

DIRECTING PEOPLE

WHO SHOULD ATTEND

Directors and senior managers interested in the challenges facing managers in a rapidly changing environment.

<u>Managing for Performance</u>	<u>Managing Change</u>	<u>The Effective Board</u>
<p>A practical workshop on managing differently in a changing world</p> <p>COURSE OBJECTIVES</p> <p>Participation in this course will provide you with:</p> <ul style="list-style-type: none"> • An understanding of your own preferred management style, as well as the importance of using the appropriate style in different circumstances • Recognition of the different types of "worker" and how to manage them • How to adapt the key Performance Management techniques to suit varying situations • Knowledge of how to establish and set performance enhancing goals and to monitor performance and provide feedback • How to help others adapt to the changing environment <p>COURSE CONTENT</p> <ul style="list-style-type: none"> • The changing world of "Work" <ul style="list-style-type: none"> ○ The historical development of work ○ The implications of these changes • Managing through leadership <ul style="list-style-type: none"> ○ What is leadership and what is management? ○ The role of the manager and the leader and what constitutes best practice • Personal management style <ul style="list-style-type: none"> ○ Leadership focus ○ Preferred styles ○ Conflict handling ○ Power perception • Performance management <ul style="list-style-type: none"> ○ The techniques and skills of performance management ○ How to apply and adapt these techniques 	<p>A workshop aimed to place the discussion of the direction of change in the context of private and publicly owned companies and organisations</p> <p>COURSE OBJECTIVES</p> <p>Participation in this course will provide you with:</p> <ul style="list-style-type: none"> • Knowledge of the board's role in initiating and responding to change • A clear understanding of the oversight and control of change • A clear understanding of leadership styles and change management • The basis of a review of the effectiveness of change management programmes <p>COURSE CONTENT</p> <ul style="list-style-type: none"> • The board's role in directing change <ul style="list-style-type: none"> ○ The board and change ○ Oversight and control of change ○ Change and entrepreneurialism ○ Types of change ○ Initiation and response to change ○ Change and creativity • Implementing change <ul style="list-style-type: none"> ○ System, process and structural changes ○ Cultural change ○ Change in an emergency ○ Crisis management • Leadership and change <ul style="list-style-type: none"> ○ Leadership style and change management ○ Change agents and champions ○ Communicating change ○ Change in a cultural context • Measuring change <ul style="list-style-type: none"> ○ Surveys and benchmarking ○ Balanced scorecards ○ Business excellence modelling • Integrative case study 	<p>A practical workshop on how to make an effective contribution to the work of a board</p> <p>COURSE OBJECTIVES</p> <p>Participation in this course will provide you with:</p> <ul style="list-style-type: none"> • Knowledge of how boards are structured and evolve • A clear understanding of roles and relationships at the board and their part in it • A clear understanding of the work of the board and what and how to contribute to it • The basis of a review of the processes of the board and its effectiveness <p>COURSE CONTENT</p> <ul style="list-style-type: none"> • The evolving board <ul style="list-style-type: none"> ○ Board composition and structure ○ The evolution of the board ○ Foreign boards ○ Alternative boards ○ Future boards • Board roles and relationships <ul style="list-style-type: none"> ○ Chairman and managing director, finance director ○ Executive and non-executive directors ○ Advisors ○ Search, appointment and removal of directors • The work of the board <ul style="list-style-type: none"> ○ Strategic thinking and setting policy ○ Accountability and management oversight ○ Decision making and dilemmas at the board • Creating an effective board <ul style="list-style-type: none"> ○ Process, procedure and rhythm at the board ○ Managing politics and building the team ○ Board appraisal and review • Integrative case study

DATES OF COURSES

See website for current timetable (www.emadin.com)