



MANAGER PROGRAM

LEADERSHIP SOFT SKILLS

Profit from Performance

Powering Sustainable Growth and High Performance

We help people identify their soft skill gaps and work with them to improve their abilities – giving them the confidence and tools, not just to do their job well, but do it better and better. Delivering outstanding personal and organization-wide impact across:

- Greater creativity and effective problem solving
- Better information management and decision-making
- Increased contribution, motivation and engagement
- Improved self-efficiency and emotional stability
- Superior work performance and productivity
- Better development and greater retention of talent

Closing the soft skills gap – cost effective investment in the future of your organization

Skillogy PERFORM[®] effectively builds and grows individual, team and organizational performance regardless of organizational, market, organization or sector, creating critical competitive advantage and greater organizational resilience. Unique in its proven, research backed structure our programme will help you close your soft skills gap, ensuring your people develop highly effective personal productivity, together with better interpersonal and processing skills for improved job performance and a measurable return on investment.

Fundamental and lasting change

Our approach is unique, in that our courses are inter-related, just like our own abilities and skills, they support and impact upon one another forming a cohesive and powerful soft skill development model that creates fundamental and lasting change. Developing individuals and teams through flexible online learning, results in superior work performance, the attraction and retention of talent and greater personal and organizational growth. The Skillogy PERFORM[®] series is offered by the following three (3) streams or as a complete library which includes all streams:

1. Self
2. Manager
3. Leader

This document lists the Modules, Module description, Courses, Course overview(s), Course Aims and Objectives, Learning Objectives and Study time for each module for the **Manager** stream and includes the following course modules:

1. Change Management
2. Decision Judgement
3. Decision Management
4. Delegation Management
5. Human Resource Management
6. Information Management
7. Job Knowledge
8. Objective Setting
9. Project Management
10. Teamwork

