



TM073: Advanced Management & Leadership Skills





Training Description:

This five-day course introduces the principle of strategy and develops an effective process for developing strategy at all levels in an organisation. This course will also focus on the critical roles of team leader and middle manager in harnessing their team's potential, and introduces and practices techniques for moving the team to peak performance.

Key highlights of the course are:

- Business analysis
- Strategic team working
- Strategic presentation skills
- Identification and use of team members' talents and preferences
- Structuring the team for peak effectiveness
- Creating and communicating a compelling vision
- Motivating and developing your team
- Managing performance and conflict

Training Objectives:

By the end of the training, participants will be able to:

- ✓ Define and to demystify the concepts of 'strategy' and 'strategic plans', but also to demystify the strategic process - as part of 'Helicopter Thinking'
- ✓ Break the strategy process down step-by-step, providing a practical toolkit for managers for each key stage
- ✓ Illustrate it through some well-chosen and highly stimulating case studies - and to distil the lessons from this
- ✓ Apply it to your own area of management responsibility - through planning the analysis, option generation, choice, implementation and measurement phases of strategy
- ✓ Put this within the overall context of the organisation and of the change and influencing process generally
- ✓ Give you a lot more confidence in managing your role strategically within your organisation
- ✓ Understand your role as a manager and a leader
- ✓ Establish clear objectives and standards of performance for your team and to manage and use conflict and challenge

Personal Impact:

- ✓ Increasing career flexibility (vertically and horizontally)
- ✓ Accelerated thinking speed and problem resolution for all difficult dilemmas
- ✓ Far greater motivation and proactivity
- ✓ Exposed to a range of perspectives on teams and the leadership function, sharing examples of best practice and together solving real and simulated team performance issues.
- ✓ Practice new and sometimes challenging techniques will build flexibility and confidence in harnessing the power of the team

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Organisational Impact:

- ✓ Much better decision-taking and time and resource allocation - leading to better organisational and individual performance
- ✓ Use of a well proven planning process
- ✓ More effective implementation

Fully functional teams are at the heart of organisational performance. Leaders at all levels who can effectively structure, integrate and motivate their teams are better able to focus on longer-term organisational and customer needs.

Training Designed for:

This course is intended for all professionals from any industry who wish to complement both their understanding of the 'bigger picture' of their organisation and its context, and their ability to lead teams.

This broad spectrum of perspectives makes the seminar particularly appropriate for functional specialists looking to move into wider management positions.

Training Program:

DAY ONE:

- ❖ **PRE-TEST**
- ❖ **MODULE I:**
- ❖ **Strategic Thinking and Business Analysis**
 - What are strategy and strategic planning?
 - Why are strategy and strategic planning important?
 - What are the main conceptual frameworks?
 - External analysis - understanding and analyzing business attractiveness - macroenvironmental factors, growth drivers, competitive forces, market dynamics
 - Benchmarking your own strategic position/competitor analysis
 - Analyzing customers
 - "Thinking backwards from the customer"
 - Mini-case on importance of external analysis
- ❖ **Internal Analysis and Fusion of Analyses into Strategic Options**
 - The interface of external and internal analysis
 - Internal analysis: financial
 - Internal analysis; non-financial
 - The concept and practicalities of the "balanced scorecard" ☞ Diagnosing strategic problems and opportunities
 - Fusion of analyses into strategic choices - SWOT and the strategy matrix
 - Case examples of strategic choice
 - Mini-case on importance of internal analysis





DAY TWO:

- ❖ **Strategic Plans and the Relevance of Alliances and Joint Ventures**
 - Review of the tools used so far
 - The content of a strategy: avoiding “paralysis by analysis”
 - Putting a strategic plan together – the 5-page framework
 - A real-life example of a business strategy/strategic plan
 - Strategies for alliances and joint ventures
 - Example of best practice in alliances and joint ventures
 - Introduction and briefing for the main case study
 - First-phase group work on the main case study
- ❖ **Global Strategy, Team-Building and The Management of Internal Communication**
 - The essence of globalization and global strategy
 - Globalization – the strategic dimension
 - Globalization – the organizational dimension
 - Globalization – the human dimension
 - How to build and manage a strategic planning team
 - Communicating strategy through the organization
 - Gaining your team’s commitment and buy-in to the strategy
 - Second-phase work on the main case study

DAY THREE:

- ❖ **Strategic Implementation and Getting the Value Out of Strategy**
 - Final-phase work on the main case study
 - Group presentations of the main case study
 - Effective execution - converting strategic analysis and planning into action
 - Linking strategy with operational objectives
 - Implementation – getting practical things done
 - Strategic planning of your own career
 - Creating tomorrow’s organization out of today’s organization
 - Conclusion - the corporate and individual value of strategic thinking

❖ **MODULE II:**

- ❖ **Teams and Their Leaders**
 - Teams, leaders and managers
 - Key leadership tasks
 - Influence, authority and power
 - Leadership styles and style flexibility
 - Self-awareness
 - Emotional intelligence and rapport

DAY FOUR:

- ❖ **Vision, Direction & Alignment**
 - Creating a shared vision
 - Aims, objectives and goal alignment
 - Developing meaningful objectives and indicators
 - Divergent approaches to problem-solving





- Communicating a compelling vision
- Delivering challenging messages
- ❖ **Team Dynamics**
 - Team development
 - The sociology of the team
 - Characteristics of high-performing teams
 - Balancing team roles
 - Non-traditional team structures
 - Delegation and empowerment

DAY FIVE:

- ❖ **Developing the Team**
 - Learning and competence
 - Building a coherent team
 - Self-managing teams and their challenges
 - Coaching, mentoring and self-directed learning
 - Feedback and appraisal
 - Leveraging team strengths for peak performance
- ❖ **Performance & Conflict Management**
 - Defining performance
 - Approaches to measuring team and individual performance
 - Performance through the eyes of the customer
 - Performance management: science or art?
 - Conflict as a catalyst for team development
 - Dealing with challenging interpersonal relations
- ❖ **Course Conclusion**
- ❖ **POST-TEST and EVALUATION**

Training Requirement:

“Hand’s on practical sessions, equipment and software will be applied during the course if required and as per the client’s request”.

Please note that the above topics can be amended as per client’s learning needs and objectives. Further, it should be forwarded to us a month prior to the course dates.

Training Methodology:

This interactive training course includes the following training methodologies as a percentage of the total tuition hours:-

- 30% Lectures, Concepts, Role Play
- 70% Workshops & Work Presentations, Techniques, Based on Case Studies & Practical Exercises, Software & General Discussions
- Pre and Post Test





Training Certificate(s):

Internationally recognized certificate(s) will be issued to each participant who completed the course.

Training Fees:

As per the course location - This rate includes participant's manual, hand-outs, buffet lunch, coffee/tea on arrival, morning & afternoon of each day.

Note: The 5% VAT (Value Added Tax), will be effective starting 01st of January 2018 as per the new regulation from the UAE Government. The VAT applies for all quotation both for local and abroad.

Training Timings:

Daily Timings:

07:45 - 08:00	Morning Coffee / Tea
08:00 - 10:00	First Session
10:00 - 10:20	Recess (Coffee/Tea/Snacks)
10:20 - 12:20	Second Session
12:20 - 13:30	Recess (Prayer Break & Lunch)
13:30 - 15:00	Last Session

For training registrations or in-house enquiries, please contact:

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Training & Career Development Department

