

# Making the Transition from Doing to Leading

Often organizations promote an individual because of his or her outstanding technical skills into a supervisory or management role. Sometimes this change is made easily and without difficulty. The individual may have an innate ability to effectively lead and manage others. More often this transition is not as smooth as organizations hoped. A lack of management and leadership skills can result in slumps in productivity, morale and other business initiatives. This program is designed to give these supervisors and managers the skills they need to effectively make the transition from doing to leading.

## Learning Objectives

Participants will:

- Explore ways to make the transition from doing the work to managing people
- Discover methods for effectively managing peers
- Review the essentials of managing – performance appraisals, goal setting and coaching
- Gain an understanding of the interpersonal skills necessary to succeed in their positions as supervisors and coaches.
- Learn how to maximize their effectiveness as a supervisor through the development of their communication skills
- Learn how to get the most out of those that work for and with them.
- Understand the importance of and practice such skills as coaching, listening, dealing with conflict, giving constructive criticism, problem solving and the art of persuasion.
- Learn ways to effectively manage their time investments

## Course Outline

### *Making the Transition from Doing to Leading*

- Managing peers
- Overcoming a history
- Managing people v. doing the work

### *The Essentials of Managing*

- Performance appraisals
- Goal setting
- Coaching
- Employee Critical Assessment Matrix

### *A Human Relations Style*

- Styles of behaving toward others
- The aggressive, passive and human relations styles
- The behavioral style continuum
- Small group exercises: Identifying styles

### ***Creating a Positive Work Environment***

- Three lessons about positive actions
- Why employees don't praise each other at work
- Giving praise to employees
- Videotaped role play exercise: practice, taping, feedback

### ***Listening for Effectiveness***

- Characteristics of poor listeners
- Poor listening habits
- Barriers to listening
- Techniques to overcome listening barriers
- Three rules for listening
- Showing understanding
- Small group exercises: Changing listening habits

### ***Dealing with Conflict and Criticism***

- Two skills for taking criticism from others
- Absorbing criticism
- Examples of "Fogging"
- Clarifying criticism
- Videotaped role play exercise: practice, taping, feedback
- Typical reactions when employees are criticized
- What is criticism?
- The Problem Solving Style instead of Criticism
- Videotaped role play exercise: practice, taping, feedback

### ***Planning Your Time Investments***

- Identifying how you spend your time
- Identifying how you should spend your time
- Reviewing your manager's feedback
- Identifying time wasters
- How to manage your time wasters
- Identifying good time investments
- How to better invest your time
- Practical Time Management and Priority Tools
- Finalizing your Priority Plan
- Planning a Priority Plan discussion with your manager

## **Program Format – 3 Days**

This course is not a theoretical course -- it is built around practical skills that make the difference between effective and dysfunctional work groups. In teaching each skill, we present the learning point, illustrate its advantages and give examples of demonstrations. Each participant then practices and gains confidence in using the skills. We use videotaped role-play, exercises and case studies to give participants "hands-on" skills practice. Participants receive instructor and peer feedback and develop a plan for on-the-job reinforcement of the skills. The maximum class size is 20 participants. The optimum class size is 12-16.