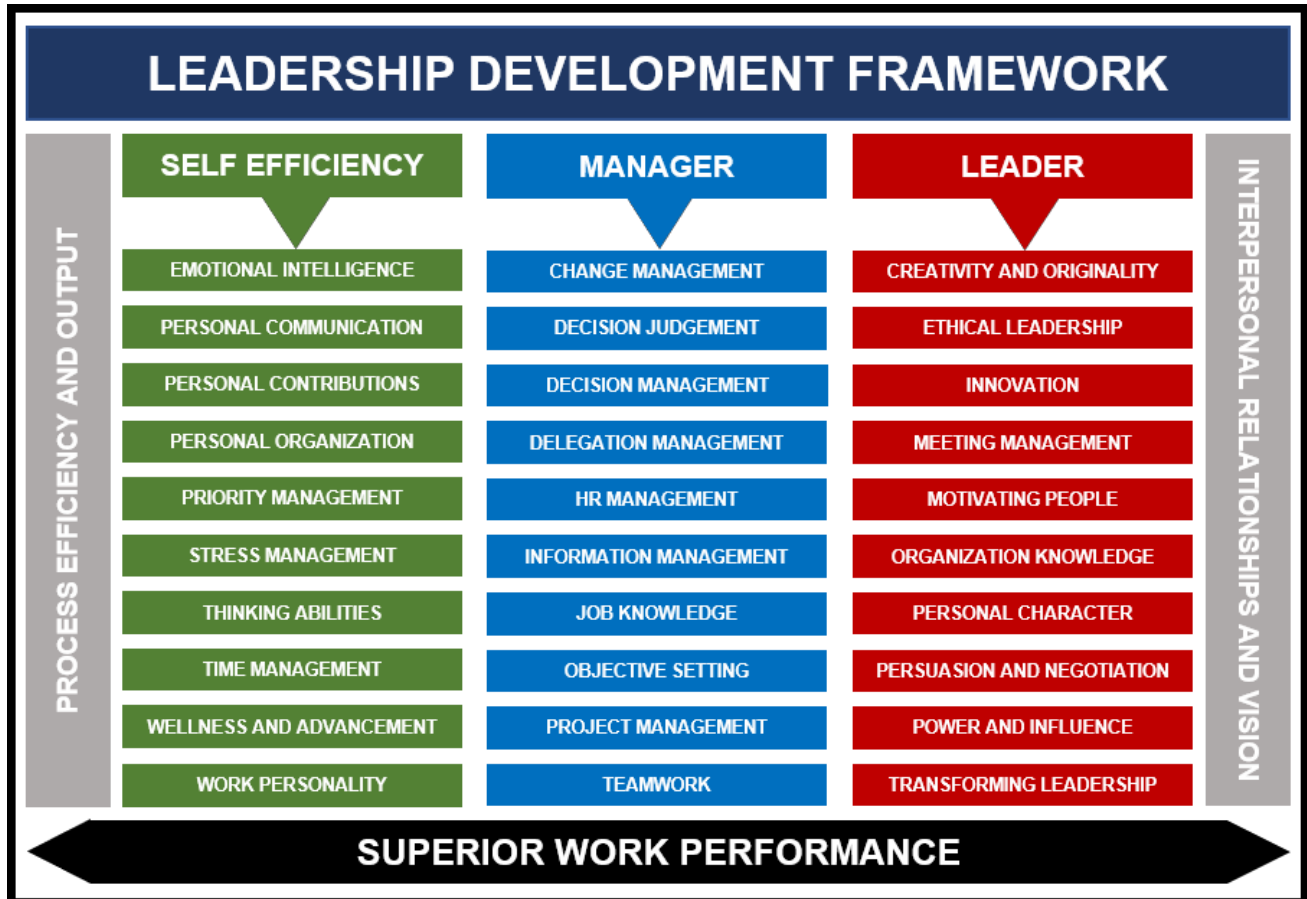


MANAGER STREAM

Process Efficiency and Output: 10 Key Skills comprising 80 Essential Abilities

Essential to performance at a consistent high level are our abilities in management. These skills focus on process efficiency in terms of team or group output based on set objectives. Managing involves practicing stewardship, directing and being held accountable for resources and responding to the needs of our customers. Managers plan, organize, direct and control teams and groups in achieving product and/or service results, using authority fairly and responsibly.

Under the Skillogy PERFORM[®] Leader Manager Framework, each stream has a set of modules that are specifically designed to deliver competency-based job skills to improve performance. Please refer to the courses listed under the **Manager** stream.



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MODULE | CHANGE MANAGEMENT

Change is an inevitable part of life. Nothing remains static and the way we respond to change varies from individual to individual. Approximately one half of the population resists it, while the other half welcomes it. These skill development courses examine the change management process and the ways in which an understanding of the causes of resistance can be turned to positive advantage in meeting organizational objectives. This module has 8 course tutorials.

Course Tutorial	Overview
Introduction to the Module	Introduction to Change Management
Understanding Change Management	This is your ability to understand that even the smallest and simplest of changes will generate resistance and these can be solved by good management.
Personal and Process Ability	This is your ability to develop foresight, proactivity and uncertainty tolerance, working with team engagement, consensus and planning for change.
Generating and Evaluating Change	This is your ability to generate ideas for change from those impacted by the change and to then evaluate the gains and losses post implementation.
Creating the Change Team	This is your ability to create a change team that has the right skills and experiences as well as the right balance of roles.
Focus on Resistance	This is your ability to invest time and effort in identifying and reducing change resistance before the changes are introduced.
Implementing Change	This is your ability to invest time and effort in identifying and reducing change resistance before the changes are introduced.
The Learning Organization	This is your ability to assess how well your team, unit or organization exhibits the defining of a learning organization and to manage the processing according to need.

Change Management Aims and Objectives

- To examine why change is inevitable and the way in which people view the process in different ways
- To identify the role of a change manager and the use of process skills in managing change
- To explore ways of generating ideas for change through team involvement and measuring the level of success
- To identify the correct skills and abilities in creating a successful change team
- To manage resistance effectively by involving people and using sound interpersonal skills
- To reinforce the positive aspects of change through the use of S.T.O.P.
- To highlight the benefits of a learning organization

Objectives of the skill development courses

At the conclusion of the skill development courses you will be able to:

- Identify the issues relating to change and how to apply the 3-step process
- Evaluate potential gains
- Elicit ideas for the beneficial change
- Select a change team based on skills, experience and role contribution
- Demonstrate how the review process can monitor change
- Overcome resistance to change through people involvement
- Determine change objectives
- Demonstrate the involvement of people in the planning stage
- Report on the successful outcome of change

Study Time

As a general guide, each course tutorial is designed to be completed in around 30 minutes. However, this time may vary depending on a number of factors; the time allocated to work based objectives and review, individual learning styles, differing levels of ability in the subject area etc. The overall objective is not how quickly the courses can be completed but how well the learner acquires the new knowledge and applies this in their work to improve their performance.

