Managing Through Uncertainty

This programme, which consists of four stand-alone modules, reflects the uncertain times we are currently living through by showing how managers can achieve high levels of performance by being agile, authentic and empathic.

Overview

The Covid-19 pandemic has affected and continues to affect every part of our lives, not least our work. Many of us have been obliged to work from home or to accept a form of hybrid working, with some days in the office and some days working from the kitchen table or from the spare bedroom, while sharing the space with other family members. This new reality has required managers to re-thinking how they carry out their roles and what expectations they can realistically have of their teams. For managers, this has meant they can no longer get instant updates on how work is progressing or keep a close eye on critical activities in the workplace. For team members, it has meant no longer being able to get instant feedback, advice or support from their manager or from colleagues, meaning they have often had to make important decisions without reference to others.

Despite these restrictions, managers still have a responsibility to deliver results while ensuring the well-being of their teams. The programme reflects the uncertain times we are currently living through by showing how managers can achieve high levels of performance by being agile, authentic and empathic.

Aims

The aim of the Managing Through Uncertainty programme is to enhance participants' confidence in tackling the management role by offering them practical strategies and skills to help them manage their teams effectively through these uncertain times.

Format

Each of the four stand-alone modules consists of a comprehensive self-study unit that should be completed prior to attending the workshop. Completion of the self-study units is essential if participants are to maximise the learning opportunity offered by the interactive workshop event.

Module 1 - The Manager's Role

Learning Objectives

By the end of this module, you will be able to:

- Define your role and responsibilities as a manager
- Identify the importance of aligning your expectation for your staff and your expectation of yourself with the expectations of your staff
- Identify the skills needed by a manager during periods of uncertainty
- List the factors that determine a person's motivation and explain why it is important to achieve convergence between organisational and personal interests and goals
- Explain the concept of employee engagement and how to enhance engagement

Content

- Your Role as a Manager
    - Change in Our World
    - The Psychological Contract
    - The Manager as a Leader
- Skills Required to Manage Through Uncertainty

- Motivation
    - Motivational Factors
    - Maslow's Hierarchy of Needs
    - What Motivates Us?
    - Challenge Versus Support
- Maximising Engagement

Module 2 – Managing Relationships

Learning Objectives

By the end of this module, you will be able to:

- Explain the elements of emotional intelligence and how you can develop your self-awareness through feedback and disclosure
- Explain the importance of communication to help build trust and confidence, particularly during times of uncertainty and change
- Explain the relationship between trust and the ability to influence others
- Explain the process and benefits of coaching in the workplace and demonstrate how to use the GROW model

Content

- Relationship Management
    - Emotional Intelligence
    - Influencing People
    - Tools for Building Rapport

- Developing Others
    - What is Coaching?
    - The Grow Coaching Model

Module 3 – Achieving Outcomes

Objectives

By the end of this module, you will be able to:

- Explain how to set objectives and gain agreement
- Explain the process of delegation and when it can and should be used
- Explain the purpose and use of feedback as a performance management tool
- Describe the types of conflict and the different responses available to managers
- Demonstrate how assertive language can be used effectively to communicate requirements, avoid ambiguity and limit the potential for conflict.

Content

- Setting and Agreeing Targets
- Delegation
- Giving Feedback
  - Giving Feedback
  - Your Beef Statement
  - The Reflective Feedback Model

- Handling Conflict
  - Conflict Handling Modes
  - Assertiveness

Module 4 – Managing Through Change

Objectives

By the end of this module, you will be able to:

- Recognise the challenges staff face when being required to adopt new working practices in an uncertain and changing environment
- Identify changes that are happening within the organisation and describe a process for helping others manage the emotional dimension of the changes
- List the factors that contribute to stress and what steps can be taken to manage stress in yourself and others
- Recognise the early signs of mental health issues and the support you can offer to staff
- Create an action plan for improving your performance as a manager.

Content

- Continuing to Perform Through A Crisis
  - Organising Work
  - Task Log
  - Making Decisions
- Managing Stress
  - What Is Stress?
  - Leading To Burnout

- The Emotional Dimension of Change
  - Kubler-Ross Change Curve
- Maintaining Resilience and Wellbeing
  - Life Positions
  - Limiting And Enabling Beliefs
  - Circles Of Influence and Concern
  - Being Comfortable Saying 'No'

Product Code: MTU