

Essential Management Skills

Build Core Competencies for Managerial Success

In times of escalating competitive pressures and rapid change, traditional approaches to management are no longer adequate. This course provides a new perspective on contemporary management issues and develops the key competencies needed for managerial success today.

The course stresses active learning. You'll share experiences with your colleagues and engage in practical exercises that focus on your own day-to-day issues. You'll come away with tools and techniques you can apply back in the workplace.

The content is specifically designed to help individuals who have recently assumed a managerial role and who wish to make an effective transition to their new position.

Takeaways

This course helps build strength in these core competency areas:

- Understanding yourself as a manager: diagnosing typical business situations and determining how best to get things done through people
- Motivation: assessing and supporting employee needs
- Communication: communicating effectively with your co-workers, practicing effective listening
- Leading teams: overcoming the hazards of teams, building a strong team and leading teams to better performance
- Managing conflict: avoiding harmful conflict, benefiting from healthy differences in personality and opinion
- Managing difficult people: tools for dealing with problematic behaviours in the workplace
- Communicating difficult information: building work relationships based on clear communication and mutual respect
- Negotiations: using interest-based negotiations to attain favourable outcomes
- Decision making: choosing among different decision-making techniques at the individual and group level to enhance effectiveness
- Managing change: diagnosing reactions to business shifts and overcoming resistance to change

Course Content

Motivation

- Three main needs that drive motivation
- Influencing and motivating others in healthy ways

Communication and Listening

- Choosing the right communication medium for the message
- Three keys to effective listening

Team Leadership: Setting Up Teams to Succeed

- Enhancing group decision making, performance and productivity
- Building positive team relationships, fostering more good and less bad conflict

Managing Difficult Behaviour and Conflict

- Identifying problem behaviour
- Strategies for changing or coping with that behavior
- Identifying sources of conflict and promoting cooperative relationships

Communicating Bad News and Other Difficult Information

- Telling people what they don't want to hear, in such a way that they accept it
- Building and restoring trust during difficult times by appearing fair and not violating psychological contracts during difficult times

Trust and Fairness

- Cultivating trust and fairness in teams while suspending judgement
- Enhancing and preserving a positive organizational climate

Negotiations

- Preparing, analyzing and conducting negotiations that meet the needs of all parties

Making Smarter Decisions

- Avoiding common decision traps
- Using numbers to aid decision making, without being deceived by numbers

Organizational Change and Resistance

- Diagnosing the impact of organizational change and preparing to manage resistance

Special Features

During the program, you'll work on a small-group project that integrates the skills you've learned and allows you to apply them directly to your real-life situation.

Audience

- Recently appointed managers who wish to become more productive, confident and flexible
- New managers from technical backgrounds
- Managers who have just changed positions in their organization
- Managers who wish to brush up on their skill portfolio

Course Leaders

Rob Prowse is an Adjunct Professor of Organizational Behaviour and Human Resources in the Sauder School of Business. He also works with local, national and global organizations through his consulting practice, R. Prowse & Associates. His consulting practice focuses on organizational design, leadership, performance management, and recruitment and selection systems. His clients include Scotiabank, GlaxoSmithKline (GSK), Vancity, Ledcor Group, Pharmasave, and BCAA.

David Hannah is an Associate Professor of Management at the Beedie School of Business at Simon Fraser University, where he has received multiple teaching awards. His research centres on the protection of organizational trade secrets and how workers cope with intensely emotional work. His clients have included BC Hydro, MacDonald Dettwiler, PMC-Sierra and the Beijing Media Group.

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