



# KARDELEN

## TRAINING

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# MANAGING INDIVIDUALS FOR HIGH PERFORMANCE

## OBJECTIVES

Participants will learn and practise the core skills they need to become excellent managers, leaders and developers of their people:

- Matching individuals to clear roles that suit each individual's aptitudes, capabilities and desires
- Smart delegation of roles and tasks to raise performance and grow capability
- Critical characteristics of well set goals, correcting damaging goal setting myths and practices
- Golden rules of feedback and motivation: focusing on application, ingenuity and learning; and the dangers of common feedback and motivational approaches
- Understanding development needs and providing excellent, effective on the job training
- Supporting progress using coaching and mentoring
- Developing the skills to identify the causes of underperformance; how to agree and support corrective actions while maintaining morale; and addressing the effects of underperformance on the broader organisation for positive results

## METHOD

The course is very interactive. We introduce a small number of concepts and skills, but spend most of the time practising applying the skills in a variety of common situations.

Participants spend time reflecting on how they manage people, uncovering gaps and weaknesses in their practices. They prioritise where they can improve, and develop plans to address their priorities.

Participants leave the course with a skill set that they can apply immediately, to manage their people to perform better and develop rapidly.

## WHO SHOULD ATTEND

Anyone who manages one or more individuals will benefit from the course.

## FORMAT & DURATION

The course is conducted as classroom training.

The classroom course lasts 2 days and works well with between 4 and 20 participants.

## COST

Please see our website [www.kardelen.training](http://www.kardelen.training) for course costs.

# COURSE TOPICS

## 1. THE EXCELLENT MANAGER

- Characteristics of excellent managers of people: understanding team members & role matching, delegating, goal setting, challenging, reviewing, motivating, and supporting
- Self diagnosis, and identification of each participant's biggest skill gaps and weaknesses

## 2. MATCHING PEOPLE TO ROLES & TASKS

- Role responsibility versus task responsibility: when we should use each, and why
- Matching individuals to roles & tasks: capability, aptitude, desire and development needs

## 3. DELEGATING & SETTING GOALS

- Delegating with method focus versus outcome focus: applications, benefits and drawbacks of each
- Classic delegation mistakes to recognise and avoid
- Critical steps in delegating any task
- Adapting delegation to each individual
- Critical characteristics of well set goals, and how SMART goals miss an essential step

## 4. REVIEWING & SUPPORTING PROGRESS

- Using review sessions as the manager's key tool to support team members' performance and development

- The manager's role in review sessions: assessing performance and progress, applauding application, addressing shortfalls, learning, resetting the challenge, and agreeing new priorities
- The critical role of feedback in motivation and development: applauding application, ingenuity and learning
- Recognising and avoiding typical feedback mistakes
- Coaching and mentoring skills to help development

## 5. ON THE JOB TRAINING

- Essential characteristics of an excellent environment for development of individuals
- Personalised action plans to improve participants' on the job training

## 6. ADDRESSING UNDERPERFORMANCE

- Characteristics of excellent managers of underperformers: recognising early, diagnosing causes and corrective actions, following up, learning mindset, specific language, balanced feedback, using effects of underperformance as an opportunity
- Recognising & diagnosing different forms of underperformance: results, performance, process and behaviour
- Typical causes of underperformance, their typical consequences, and corrective actions for each
- Diagnosing and addressing causes: the performance improvement conversation

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