

Manager Development Program

For further information about any of the following workshops, please contact JoAnne Sims at 395-5115 or jsims@brockport.edu

To sign up for any individual workshop or register for the full program, please call or email Holly Cunningham at hcunning@brockport.edu x5845

Please note:

Sessions 1, 2 and 10 are primarily aimed at those who wish to complete the full Manager Development Program and achieve certification. In this case, workshops 1 and 2 should be completed before any of the others and session 10 should be completed last and will be scheduled at a time to suit each individual participant.

Workshops 3 through 9 may be completed in any order and each can stand alone for those who wish to select from this menu of workshops rather than attend all of them.

Please refer to the workshop schedule to find dates and times that suit you best. The latest calendars are posted at Brockport.edu/HR/training. If you have any questions, please don't hesitate to ask.

Workshop descriptions

1 Orientation

The orientation session is for those who intend to participate in the full series of Manager Development Program workshops and work towards achieving certification. The purpose of the session is to prepare participants to get the most from this investment in their own development and establish realistic expectations of what is involved.

Topics covered will include:

- What to expect; warts and all!
- What's in it for you? Know your motivation.
- How to sustain commitment when obstacles get in the way
- What support will help and how to get it
- Strategies for applying your learning back in the workplace
- Making change stick: development pitfalls and strategies to overcome them
- Your role in the program: how your contribution can enhance the learning experience for everyone

2 Self-assessment

The self-assessment session is also primarily for those who intend to participate in the full series of Manager Development Program workshops to help them identify what their priority development goals should be. However, it may also be of value to individuals who would like to develop a better understanding of what an 'effective manager' looks like and explore their own strengths and opportunities to improve as a manager.

Topics covered will include:

- Exploration of what 'effective managers' do
- Self-assessment of your own management skills and behaviors
- Develop awareness of your personality type using the Myers-Briggs Type Indicator (MBTI)
- Application of MBTI results to understanding your management style, talents and blind spots
- Identification of priority development goals

3 Essential skills

This workshop provides a foundation in essential skills for personal effectiveness that make life and work easier and make managing others possible: goal setting and managing time, priorities and motivation. Unfortunately, the session does not provide any magic wands, but it does offer practical strategies for making small changes that can make a big difference.

Topics covered will include:

- The ingredients of success – how goals are achieved
- Myths of time management
- Prioritizing effectively
- Planning, efficiency and managing distractions
- Overcoming procrastination
- Understand and manage your own motivation
- Self-sabotage and how to overcome it

Participants who are selecting specific workshops, not completing the whole program, will find this workshop a valuable partner to the 'Challenges' workshop on managing change, stress and wellbeing.

4 Interpersonal skills

"The problem with communication... is the illusion that it has been accomplished."

George Bernard Shaw

This workshop explains the practical mechanics of interpersonal communication and introduces the principles of assertiveness. It also explores the importance of effective working relationships and the behaviors that build them.

Topics covered will include:

- Defining effective communication
- Exploration of responsibility versus opportunity in interpersonal communication
- Causes of miscommunication
- Mechanics of how messages are transmitted
- Communication filters and strategies for dealing with them
- Effective working relationships; building them, maintaining them, containing them
- Assertive, unassertive, aggressive; definitions
- Assertiveness rights and responsibilities
- Assertiveness behaviors; subtle but powerful messages
- Assertiveness practical skills and strategies

5 Supervisory skills

The goal of this workshop is to provide managers with some core knowledge, skills and tools to supervise others effectively. It will provide an introduction to the factors affecting employees' performance and highlight those the manager is most able to influence. The workshop will also explore what 'managing others effectively' looks like, with a view to dispelling unhelpful myths that can undermine confidence and create unnecessary stress.

Topics covered will include:

- Principles of effective performance management
- Goal setting
- Delegation
- Motivating others
- Giving constructive feedback
- Introduction to coaching for performance

6 Teams

This workshop explores what teams are and some of the basic requirements for them to be effective. Participants will develop their understanding of how new teams form and how existing teams evolve. They will also assess teams they belong to, analyze why they do/do not function well and identify practical strategies for making their teams more effective.

Topics covered will include:

- Teams; definition and types
- Team dynamics; how teams form and gel and what happens when they don't
- Characteristics of effective teams; composition, structure and methods of working
- Team roles
- Leading a team
- Team meetings; using them and managing them effectively

7 Developing others

This workshop explores the role of the supervisor/manager in developing others. It introduces participants to the concept of succession planning and provides practical steps for preparing a team or operational unit for the future. Participants will also learn that succession planning does not equal 'grooming' and how to help others prepare for career progression without favoritism. Practical tools will be provided, including a competency model, and guide to performance programs and individual development planning.

Topics covered will include:

- Succession planning; the full picture
- Risks to operational continuity
- Knowledge management
- The manager's role in developing others
- Identifying a wide range of development opportunities
- Creating individual development plans
- Supporting development
- Introduction to coaching for development

8 Difficult conversations

This workshop aims to build managers' confidence in tackling uncomfortable situations directly and managing difficult conversations effectively. The workshop emphasizes both practical skills and self-management strategies.

Topics covered will include:

- Understanding conflict
- Assess your conflict style
- Active listening skills
- Understanding irrational emotions and behaviors and how to work with them
- Exploring individual needs in difficult situations; manager's responsibilities for meeting them
- Setting up a difficult conversation to maximize chances of a successful outcome
- The importance of self-management

9 Challenges

This workshop explores the human response to change and how to cope with it ourselves and lead others through change successfully. The workshop also explains what stress is, what causes it, why everyone is different and how to reduce the impact it has on physical and mental wellbeing. The emphasis in this session is on practical tips and strategies to manage change effectively and maintain coping abilities through challenging times.

Topics covered will include:

- Change: levels and types
- Human responses to change; rational and irrational
- Planning and managing change; tips and realistic expectations
- Understanding stress, its causes and effects
- Stress prevention, management and treatment
- The importance of managing energy
- Ingredients of resilience

10 Review

At the end of the Manager Development Program, participants will participate in a 1:1 review session to reflect on the learning they have taken from the program, how they have applied it and what their next development goals will be. They will also repeat the manager self-assessment they completed at the beginning of the program.

The review is also an opportunity to reassess career progression aspirations and identify continuing development opportunities outside the classroom. If appropriate, participants who complete the entire program successfully may wish to act as mentors for new program participants or contribute to future workshops appropriate to their expertise.