

LEADERSHIP SKILLS FOR MANAGERS - ONLINE PROGRAMME



A leadership development programme for those who manage teams of supervisors / team leaders in the Food and Drink sector.

Certification: Optional, trainees have the option to earn an Award in Leadership and Management from Institute of Leadership and Management.

Aimed at: Managers in the Food and Drink sector or those aspiring to develop their personal and team effectiveness in this critical role

Trainer: Established 15 years ago, **Invisio** are highly rated providers of people and organisational development training. They have significant experience working with companies in the food and drink sector and have delivered leadership and management programmes to member companies of Food Drink Ireland Skillnet since 2013.

Programme Objectives

At the end of the programme participants will:

- understand what it takes to become an effective Manager in the Food and Drink sector
- have and increased level of self and team awareness
- be able to communicate more clearly with others
- know how to deal with people related issues on the line and develop their own colleagues' performance
- be able to hold a critical conversation with individuals and team members.
- be able to handle conflict with greater confidence and ease.

Programme Content

Module 1 - About Organisations

- Vision, Mission, Strategy and Objectives - More than words on paper
- Your organisation's objectives
- Exercise - Living the values and delivering on your organisation's objectives.

Module 2 - Your Role as a Manager

- Where you fit in / What is expected of you
- Your roles and responsibilities towards achieving the goals.
- Production versus production capability – ensuring your team can effectively deliver
- Traits and Styles of leaders
- Identifying your Style of Leadership
- Self assessment – your knowledge, skills and behaviours and impact on performance.
- Building a high performing team.

Module 3 - Interpersonal and Communication Skills

- Key interpersonal and communications skills of an effective Manager.
- Stages in the Communication Cycle
- Getting it right - Significance of non-verbal communication and importance of tone, body language and level of formality in management communications.
- Transactional analysis.
- Self Assessment 2 – Evaluating your ability to communicate effectively.
- Communication methods – what works and what doesn't?
- Strategies to break down the barriers to Effective Communication.

Module 5 - Managing Performance

- About performance management – the performance cycle and employee journey.
- Job chats and performance conversations.
- Preparing for a performance review.
- What constitutes performance in your team?
- Setting objectives for performance.
- Ground rules for giving and receiving feedback.
- Role play with feedback.
- Dealing with high and low performers.
- Coaching for success: The GROW model.
- Project work – Coaching in the line.

Module 4 - Motivation and Engagement

- What makes for an engaged employee?
- Satisfaction versus engagement.
- The theory and practice of motivation and engagement.
- Team assessment exercise.
- Your 21 day challenge.

Module 6 - Handling Challenging Situations and People

- Developing assertiveness.
- The BOFF technique.
- Tips and techniques for handling challenging people and situations.
- Interpersonal behaviour and support skills required to monitor discipline in the workplace.
- Before you get to a disciplinary process, the questions you need to ask yourself.
- Understanding the disciplinary process, your role and the boundaries.

PERSONAL DEVELOPMENT PLAN

- Gap Analysis
- 70:20:10 – Ways to continue your learning and development journey.
- Your plan

Online delivery

The programme is delivered via 6 x half day online modules. Our training provider is very experience in online training and uses best in class practices to ensure a superior learning experience and that learning impacts are met. This includes:

- Smaller class numbers to support higher levels of interaction.
- Breakout rooms – to work on tasks and then report back to main group.
- Collaborate in real time using smart whiteboards and share screens.
- Participate in live polls and other engagement tools.
- Access to additional learning resources outside the facilitated session – any time, any place, before, during and after the sessions on computer, tablet or phone.

Certification (optional)

Certification

An Award in Leadership and Management from the Institute of Leadership and Management (ILM) equivalent to NFQ Level 6. An extra half day will be required for trainees progressing for certification.

ASSESSMENT

Managers will be asked to complete a work-based project in an area of people and performance management that is practical and specific to their own development or that of their team. A 40 minute 1:1 professional discussion also forms part of the assessment process for those who wish to gain formal certification.

To book your place, or for more information, contact Mark Skinner, Food Drink Ireland Skillnet, on (01) 6051615 or mark.skinner@ibec.ie