MODULE | DECISION JUDGEMENT

Decision Judgement looks at the step-by-step process of decision making from problem definition to implementation. It highlights the importance of qualitative information in decision judgement and the impact of unstructured decisions. It emphasizes that judgement takes a higher priority when the impact of the decision is greater, more complex or the potential risk is higher. This module has 7 course tutorials.

Course Tutorial	Overview
Introduction to the Module	Introduction to Decision Judgement
Information Quality	This is your ability to assess the quality of information that you use in the decision in terms of reliability, accuracy, validity, completeness, preciseness and availability.
Decision Involvement	This is your ability to ensure that the decision is well grounded in team decision making and that good communications are in place for the wider audiences of the decision.
Decision Importance	This is your ability to identify and assess the importance of a decision in terms of potential gains and/or losses.
Risk Assessment	This is your ability to understand the nature of the risks and evaluate the extent of the risk that you face in a decision.
Decision timing	This is your ability to allow sufficient time for the decision making and implementation process and then act decisively and with due regard to subsequent events that may affect the decision.
Decision robustness	This is your ability to re-assess a decision in terms of its stability, strength and sturdiness, before the decision is made.

Decision Judgement Aims and Objectives

- To explain how to assess the quality of information for decisions
- To demonstrate the effective dissemination of information
- To identify the steps in evaluating the importance of a decision
- To identify the process in evaluating the nature of risks
- To set out the stages for developing the timeframe for decision making
- To establish a basis for appraising decisions based on stability, confirmation and acceptance
- To develop and implement action plans for improvement

Objectives of the skill development courses

At the conclusion of the skill development courses you will be able to:

- Review information based on quality and reliability
- Communicate a decision
- Assess the level of importance
- Assess the level of risk
- Determine decision timeframes
- Identify decision objectives
- Identify decision factors and options
- Implement a decision effectively

Study Time

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MODULE | DECISION MANAGEMENT

This module looks at the ability to plan and control the decision-making process so that better quality decisions are made at the right time. Decision-making is often a team process and high-quality decisions are very much dependent on team involvement and commitment. This module has 7 course tutorials

Course	Overview
Introduction to the Module	Introduction to Decision Management
Decision Objectives	This is your ability to define the achievable results of a decision and measure these results in order to re-assess the effectiveness of the decision.
Decision Factors	This is your ability to define all the relevant factors and in particular, the limiting factors, that will influence the decision and will be used in the evaluation of the decision.
Decision Options	This is your ability to identify all the relevant options or choices you have for the decision and which will be used for the evaluation of the decision.
Decision Making	This is your ability to evaluate a decision in relation to factors and options and then make the best possible decision or choice that is robust.
Decision Presentation	This is your ability to prepare and present a case for your decision and gain acceptance for it.
Decision Implementation	This is your ability to plan and implement a decision in detail such that the decision objective is achieved.

Decision Management Aims and Objectives

- To establish how to define achievable results and measures in order to assess the effectiveness of a decision
- To illustrate the importance of defining all the relevant and limiting factors used within the evaluation stage
- To identify all the relevant options or choices in advance
- To demonstrate how to evaluate a decision in relation to factors and options
- To emphasize the need for good preparation and presentation of the case and gain acceptance
- To set out the planning and implementing in sufficient detail to achieve the objective
- To develop and implement action plans for improvement

Objectives of the skill development courses

At the conclusion of the skill development courses you will be able to:

- Define problems based on cause and not symptoms
- Select quality information
- Define decision objectives
- Identify factors and options based on team involvement
- Create a decision matrix
- Apply sensitivity tests
- Identify benefits and risks
- Prepare and present a case for acceptance
- Manage the implementation process

Study Time

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MODULE | DELEGATION MANAGEMENT

This module examines the ability to plan and control the allocation of work within team members in order to maximize resources. Good delegation is based on clear objectives, regular reviews and sound feedback. It shows how delegation can provide a sound basis on which to improve productivity, generate ownership and responsibility whilst fostering individual growth and development. This module has 9 course tutorials.

Course	Overview
Introduction to the Module	Introduction to Delegation Management
Early Delegation	This is your ability to initiate your delegation well ahead in time so that you and the designated team member have time to plan and complete the work.
Delegation Planning	This is your ability to think through the delegated work objectives, authority and its control, the work involved and the timings.
Delegate Choice	This is your ability to select the right team member for the work objective to be achieved at the required level of quality and risk.
Positive Attitudes	This is your ability to allow plenty of discretion to the team member and that you remain consistent in your trust.
Risk Control	This is your ability to identify any potential risks in the delegated work and to control these risks during the delegation.
Delegate briefing	This is your ability to involve the team member in your delegation plan and to agree actions, based on efficiency.
Reviewing	This is your ability to monitor and maintain control of the risks in the delegated work without being perceived as interference or an indication of low trust.
Debriefing	This is your ability to conduct a final review and discuss outcomes so that the team member learns from the experience.

