

Workplace training course outline

Leading people

Purpose of development

To provide managers with the principles and practices to be effective leaders.

Learning outcomes

On completion of this workshop participants will be able to:

- ▶ Have a clear understanding of the organisational working environment
- ▶ Clearly articulate the role, people accountabilities and authorities of a manager, team members and the manager once removed
- ▶ Define the roles and role relationships of specialist and corporate functions
- ▶ Have a clear model for individual capability and work
- ▶ Identify organisational, manager and individual impacts on team member effectiveness
- ▶ Be able to demonstrate how to:
 - Build trust and a strong manager-employee working relationship
 - Create effective roles and put good people in them
 - Assign and assess work
 - Recognise and reward good work
 - Build great teamwork
 - Develop a team
 - Effectively work across the organisation



Content

1. The working organisation

Managers work in the context of a working organisation. The aim of this section is to provide an understanding of the managers work environment and The Leadership Framework as a platform to support their work.

- ▶ What is a working organisation?
- ▶ What is The Leadership Framework?
- ▶ Beliefs about people at work
- ▶ The manager-employee relationship
- ▶ Trust and fairness

2. The role of the manager

To be effective managers must understand their role. The aim of this section is to define the role, accountabilities and authorities of team members, managers and managers-once-removed.

- ▶ Manager role
- ▶ Manager accountabilities and authorities
- ▶ Team member accountabilities
- ▶ Role of the team leaders / supervisor (optional)

3. People and work

The aim of this session is to provide an understanding of individual capability and work. These concepts will be used in creating roles, selecting people, assigning and assessing work and developing team members.

- ▶ What is individual capability?
- ▶ What is work?
- ▶ Levels of work

4. Assigning and assessing work

The aim of this session is to demonstrate how to assign and assess work to achieve business outcomes and at the same time build a strong manager-employee working relationship.

- ▶ Aligning work
- ▶ Assigning a task
- ▶ Assessing work

5. Developing individual capability

The purpose of this section is to outline the managerial and organisational impacts on performance effectiveness and define those aspects that can and cannot be improved by training/ development.

- ▶ Impacts on employee effectiveness
- ▶ Improving team member effectiveness
- ▶ Accountabilities for team member development
- ▶ Coaching and developing your team
- ▶ Identifying and developing talent

6. Creating effective roles and putting good people in them

The purpose of this section is define the types of roles in an organisation, how to design roles that work and how to select the right person for a role.

- ▶ Types of roles
- ▶ Role design
- ▶ Selection

7. Building trust and a strong manager- employee relationship

To get work done managers must build a strong, two-way, trusting, working relationship with each team member. The focus of this session is on how to build trust and fairness.

- ▶ Organisational trust
- ▶ The six conditions for managerial trust

8. Building great teamwork

The purpose of this section is to demonstrate how managers create the shared understanding of why the team exists and create conditions that enable team members to work together.

- ▶ Enabling great teamwork
- ▶ Three levels working together
- ▶ Running effective team meetings

9. Getting started

The purpose of this session is to prioritise actions for implementation and improvement.

- ▶ Identify priorities and actions
- ▶ Continued learning and self-development

Additional optional modules

Providing a safe place to work

Besides any legal or moral obligation to do so, providing a safe working environment is essential to building a strong manager-employee relationship. This section focuses on providing clarity on the accountabilities and authorities for safety.

- ▶ The concept of CARE
- ▶ Organisational accountabilities for safety
- ▶ Line manager accountabilities for safety
- ▶ Team member accountabilities for safety

Continuous improvement

Continuous improvement forms part of the accountabilities of all employees, however only managers are authorised to change the organisation's systems of work. The focus of this session is on enabling continuous improvement.

- ▶ Barriers to continuous improvement
- ▶ Enabling continuous improvement
- ▶ Systems of work
- ▶ Accountabilities for continuous improvement