

Management Skills Certification Program

Essential Attitudes for Management Today

- Identify a manager's principle duties and responsibilities
- The most important thing to do as a manager
- Develop a proper attitude for management
- Examine the expectations of both upper management and your own employees
- Explain the benefits and downfalls of a directive/controlling management style
- Troubleshoot various touchy situations that most managers will face

From Management to Leadership

- Analyze your current ability as a leader and identify the characteristics of leadership
- Implement the Theory of Situational Leadership
- Communicate expectations to all of your team
- Exercise power and authority to maximize employee performance
- Overcome resistance to leadership in your organization

Interviewing and Selecting Winners

- Understand the true financial cost of hiring mistakes
- Learn why behavioral interviewing is the most valid indicator of success in a job position
- Implement an interview structure that generates a maximum amount of critical candidate information
- Collect clues that indicate an applicant's success or failure of a candidate in a job
- Generate concrete selection criteria for any position
- Frame interview questions that delve into the technical and behavioral requirements candidates must have
- Minimize legal exposure under the federal and state laws that protect against discrimination in hiring practices by learning what questions are and are not appropriate
- Concluding the interview and knowing when to "sell" the job to the candidate

Delegate and Monitor for Maximum Success

- Identify how, why, and when to delegate and specify the benefits to both the manager and the employee
- Prepare work for delegating, select the most suitable candidate, and give specific task instructions
- Select the right level of delegated authority for assigned responsibilities
- Execute a systematic monitoring process so control is not lost on important tasks

Management's Legal Considerations

- Understand the cost of poor management
- Know how to manage in order to avoid claims of discrimination
- Prevent harassment and discrimination in the workplace through the confident use of preventative measures and legal response techniques
- Comply with the Americans with Disabilities Act
- Manage employees without fear of violating the Family and Medical Leave Act
- Understand the differences between exempt and nonexempt employees, and the revised Fair Labor Standards Act
- Understanding the impact of tort law on management liability (e.g., defamation, negligence)
- Avoid wrongful termination through an ongoing legally compliant process of performance management and discipline

Time and Productivity Management

- Understand your approach to time management
- Understand what steals your time
- The most helpful time management tools
- Tool #1—Identify your natural time management style, and devise ways to work within the styles of others
- Tool #2—Understand the financial value of your time
- Identify the steps to take to avoid crisis management
- Tool #3—Learn how to prepare and utilize prioritized “to do” lists
- Tool #4—Understand the value of implementing the use of activity logs
- Tool #5—Learn how to achieve goals with action plans
- Tool #6—Ensure you achieve your goals with effective scheduling
- Implement techniques to eliminate common time wasters in today’s workplace
- Manage effective meetings and control divergent personalities that can knock meetings off course

Critical Communication Strategies

- Identify why effective communication is the most important skill you must master
- Achieving “active listening” in all your interactions
- Communicate effectively with your own boss
- Troubleshoot the most common communication styles and problems in today’s workplace
- The dos and don’ts of effective written communication
- Presentation skills for managers

Essential Coaching and Counseling Techniques

- Identify your usual coaching style
- Understand the value of constructive feedback and improve your questioning techniques
- Utilize the eight steps to coaching success
- Achieve greater success in managing employee performance by recognizing the overlap and differences between coaching and counseling
- Specify the essential elements of coaching and counseling sessions, and explain which workplace situations will trigger the use of each

Performance Management and Effective Discipline

- Explain why performance appraisals are so dreaded by both manager and employee, but why they are critical to your organization
- Implement an appraisal process that will motivate rather than demoralize
- Introduce a process of continuous performance management that is a win/win for everyone involved
- Understand the essential elements of documentation
- Utilize progressive discipline to defuse potentially defensive situations and make discipline a cooperative rather than an adversarial process

Conflict Resolution

- Understand the truisms about conflict
- Develop an understanding of how and why people differ
- Assess the sources of conflict among your employees
- Utilize techniques for resolving conflict
- Know what to do when employees are in conflict
- Understand the guiding principles of dealing with conflict

High Octane Motivation

- Analyze what actually motivates employees, rather than what management presumes motivates their team

- Utilize a professional preference questionnaire to determine what motivates you and members of your workgroup
- Determine how to make your employees self-motivated through both risk versus reward and positive versus negative reinforcement
- Consider how to reward your employees to raise the motivation of employees