role-plays and panel discussions are used when and if appropriate. Presentations and discussions in small and larger groups support the development of self-confidence in the creative process.

Expected Results:

Participants will be better prepared to share responsibility and authority as managerial tools to achieve objectives. They will learn about encouraging initiative, evaluate and prioritize alternatives objectively and minimize the negative effects of mistakes in the delegation process.