Essential Management Skills
Build Core Competencies for Managerial Success

This comprehensive program builds a solid foundation in the soft-skill competencies needed for managerial success. Understand yourself as an effective leader of people. Diagnose typical business situations and determine how best to manage them. Engage in practical exercises that focus on your own day-to-day issues, and come away with tools and techniques you can apply immediately back at work.

Online program format

This online program is distributed over a two-week period. The live, facilitator-led sessions are highly interactive, enabling you to network with peers, brainstorm ideas, engage in skill-building activities and receive constructive feedback. You will also have access to self-directed resources (readings, videos, self-assessments etc.) that you can review at any time.

Takeaways

This program helps build strength in these core competency areas:

- Motivation: assessing and shaping your employees’ preferences and goals
- Communication: building work relationships based on clear communication and mutual respect
- Managing difficult people: tools for dealing with problematic behaviours in the workplace
- Teamwork: building strong teams and leading them to better performance
- Trust, power and influence: practicing the art of constructive persuasion
- Managing conflict: benefiting from healthy differences in personality and opinion
- Negotiation: understanding and applying the fundamentals of effective deal-making
- 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
Program Content

Motivating Others
• Three main needs that drive motivation
• Improving your ability to see situations through the eyes of your people
• Thinking creatively about how to motivate employees

Communication
• The keys to effective communication
• Active listening
• Choosing the right communication medium for the message
• Applied communication skills practice

Dealing with Difficult People
• Identifying problem behaviour
• Managing your stories and reactions to difficult people by using clear communication tools that deepen your understanding of the person and the situation

Trust and Teamwork
• Setting up teams to succeed: building positive team relationships
• Enhancing group decision making, performance and productivity
• Fostering trust and safety with teams

Power and Influence
• Power skills and strategies for influencing people's behaviours in order to obtain desired outcomes

Managing Conflict
• Identifying sources of conflict
• Using conflict resolution skills and an awareness of your own conflict style preferences to manage conflict and promote cooperative relationships

Negotiation
• Preparing for negotiations in a more structured and effective way
• Negotiation traps, hard/soft bargaining, options and alternatives, zone of possible agreement
• Applied negotiation skills practice
Program Content (cont’d)

Decision Making
- Avoiding common biases and traps that can shape the decisions you and others make
- Using numbers to make smarter decisions

Managing Change
- Diagnosing the impact of change and preparing to manage resistance
- Change and transition strategies to lead change for yourself and others

Audience
- Recently appointed managers who want 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

Program Leaders

Erica Groschler is an Adjunct faculty member at the UBC Sauder School of Business. She runs her own consulting business, TPS Consulting. Her practice focuses on organizational design, leadership, team development, change and organizational culture. Her clients have included organizations in industries such as healthcare, high-tech and engineering.

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 major organizations in the energy, high-tech and communications sectors.

To Register

Executive Education
www.sauder.ubc.ca/executive
Tel. 604.822.8400 (toll-free 1.800.618.3932)