



★ **Becoming the Boss** ★

How new managers become successful managers

Overview

Learn how to best manage your boss, your people and yourself in the all important first management role or refine your skills as an existing manager.

Most managers get very little initial training about how to manage. Generally managers are promoted or selected for the role because of their excellent technical or professional expertise. It is assumed therefore that they will also be expert at people management.

This flexible workshop, based on the ideas from the practical book 'What To Do When You Become The Boss' by Bob Selden, fills the "people management" learning gap for new and existing managers.

Delivery

Dependent on chapter selection, *Becoming the Boss* is typically presented as one or two-day workshop.

Prior to the workshop

Based on organisational and individual participant needs, the sponsor/organiser works with Plum Results to identify chapters they wish to be explored at the workshop. This selection is presented as a tailored workshop overview for promotion and communication of the event.

Each participant receives their own copy of 'What To Do When You Become The Boss' and are assigned pre-reading work, usually chapters 1 and 2 and complete the Leading, Managing and Operating one-week time log (detailed at the end of chapter 2).

During the workshop

Selected chapters are explored through group discussion, activities, case studies and action planning.

After the workshop

'What To Do When You Become The Boss' becomes a valuable reference tool in participant's leadership library.

Target Audience

Becoming the Boss is aimed at aspiring, soon-to-be, or newly appointed first-time managers and existing managers who wish to refine their management skills.

Information and Bookings

Please phone Plum Results on 02 6495 2756 or email admin@plumresults.com.au.

Part 1: Leading and Managing

So, now you're in charge of other people. Where do you start?

Chapter 1: Are you a leader or manager?

- You as a Leader. How to apply the first element of the manager's role - Leading
- So, is there a difference between a leader and a manager? Can you be both? Do you need to be both? How to make these decisions
- Are leaders born or made? Can I become a leader? How to take the vital first steps
- The things leaders do that encourage others to follow –how to start the process of leading
- How you can become a leader
- How to create the four elements of leadership

Chapter 2: What does it take to be an effective manager?

- You as a manager – the second element of the manager's role
- You as an operator – the third element of the manager's role
- How much leading, managing and operating should you do? Apply your time effectively

Part 2: Managing Your Team

They've given you a team. Now what do you do?

Chapter 3: Team Work

- Decide whether you have or want a team
- Define your role as team leader
- Define the current team status
- Get your team engaged
- Focus on "process" management as well as "content" management

Chapter 4: How to select the right person for the job

- Get the essentials right
- Use Behaviour Description Interviewing
- Apply the five step selection process
- Other possible recruitment tools and tips

Chapter 5: How to set performance standards for your people

- Role clarity – the key to managing performance
- Step 1: Clearly define each person's role
- Step 2: Set and agree performance standards and measures

Chapter 6: How to motivate others

- The first step to motivating others – recognition
- In addition to recognition, what else motivates people? How to apply the motivating factors
- Focus on both the "motivators" and the "satisfiers"

Chapter 7: How to give feedback – positive and negative

- Is there a better way to give bad news?
- The six rules for giving feedback
- Why we sometime get it wrong

Chapter 8: Coaching; How to help your people take commitment for their own development

- Coaching – a stock tool of trade for the new manager
- Training or coaching? When to do each
- When is the most appropriate time to coach?
- The GROW model of coaching

Chapter 9: How to manage the appraisal process

- Why do organisations have appraisals?
- How you can improve the process
- What to do when you have to appraise the performance of a team member
- What about when I am being appraised?

Chapter 10: If you have to, how to fire someone

- What emotions does the other person experience? How to manage these
- The five stages of grief - helping others progress through the stages
- Things to consider when firing someone
- What's the impact on those who stay?

Part 3: Managing Upwards and Sideways

How do you get things done when you have no formal control?

Chapter 11: How to influence others

- What is influencing? How to influence
- Behaviour – the model of Reflecting, Questioning, Asserting, Suggesting
- Strategies – how to build your network

Chapter 12: How to manage your boss

- Four rules to live by and four steps to take immediately

Chapter 13: How to select your new boss

- A four pronged boss selection strategy
- Decide on your selection criteria
- Look for clues during the interview
- Find out what your prospective boss's ideal employee looks like
- Assess your prospective boss against your selection criteria

Part 4: Managing Your Meetings

One-on-one is ok, but how do you influence people in groups?

Chapter 14: Group and team decision making

- Do you need to gain commitment or compliance from your people?
- A continuum of group decision making - how to select the most appropriate method of decision making

Chapter 15: How to get the best out of your meetings

- Why are so many meetings such a waste of time? How to avoid time wasting
- Meetings – information or problem solving?
- Managing both content and process - the secret of productive, successful meetings

Part 5: Managing Yourself

How do you get the best out of yourself?

Chapter 16: How to manage yourself

- Monitor your work hours
- Recognise and manage your signs of stress
- Learn to delegate
- Communicate, communicate, communicate!
- Give praise and recognition regularly
- Focus on what is important, not what is urgent
- Ensure you have a balance between intellectual, physical and emotional activities
- Find yourself a mentor

Becoming the Boss - Chapter Selection

Chapter 17: How to delegate

- The Achilles heel of new managers – absence of delegating
- The difference between what you can do and what you should do – how to distinguish
- The secret to successful delegation
- developing your people to take initiative
- The five levels of initiative – how to apply
- Can all tasks be delegated? How to decide

Chapter 18: How to become more productive

- How busy are you?
- Time management – fact or fiction? Some principles and techniques
- Time management comfort food. The weight loss plan – how to implement

Chapter 19: How to manage your email

- Process and content – efficiency and effectiveness
- Decide on the best time of the day to do your emails
- Block out a specific amount of time
- Take action on each email as you read it
- Keep your inbox clear
- Phone some people instead of responding to their email
- Have an “Email Free” day
- Let other people know about your email management plans
- Restrict emails to reason and logic – send emotions face to face
- Avoid the “You” word in your emails
- Decide the intention of your email
- Use the subject line to summarise the intent of your message
- Give your reader full context at the start of your message
- When you copy or cc people, do so for a reason and tell them why
- Match your communication medium to the preferences of the receiver

Chapter 20: Five of the worst mistakes new managers make and how to avoid them

- Treat people as people not resources
- Do what you say you are going to do
- Set ground rules and performance expectations
- Help people develop to their full potential
- Recognise people for their contribution

Chapter 21: How to develop yourself to your full potential

- Are you positive or negative? How to become more positive
- What’s your Locus of Control?
- Locus of Control and personal development
- Where are you now?
- Getting accurate feedback
- What’s 360° feedback? How to use
- Draw up a personal development plan for the next 12 months

Chapter 22: How to develop your image, your persona

- How to make first impressions count
- You can make the image that you want