

# Horizon Management Development Program

## Overview

We are all too aware of the challenge facing us as employers as we move into a period of skilled labour shortage. *“How do we keep the good ones and find enough new ones?”* is the sort of headline business leaders are reading most mornings!

Within Horizon, our own awareness of this issue has lead us recently to complete our own research to gain a better understanding of the possible impacts on our clients of this forecast shortage. We keep coming up with three key factors which seem to have the most significance:

- ❑ Good people are attracted by businesses which look successful on the outside and which demonstrate effective processes on the inside once the recruitment process is underway;
- ❑ Employees are more likely to leave because of poor line management than any other single reason;
- ❑ Employees are more likely to stay when there is clear corporate direction which is well communicated; they know what they have to do to contribute to this and how well they are doing this; and they have the opportunity to learn and grow as they do so.

Clients who have been implementing the modules find their enhanced competence in attracting and retaining good people is delivering positive results for their businesses.

The Horizon Management Development Program provides a way forward.

## Objectives

- ❑ To develop the management skills, knowledge and competencies of participants to help them better understand their roles, how they can contribute to their own growth and to the ongoing success of the organisation;
- ❑ To identify, and practice using, some tried and tested tools and models to facilitate this;
- ❑ To participate in real work-based projects which deliver valued results to the organization and reinforce the learning of the participants enabling them to contribute at an enhanced level on a sustained basis.

## Participants

Participants in the program are likely to be:

- ❑ Line managers and supervisors who have responsibility for “getting things done through others” and who may not have had specific training in effective ways to do this, or who are required to understand and reinforce the company’s specific philosophy and practices when managing;
- ❑ From varying age ranges and parts of the business;
- ❑ In an ideal group size of 12.

## Content

The program content may comprise modules from the following:

Role of the Manager	Motivation
Working Together – Teams	Delegation
Getting Organised – Time Management	Problem Solving and Decision Making
Communications	Discipline and Grievance Handling
Meetings	Company Policies and Procedures
Job Instruction – Train the Trainer	Major Project

In addition, you may elect to include specific “functional” modules such as Finance, Marketing, Field Operations or others from within the business.

Our experience with clients is that this is a very valued addition and is of particular importance when applying the learned skills in the major business project which brings the formal part of the MDP to a close. We can provide structures and guidance for in-house experts to deliver such modules with clear learning objectives and outcomes.

## Structure and Methodology

Depending on the modules chosen, the structure and methodology of the program may be:

- ❑ A brief research phase with yourself to fully refine the needs of the business and to identify the likely participant group;
- ❑ A design phase to agree a program to meet those needs within budget guidelines, including any guidance for in-house modules, clarification of expected outcomes for the group, and identification of senior management support processes;
- ❑ Program facilitation to run over a number of weeks/months with a mix of training-room-based and work-based learning which may include numerous “mini”, and one major, project; together with the opportunity for each participant to set their own individual expected program outcomes and measures for success;
- ❑ Comprehensive workbook materials and exercises for use during the program and as an ongoing reference source;

Following the research and design phase, the program may be delivered as:

- ❑ Days 1 and 2 off-site and residential
- ❑ Days 3 and 4 off site (preferably residential) approximately 3 – 4 weeks later
- ❑ Day 5 and 6 in-house approximately 2 – 3 weeks later. This segment includes the presentation of projects followed by a half day review of the program and key learning points and individual planning for application in the workplace and assessment of competency achievement;
- ❑ Work-based project for approximately 6 – 8 weeks

**NOTE:** The number of training days will be determined by the modules selected (most are half day modules)

### Expected Outcomes

Whilst specific expected outcomes will be determined for each selected module (see typical Module Objectives Summary attached), broadly we would expect that as a result of participating in the program, delegates would:

- ❑ Be better equipped as managers;
- ❑ Have an insight into the components of the manager's role;
- ❑ Have a better understanding of their own management style (and possible alternatives) and the contribution they can each make to the business;
- ❑ Appreciate the added value that teams can bring;
- ❑ Have a range of techniques, models, and an easily accessible source of reference, to apply back in the workplace to deal with typical management challenges;
- ❑ Have practiced much of the "theory" in work-based situations and developed their competency level across a nominated range of management skills;
- ❑ Understand the nature of the "business" they are operating in and some of the management challenges inherent to this;
- ❑ Have developed individual action plans for application of key learning points.

