

Making the Transition from Specialist to People Manager

2 Days

Overall Goal :

The workshop is designed to enable participants to analyse and understand the difference between leadership and management in order for them to make the mindset “shift” from being a specialist to being a people manager and leader.

By helping each individual to understand him or herself first, they will better be able to manage and lead others. Therefore we practice and apply techniques such as **DiSC Behavioral Analysis** **Situational Leadership** and **Motivational Leadership** with all the skills involved in order to make the “shift”.

Training Objectives:

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

- Analyse and compare **Leadership** with **Management**
- Understand themselves better in order to manage and lead others by completing **DiSC** behavioural analysis
- Identify the key role of a leader in **Change** processes
- Receive feedback from peers and employees via a **Leadership Survey**
- Understand and use **Situational Leadership** by applying the 4 different leadership styles in the appropriate situation with the appropriate people
- Identify what drives people to **perform** and practice how to give constructive feedback

Programme Format:

Prior to the workshop each participant is asked to gather feedback from peers and direct employees on their leadership style. Please note: This process is optional.

Once the feedback is collated participants take part in a two-day training workshop. These 2 days are highly interactive and thought provoking. In addition to discussion-workgroups and brainstorming sessions we use a series of tailor made role-plays, which are all adapted to the **business reality** of the participants. All role-plays are followed by extensive feedback sessions.

Each participant will finish the course with a detailed **action plan** covering:

- self-development, as a result of the leadership survey and DiSC behavioural analysis
- situational leadership examples for at least 2 different staff and
- a feedbacks session with one of their staff.

The action-plan will be followed up in a second step, during which we organise one-to-one follow-up sessions 6-8 weeks after the course see also “follow up and coaching” as part of this document.

Content of the workshop includes:

What is Leadership?

- Leadership defined
- From Manager to Leader: "The new People Manager"
- Organisational and management evolution – new management model versus traditional

Managing Change

- What is Change and why is it important?
- What is your Role as Manager and Leader?
- The Change Process
- Case Study

Understanding yourself – understanding others

- DiSC™ behavioural analysis
- 360 Leadership Survey results
- Exercise and role plays

The Situational Leader (Blanchard)

- Situational Leadership - Overview
- Supporting, Coaching, Delegating, Directing
- Diagnosing
- Competence and Commitment
- Role – Plays

Motivational Leadership

- Why do people perform? What drives motivation?
- What is performance management?
- How to give constructive feedback
- The importance of recognition
- Questioning, Active Listening, Building Rapport

Final Action Planning

VIRAK Learning Methodology

Within the limited period of time that can be devoted to a training course, it will be important to maximize participants' ability to develop the competence and confidence they need to understand and apply the newly acquired knowledge and skills. To accomplish this, the structure of the workshop takes a "building block" approach and is organized to take participants through a "funneled" learning approach. This will begin with "big picture" content and activities and will gradually move to increasingly specific and practical sections and activities. The workshop is of a highly interactive nature using a 'mix of media' such as lecture, team and group discussion, role-plays and feedback sessions and extensive action planning.

In each of the major content areas, activities will follow a "Discover & Discuss, Practice and Apply" structure. This means that participants will first be given an opportunity to understand the approach or idea under consideration. They will then be provided with an opportunity to practice specifics, before applying what they've learned to situations that reflect **their real world issues and challenges** by discussing their own cases.

Assessment and Measurement:

After each role-play we take extensive time for individual and group feedback, which each participant should incorporate into their action plan and make use of during the remaining of the course.

Participants will be using an 'Action Plan', which will enable them to focus while they practice and also review the outcome of each role play in a critical manner. The aim is, that the participants will use the 'Action Plan' as ongoing tool and memory aid, once they are back in their real world. At the end of this workshop, the participants are able to identify and recognise the key behaviours and skills to enable them to make the transition from being a specialist to becoming a manager and leader.

Follow- up and Coaching

The program starts with a two-day training workshop. In order to reinforce the learning, we can also include a one-to-one follow-up session 6-8 weeks after the course, where progress will be ascertained and future development discussed.