

Transition to Management



Essential Skills for the Newly Appointed Manager

Many new managers, when placed in a position of authority over former peers, need to know how to handle this unfamiliar situation. They need to learn how to recognize the various work styles of those they manage in order to tailor their leadership approach accordingly. **Persona GLOBAL**®, Inc.'s *Transition to Management* workshop gives them the skills necessary to fulfill their new responsibilities with confidence.

The Manager as a Leader

Employees only produce quality work and give excellent service when they are inspired to do so through effective leadership. While effective *managers* keep the system on an even keel and headed in the right direction, effective *leaders* provide the dynamics to make new things happen.

Effective Leaders...

- Have a vision of where they are going—of what they are going to achieve.
- Are not just dreamers; they have a plan of how to turn their vision into achievable goals and objectives.
- Communicate their plans in a way that generates enthusiasm so people can share their vision.
- Create a climate of trust, which encourages openness, willingness to change, and commitment to the plan.
- Show persistence in seeing their plans through to completion. They get things done!

Objectives—In this two-and-a-half day course, you will:

- Examine the importance of Vision and Communication in effective Leadership.
- Discover how and why people do or do not communicate effectively.
- Learn to see yourself as others perceive you and identify your management style.
- Learn how to build trust in your communications with subordinates as a basis for teamwork and cooperation.
- Practice applying flexibility in problem solving to develop winning solutions that support teamwork.
- Build increased awareness of your behavior, needs and values, and how these impact your effectiveness in leading and managing others.
- Develop a personal plan for maximizing leadership and management effectiveness by:
 - Learning what effective leadership is.
 - Assessing your current strengths.
 - Identifying areas of opportunity for improvement.
 - Completing the Manager as a Leader Development.
- Plan to identify specific activities and behaviors that will result in increased leadership effectiveness.

What You'll Leave With

- Knowledge of your communication style as others perceive you.
- Your strengths and weaknesses as a trust builder and leader.
- A systematic approach to understanding and managing others.
- A new plan for interacting with colleagues, especially those with whom you most need a more effective approach.
- A proven leadership process you can use continually to deal with anyone—especially those difficult people in your life.
- Ongoing access to the **Gameplan**™ expert system to resolve real-life communication gaps.
 - Enables you to generate a **Gameplan**, which is a tailored approach for dealing effectively with anyone.
 - Each **Gameplan** is a step-by-step analysis of how to improve communications with those you manage and who manage you.
 - Reinforces the skills acquired in the workshop by allowing continued access to this powerful tool that helps bring results again and again.
- Pocket reminder cards to carry with you.
- A lifetime set of tools for getting results.
- A methodology for reducing your interpersonal stress.

Who Should Attend?

Newly appointed managers, as well as those more senior managers who wish to enhance their management skills.

“Learning to help others be their best has made a great impact on my job satisfaction, as well as on the team’s overall productivity. It’s amazing!”

Eunice Yang
HR Vice President - Motorola Electronics and Communications, Inc.

What You’ll Experience

◆ Leadership

- Understanding the principles of leadership
- Visioning—the driving force of leadership
- Communication and leadership—the consequences of good and poor communication

◆ Management Style

- Easiest and most difficult person to manage
- Introduction to management styles
 - Controlling, Promoting, Facilitating, and Analytical
 - Strengths and weaknesses of each style
- How People perceive you as a leader and a manager

◆ Trust and Empathy

- The Persona Trust Model
- Trust and leadership—understanding the relationship
- Ability for trust building—empathy projection
- Establishing rapport

◆ Change and Defensiveness

- Managing the four basic styles of management
- Needs of each style
- How each makes decisions
- How each uses time
- What weaknesses each needs to improve and minimize
- What motivates each style
- How each style reacts under tension
- Fostering growth and professionalism Global

◆ Flexibility

- Interpersonal flexibility and effective communicator
- How to be flexible when dealing with different styles of subordinates
- Flexibility—self perception
- How to build flexibility with others
- Flexibility and situation leadership
- Cooperation and team building
- How a manager can promote teamwork and cooperation with different style subordinates
- The need for a manager to be flexible and open to change

◆ Negotiation Process

Six-step interpersonal negotiation process focusing on leadership, disciplinary discussion and coaching.

◆ Application

Action plan for improved leadership skills with a real-life personal case *Gameplan*.

ABOUT THE AUTHOR



Jon Gornstein

Founder and President of **Persona** GLOBAL®

Jon Gornstein has devoted his 30-year career to helping major multi-national corporations make changes in leadership and corporate culture, improve organizational alignment, enhance performance and strengthen communications. He has consulted in more than 48 countries to companies such as IBM, Glaxo SmithKline, Cathay Pacific Airways, Goldstar, and Hilton Hotels.



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ABOUT **Persona** GLOBAL®

Persona GLOBAL® is a worldwide provider of assessment tools and methodologies for corporations facing challenges in change leadership, communication, organizational alignment, sales, customer service and management. **Persona** GLOBAL®, Inc.’s metrics and methodologies are currently available in 62 countries; its programs have been translated in up to 48 languages. More than 1,100 certified **Persona** GLOBAL® practitioners around the world serve their clients as strategic business partners.

Corporations that have benefited from **Persona** GLOBAL® Programs include:

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| • BMW | • Applied Materials | • British Airways |
| • Mitsubishi | • Dell Computer | • Japan Airlines |
| • Disney | • IBM | • Credit Suisse |
| • Coca-Cola | • Alcatel | • American Express |
| • Hitachi | • Motorola | • SONY Music Entertainment |