Delegation Management Aims and Objectives

- To demonstrate the importance of time planning in the process of delegation
- To identify delegated work objectives, authority and control
- To emphasize the need for quality output through proper delegate selection
- To illustrate how to generate a positive attitude towards delegation
- To determine a review process which establishes a balance in risk control
- To show how to learn from delegated experiences
- To develop and implement action plans for improvement

Objectives of the skill development courses

At the conclusion of the skill development courses you will be able to:

- Ensure you have sufficient time to brief the delegate
- Define and plan the delegated work objective
- Define quality expectations and deadlines
- Select a delegate based on the right ability, skill and experience
- Plan and execute a briefing session
- Establish review schedules
- Learn how to improve performance
- Use delegation as a motivational tool
- Practice involvement and feedback

Study Time

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MODULE | HUMAN RESOURCE MANAGEMENT

People are a vital element in any organization and managing and leading people is critically important for every manager. This module describes the key people management skills that contribute fully to organizational effectiveness. This module has 7 course tutorials.

Course	Overview
Introduction to the Module	Introduction to Human Resource Management
Key Principles	This is your ability to demonstrate your understanding of the key principles of human resource management and implement relevant policies and practices in line with organizational needs.
Recruitment and Selection	This is your ability to recruit, select and induct (onboarding) team members with the right level of skills, experience and potential to meet planned growth needs.
Learning and Development	This is your ability to focus on personal development and to identify career development plans aimed at meeting individual and organizational needs.
Performance Management	This is your ability to improve team and individual performance by providing mentoring, coaching and counselling support based on an objective appraisal of need.
Talent Management	This is your ability to identify those individuals who can make a difference to organizational performance either through their immediate contribution or, in the longer-term, by demonstrating the highest levels of potential.
Conflict Management and Discipline	This is your ability to create an environment of minimal conflict and to resolve issues in a fair and balanced manner.

Human Resource Management Aims and Objectives

- To demonstrate the importance of effective people management
- To improve standards in the process of recruitment, selection and induction
- To ensure the continual monitoring and control of team objectives
- To promote productivity through effective performance management
- To encourage effective performance counselling and appraisal
- To improve the team development culture
- To demonstrate how to handle conflict and discipline
- To develop and implement action plans for improvement

Objectives of the skill development courses

At the conclusion of the skill development courses you will be able to:

- Identify the six key principles of effective people management
- Improve your recruitment, selection and induction techniques
- Establish effective team objectives and plans
- Monitor and control team activities
- Implement productivity improvements
- Evaluate your approach to counselling and appraisal
- Determine development plans for yourself and team members
- Improve your handling of conflict and discipline

Study Time

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MODULE | INFORMATION MANAGEMENT

Information encompasses every aspect of your job. Throughout the work process you use it, produce it, pass it on and communicate it. This module examines the ability to store and the retrieve the essential information required to carry out your job efficiently. This module has 8 course tutorials.

Course	Overview
Introduction to the Module	Introduction to Information Management
Information Needs	This is your ability to determine the relevant information that you use in your decision making and in the achievement of your job objectives.
Information Quality	This is your ability to ensure that the information that you use and create is relevant, reliable, accurate, valid concise and sufficiently complete.
Information Quantity	This is your ability to ensure that the information that you use and create is relevant, reliable, accurate, valid concise and sufficiently complete.
Information Timing	This is your ability to ensure that the relevant information you require is available to you at the time you require it.
Information Storage and Retrieval	This is your ability to store information in an efficient and well-organized manner such that you can locate it and retrieve it without undue effort and delay.
Information Evaluation	This is your ability to put an evaluation on information and then use this valued information to reduce the uncertainty and risk in your decision making.
Information Flow	This is your ability to ensure you pass on or communicate quality information that is available for use at the time it is required.

