2 – DAY SOLUTION FOCUSED MANAGER

Introduction

One of the key challenges is creating, cultivating, and sustaining performance-based work culture, i.e., getting your employees motivated and adopting a forward-looking work attitude and behaviour. It's always been easier said than done. You must be a solution-focused manager.

Creating a performance-based workforce must come from inside out and not outside-in. Your employees' understanding of "why" to perform a task must be stronger than the "what" of the task. In simple terms, inner needs fulfilment is vital for your employees to be self-motivated, thus achieving performance-based work culture.

Course Objectives

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

- To sharpen managers' holistic capabilities and understanding of workplace ownership.
- To handle challenging behaviours and lead non-adopters, ensuring promises are upheld.
- To grow your overall human capital via managerial coaching, supported by GROW.
- To cultivate a high level of trust and bonding relationship via the A.B.C.D. trust formula.

Methodology

- Lecture - Theory, Concept & Model (20%)
- Reflection - Gibbs' Reflective Cycle (20%)
- Case Study & Practical Solutions (50%)
- Best Practices Identification (10%)

Who Should Attend?

- Division & Department Managers
- Section & Assistant Managers
- Heads of Department
- Senior Executives
- Identified Leaders

Course Outline

MODULE 1: CONTEMPORARY TRENDS OF LEADERSHIP

- Understanding Human – The 7 core elements of human psychological "defence mechanism" that you must avoid.
- The pressing needs of ownership in the workplace; practise accountability to uplift your "intrapreneurship" spirit.
- How to re-create "shared expectation" among your colleagues based on your company core values.
  - identify and quantify your "push-pull" factors
  - balance the company needs with your personal needs
- The 7 signs of a highly adaptable person that you must know and how to reap the benefits.
- The 3 types of flexibility to ensure high adaptability, i.e. "cognitive", "emotional" and "dispositional".
  - Key differences between "Change" and "Transition": How to deal with the externality and the internality of adaptation.

MODULE 2: DEALING WITH DIFFICULT SUBORDINATES

- Importance of "anger management"; the need to manage negative emotions when dealing with others.
- The 2 broad categories of toxic behaviours found in workplace, i.e. "aggressive" and "passive" behaviours.
- Handling Aggressive Behaviours
  - *Tank* – a control freak
  - *Bomb* – attention seeker and intimidating
  - *Egocentric* – manipulative and self-centred
  - *Complainer* – making a wild accusation and hopeless
  - *Hero* – credit stealer and not a team player
- Handling Passive Behaviours
  - *Sandbag* – unresponsive and malicious disobedience
  - *Lone Ranger* – competent but stay in isolation
  - *Red Tape* – using rules and regulations as a shield
  - *Fence-Sitter* – neutral with low self-confidence
  - *Parasite* – deadwood and an energy sucker

MODULE 3: CULTIVATE RESILIENCE WORK CULTURE

- The importance of "Emotional Intelligence" (EQ) in building resilience; you must master the formula, i.e. the 4 stages.
- Strategies to eradicate the "culture of blame"; replace the "victim" mentality with the "intrapreneurship" mentality.
- T-Shape Employee – Achieve a peak performance by adopting a "normal T" and avoiding an "abnormal T".
- The 5 stages that you must follow, i.e. mental models, system thinking, personal mastery, team learning and shared vision.
- The A.B.C.D. of building trust in the workplace; the core element in developing an automated learning organization.
- Transparency in leadership; how it helps you

MODULE 4: USAGE AS DELEGATION AS LEADERSHIP REMEDY

- Explore and identify core benefits of delegation to these 3 parties, i.e. "team members", "leaders", and "organization".
- Formation of "delegation quadrant" and how to capitalize its benefits towards your advantage as a team leader.
- The needs for you to identify "urgent" and "important" tasks; working towards setting priorities in workplace.
- Overcome the communication barriers in the delegation, utilizing "Johari's Window" as your core platform tool.
- 3 important reasons why you must avoid "reverse delegation"; how to maintain high morale among your team members.
- Fully utilize the function of "co-delegation" and "check-point" in your delegation process to achieve optimum outputs.