### Additional Company Benefits

In addition to the nominated learning outcomes expected from the program, our clients will attest to the significant direct business benefits which come from:

- ❑ Major projects delivering business benefits which often result in either direct savings, or increases in profitable operations, which in many cases result in the program being self funding;
- ❑ Enhanced depth of skills and knowledge at a junior or middle management level to enable the senior management team to focus on longer term business objectives, or simply "share the load";
- ❑ A cohort of managers who understand the interaction of the business functions better and who develop effective support and communication mechanisms which result in more effective outcomes across the business.

# Module Objectives Summary

The following briefly summarizes the objectives of each module:

## **Role of the Manager – What’s expected of me?**

- ❑ To help participants understand the role of the manager
- ❑ To identify some important component parts of the role
- ❑ To consider the impact of specific organisational objectives and values on the demands, choices and constraints facing each manager
- ❑ To consider how to deal with the role effectively

## **Working Together – Teams**

- ❑ To help participants understand their role leading and working with teams
- ❑ To consider how best to achieve success through understanding how teams develop and operate and provide guidelines to help facilitate this
- ❑ To experience the added value teams can deliver and some of the challenges associated with this

## **Getting Organized – Time Management**

- ❑ To discuss some of the basic principles of time management
- ❑ To track where the time is currently being spent
- ❑ To put management of time use into context
- ❑ To identify how to best organise oneself and invest time to achieve the results required

## **Communications – What do I mean?**

- ❑ To provide participants with a framework for assessing the effectiveness of their interpersonal communications within the workplace – especially with their key business contacts
- ❑ To provide a six step methodology for improving the delivery of communications
- ❑ To practice some techniques for improving skills

## **Meetings – Effective not dreaded!**

- ❑ To consider the role of meetings within participants’ organization
- ❑ To preview some of the typical challenges meetings present and consider some methods for dealing with them effectively
- ❑ To provide some templates, checklists and processes to make meetings effective

**Job Instruction – Train the Trainer**

- ❑ To help participants recognise the opportunities which exist for training members of their teams
- ❑ To consider the importance of establishing clear learning outcomes
- ❑ To provide participants with a systematic approach to job instruction, taking into account different learning styles
- ❑ To give them practice in applying that approach

**Motivation – Creating the environment**

- ❑ To introduce some theories of motivation
- ❑ To consider the responsibilities of the manager and the needs of their team members
- ❑ To consider some practical steps participants can take as line managers to help improve the satisfaction and performance of their staff

**Delegation – Why, what, who, when and how?**

- ❑ To help participants understand why and when (and when not) to delegate
- ❑ To help participants identify what (and what not) to delegate
- ❑ To provide a seven step process for how to delegate and continuously improve effectiveness

**Problem Solving and Decision Making – Doing it right first time**

- ❑ To introduce a systematic seven step approach to problem solving and decision making
- ❑ To consider how different thinking styles have an impact on our problem solving effectiveness
- ❑ To identify and practice using a range of data collection and analysis tools
- ❑ To distinguish between dealing with effects and fixing causes

**Discipline and Grievance Handling – Doing it early**

- ❑ To give line managers an understanding of their responsibilities in the areas of discipline and grievance handling
- ❑ To consider the steps needed to identify and deal with concerns
- ❑ To understand the difference between consistent and fair
- ❑ To develop participants' awareness of the preventative role of early action

**Company Policy and Procedures – Who's responsible?**

- ❑ To ensure participants understand the importance of having consistent policies and procedures and their role in implementing and maintaining them
- ❑ To consider the range of employment legislation and to give line managers an understanding of the implications of this range

- ❑ To consider participants' own responsibilities in the workplace and the value of good management practice

### **Major Project – Putting it into practice**

- ❑ To allow participants the opportunity to apply skills, knowledge and competencies developed during the program
- ❑ To deliver a return to the organisation

### **Program Review and Implementation Planning – How competent am I?**

- ❑ To review the key learning areas
- ❑ To complete individual implementation plans for application back in the workplace with built in review processes
- ❑ To identify further areas for individual development