Information Management Aims and Objectives

- To determine how to obtain relevant information
- To demonstrate how information is relevant, reliable, accurate, valid, concise and sufficiently complete
- To show how to discriminate in the use of information
- To illustrate how to manage the timing of the information
- To demonstrate how to organize and store information for easy retrieval
- To show how to place a value on information
- To ensure that quality information is communicated when it is required
- To develop and implement action plans for improvement

Objectives of the skill development courses

At the conclusion of the skill development courses you will be able to:

- Analyze information needs
- Set measures for objectives
- Determine information quality
- Control information quantity
- Improve information timing
- Have a clear and organized workspace
- Have good personal organization of information
- Manage information flow

Study Time

As a general guide, each course tutorial is designed to be completed in around 30 minutes. However, this time may vary depending on a number of factors; the time allocated to work based objectives and review, individual learning styles, differing levels of ability in the subject area etc. The overall objective is not how quickly the courses can be completed but how well the learner acquires the new knowledge and applies this in their work to improve their performance.

MODULE | JOB KNOWLEDGE

An interesting aspect of job knowledge is that the majority of people believe they understand their job until they are asked to explain it. This module sets out to examine your professional, specialist or expert knowledge and understanding that are especially required in your job. This module has 7 course tutorials.

Course	Overview
Introduction to the Module	Introduction to Job Knowledge
Work Experience	This is your ability to understand the breadth and depth of your work experiences and the wisdom you have gained from these experiences.
Work Responsibility	This is your ability to understand the responsibilities you bear in relation to the size of your job and your ability to carry out these responsibilities to best effect.
Specialist Knowledge	This is your ability to use your specialist knowledge and ensure that it remains fully utilized in accordance with the changing demands and priorities of your job.
Job Clarity	This is your ability to be clear about your areas of responsibility, the limits of your authority, your level of accountability in accordance with the needs of your job role.
Critical Success Factors	This is your ability to focus on your key performance indicators so that you achieve the timely and effective execution of your responsibilities.
Personal Development	This is your ability to assess all aspects of your job knowledge and then identify development needs based on improving performance in your current and future planned roles.

Job Knowledge Aims and Objectives

- To prompt you to explore the breadth and depth of your work experience
- To question your understanding of your responsibilities and level of confidence
- To ascertain how you use your specialist knowledge
- To illustrate the importance of job clarity
- To define your limits of authority
- To identify your critical success factors
- To assist in identifying personal development needs
- To develop and implement action plans for improvement

Objectives of the skill development courses

At the conclusion of the skill development courses you will be able to:

- Conduct an experience audit
- Ascertain the full extent of your job responsibilities and future potential
- Evaluate specialist knowledge as human capital
- Formulate personal plans
- Define key performance areas
- Define limits of authority
- Identify critical success factors
- Determine a personal development plan

Study Time

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MODULE | OBJECTIVE SETTING

Objective setting is the foundation of all good management. Without objectives, you will never be able to focus on achievement, nor manage the various aspects of your work and working relationships. This module covers your ability to think through and define the results you and your team wish to achieve in the future, taking you through an eight-step process, which is constantly subject to change and review. This module has 8 course tutorials.

Course	Overview
Introduction to the Module	Introduction to Objective Setting
Defining Performance Areas	This is your ability to understand and clarify your main areas of performance or responsibility that account for the majority of your achievements.
Defining Key Factors	This is your ability to understand and clarify all those factors in the short, medium and longer term that influence and dictate your objectives and performance.
Defining Job Objectives	This is your ability to define job objectives that are specific, measurable, agreed, realistic and timely.
Classifying Objectives	This is your ability to classify job objectives into project and process (or maintenance) objectives and emphasize priority and time to process the objectives.
Signing-off Objectives	This is your ability to create your own objectives and then reach full agreement with your direct report.
Creating Team Objectives	This is your ability to translate, by involving your team, your objectives into team objectives and reach a consensus.
Agreeing and Updating Objectives	This is your ability to continually review changes, maintain objectives accordingly and inform your team.

Objective Setting Aims and Objectives

- To provide an understanding and clarification of the main areas of performance
- To identify all the factors that influence performance and define objectives
- To define job objectives that are S.M.A.R.T.
- To classify job objectives into project or process-based tasks
- To establish approval of the job objectives based on their relevance to results
- To translate individual job objectives into a team context and contribution to team goals
- To set out to provide continuous reviews based on change and team involvement
- To establish short term work objectives in order to plan priorities and manage time effectively
- To develop and implement action plans for improvement

Objectives of the skill development courses

At the conclusion of the skill development courses you will be able to:

- Define performance areas
- Define key factors that influence your performance
- Define your job objectives as end results
- Classify your work into project or process objectives
- Obtain approval for your job objectives
- Brief team members in the creation of team objectives

Study Time

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MODULE | PROJECT MANAGEMENT

Project Management is simply a combination of steps and techniques for keeping the budget and schedule in line. This module follows the five stages of the project cycle, which provides a clear process and system for project tracking. A successful project manager demonstrates particular team building skills and develops a thorough knowledge of the team's strengths and the project's needs. This module has 8 course tutorials.

