



Management: Improving the Performance of Individuals, Teams, the Business, and Yourself Course Outline

Course Overview

Whether you're a new manager or looking to have more influence in your current management role, the challenges you face come in all shapes and sizes – a direct report's anxious questions, your boss's last-minute assignment, or a blank business case. To reach your full potential in these situations, you need to master a new set of business and personal skills. In particular, managing successfully entails setting and monitoring the performance of individuals, teams, and yourself. This course provides best practices on a wide variety of mission-critical topics such as performance management, understanding key financial statements, the fundamentals of strategy, emotional intelligence, and building your employee's trust. **The class is very hands on:** participants engage in numerous exercises specifically tailored to the management discipline to improve their overall effectiveness.

Course Details

Class Duration	3 days (21 contact hours)
Course Materials Provided	Student manual and electronic files
Course Price	\$1,495 per participant. Special group pricing available.

Prerequisites

A basic familiarity with the subject matter is helpful, but not required.

Instructor and Courseware Designer

Brian Salk, PhD, PMP®, PMI-ACP®, has over 30 years of experience, specializing in hands-on traditional and agile project management, leadership, training, and consulting. He manages a variety of consulting and training programs and projects for his organization and for a number of Fortune 500 customers. His global clientele includes organizations in North America, South America, Europe, and the Middle East. In addition to authoring hundreds of training courses, Dr. Brian frequently delivers leadership training, management training, project-management certification training (e.g., PMP®) project-management best practices training, and a wide variety of business skills training. He is a four-time winner of the prestigious Worldwide Excellence in Training award from a global training organization, recognizing the 25 highest-rated instructors from a network of over 2,400. Dr. Brian earned his PhD from Fielding Graduate University in the field of Human and Organizational Systems, with a focus on effective methodologies related to project management education, and his Masters of Arts (Education) from the University of Michigan

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Lesson 1: Managing Individuals – The Critical Importance of Performance Management

- The Characteristics of Effective Goals
- Define Employee Goals and Decide How They Are Measured
- Collaborate with Your Employee to Create a Plan for Moving Forward
- Make a Habit of Providing Feedback
- Coach Your Employees to Close Performance Gaps
- How to Keep Your Employees Motivated
- Understand Your Employee’s Wants and Needs
- Expand Your Employee’s Skill Sets
- Craft a Development Plan
- How to Develop Someone Who’s Struggling

Lesson 2: Managing Individuals – Formal Performance Reviews

- The Case for and Against Annual Appraisals
- Assess Performance, but Rethink Ratings
- How to Conduct the Review Conversation
- Define New Goals for a New Cycle

Lesson 3: Managing Individuals – Tough Topics

- Responding to the Steady Worker
- Preventing Burnout on Your Team
- Managing the Performance of Remote Employees

Lesson 4: Managing Individuals – Delegation and Developing Talent

- Delegating with Confidence
 - Benefits of Delegation
 - Developing a Delegation Plan
 - Sharing Your Delegation Plan with Your Employees
 - Providing Support
 - Avoiding Reverse Delegation
- Developing Talent
 - Employee Development as a Priority
 - Creating Career Strategies for Your Staff

- Developing High-Potential Talent
- Stretch Assignments

Lesson 5: Managing Teams

- Leading Teams
 - Team Culture and Dynamics
 - Managing Cross-Cultural Teams
 - Managing Virtual Teams
 - Productive Conflict Resolution
- Fostering Creativity
 - Plan a Creative Session
 - Tolls for Generating Ideas
 - Make Sure All Perspectives Are Heard
 - Dealing with Negativity
- Hiring – And Keeping – The Best
 - Crafting a Role
 - Recruiting World-Class Talent
 - Retaining Employees
 - Motivation and Engagement

Lesson 6: Managing the Business

- Strategy: A Primer
 - Your Role in Strategy
 - What is Strategy
 - Developing Your Strategy
 - Leading Change and Transitions
- Mastering Financial Tools
 - The Basics of Financial Performance
 - Understanding Financial Statements
 - Budgeting
- Developing a Business Case
 - Stakeholder Perspectives
 - Clarifying the Need and Value
 - Cost/Benefit Analysis
 - Risk Identification and Mitigation
 - Writing Your Business Plan
 - Getting Buy-in from Your Team

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Lesson 7: Managing Yourself

- Becoming a Person of Influence
 - Positional Versus Personal Power
 - Managing Up
 - Partnering with Your Peers
 - Silo Busting and Effectiveness
 - Promoting Your Ideas
- Communicating Effectively
 - Finding Your Voice as a Leader
 - Mastering the Written Word
 - Persuasive Presentations
 - Conducting Effective Meetings
- Personal Productivity
 - Time Management Essentials
 - Finding Focus
 - Stress Management
 - Work-Life Balance
- Self-Development
 - Career Purpose
 - Looking for Opportunities in Your Organization
 - Feedback from Your Boss and Your Team

Lesson 8: Develop a Leader Mindset

- The Transition to Leadership
 - Understanding Your Role as a Manager
 - The Differences Between Leadership and Management
 - Demystifying Leadership
 - Handling the Emotional Challenges of the Transition
- Building Trust and Credibility
 - Establishing Your Character
 - Demonstrating Your Competence
 - Cultivating Authentic Leadership
 - Ethics and Integrity
- Emotional Intelligence
 - What is Emotional Intelligence?
 - The Power of Self-Awareness
 - Emotional Steadiness and Self-Control
 - Managing an Employee's Emotions
 - Building Social Awareness on Your Team
- Positioning Yourself for Success
 - Redefining Success
 - Understanding Your Organizational Strategy
 - Planning for Strategic Alignment

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