Course	Overview
Introduction to the Module	Introduction to Project Management
Project Initiation	This is your ability to understand the factors involved, the project cycle and the project management role.
Project Planning	This is your ability to understand the key components of project planning and ensure that these are managed effectively.
Critical Path Analysis	This is your ability to determine the project tasks and sequence these in terms of time taken to complete.
The Project Team	This is your ability to select project team members based on relevant skills and abilities, experience and their availability to complete the project.
The Project Budget	This is your ability to estimate costs as accurately as possible based on information obtained from key sources.
Monitoring Progress	This is your ability to lead the team effectively, resolve unforeseen problems and conflict issues in meeting project goals and deadlines.
Project Closure and Evaluation	This is your ability to ensure that the project is completed on time, within budget parameters, objectives and goals.

Project Management Aims and Objectives

- To identify the issues relating to project management
- To describe the stages in the project management cycle
- To show why projects can often be unsuccessful in outcome due to lack of management and monitoring
- To illustrate the use of a project plan and how to create one
- To define a project plan's 'critical path'
- To identify the criteria of project team membership
- To highlight the factors for consideration in producing a project budget
- To demonstrate the role of a project leader in monitoring progress
- To identify the final tasks in a project for completion
- To develop and implement action plans for improvement

Objectives of the skill development courses

At the conclusion of the skill development courses you will be able to:

- Identify and use the 5 key stages of the project management cycle
- Identify potential problems for a project
- Produce a project plan with tasks lists and a work breakdown structure
- Determine a critical path for the project plan, which creates a network diagram, resource list and project timetable
- Identify and create an appropriate project team
- Produce a project budget
- Lead a project and monitor its progress effectively through planning
- Provide a strategy for project closure and evaluation

Study Time

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MODULE | TEAMWORK

Each team has a unique 'team personality' made up from the individuals that form it. It is this aspect that determines how effectively the team works together, the quality of their performance and what they are capable of achieving. This module looks at how teams work together to achieve common results, referred to as team objectives. Effective teams have a common 'team spirit' which directly impacts on their results. This module has 11 course tutorials.

Course	Overview
Introduction to the Module	Introduction to Teamwork
Team Expertise	The ability of a team to use all the expertise of each team member and to focus on achieving team objectives.
Objective Setting	The ability of a team to allow all team members to participate in setting team objectives
Decision Involvement	The ability of a team to ensure that all team members are involved in and committed to team decisions.
Team Security	The ability of a team to allow all team members to express negative feelings about how the team without sanction.
Team Reviews	The ability of a team to regularly review team progress towards objectives.
Team Harmony	The ability of a team to maintain its harmony and to resolve conflict when it arises.
Team Direction	The ability of a team to maintain direction and progress towards team objectives
Team Decisions	The ability of a team to rely upon the fact that collective team decisions are better than individual team decisions.
Policy Agreement	The ability of a team to agree the main policies as a basis for conflict resolution and problems-solving.
Team Discussions	The ability of a team to effectively manage discussions on a timely basis.

Teamwork Aims and Objectives

- To harness the expertise of each team member and focus this on achieving objectives
- To encourage all team members to participate in objective setting
- To ensure that all team members are involved in and committed to team decisions
- To generate a team environment which is open, transparent and without fear of sanction
- To recognize the need for regular team reviews
- To stress the importance of team harmony and conflict resolution
- To emphasize the need to maintain direction and progress towards objectives
- To improve the quality of team decision-making
- To establish the need for a policy agreement within the team
- To improve efficiency in managing team discussion
- To develop and implement action plans for personal improvement

Objectives of the skill development courses

At the conclusion of the skill development courses you will be able to:

- Set clear team objectives and optimize team expertise
- Involve the team in defining objectives and their own work objectives
- Optimize the team in decision-making
- Handle conflicts constructively
- Carry out regular team reviews
- Generate a team 'buzz'
- Develop plans to achieve objectives
- Actively encourage team decision-making
- Establish clearly defined and agreed courses of action
- Improve your risk awareness

Study Time

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QUESTIONS?

For questions about the PERFORM series please contact:

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