MCE Week: New Manager Certificate Programme

New Managers Skills

MCE Week:
New Manager Certificate Programme

Learn, practice and use the key management skills you need in your role as a manager

Highlights

- Focus on key management skills including delegation, performance management, communication and ownership.
- Guided Discussions & Peer Learning – Develop self-awareness and share experiences with others in the same boat.

Key Competences

- Your role as a manager
- Communicating with impact
- Hiring, retaining & motivating talent
- Building a high-performance team
- Managing performance
- Empowerment vs control

The Right Programme for You

You are a new manager with up to 3 years management experience. You need to develop your skills in the following key areas: delegation, team motivation, performance management and people management.

New Managers

Managers

Learn, Practice and Use

- **Understand** what it means to be a manager and what others expect of you
- **Assess** your own management style and how it impacts your team
- **Develop** strong communication skills to influence your team, peers, and senior stakeholders
- **Learn** how to build a cohesive and high-performing team that works well together
- **Create** a culture of accountability where people take ownership of their work
- **Hire and onboard the right people** while avoiding common recruitment mistakes
- **Motivate your team** by understanding what drives engagement
- **Handle performance issues with confidence** instead of avoiding difficult conversations
- **Manage up effectively** so you get support from senior management
- **Build a personal management action plan** to put your learning into action

Practical Information

Face-to-Face

5 days
€3,995

Available In-Company

The programme is available as an In-Company solution for your teams. More information at **mce.eu/inco**

Click here for dates, locations and full programme outline

Programme Modules

1 Your Role as a Manager in Today's Business World

- **You are a new manager** – No one is born a manager. Learn about the key skills you need to be successful in your new role and future career.
- **What kind of manager are you?** – What are your preferences? What are your strong and weak points? Where should you focus to improve? What do other managers do?
- **Changing your mindset** – You are now managing a team and not just yourself. What does this mean in your day-to-day planning, job and responsibilities? What mistakes do new managers typically make and how can you avoid them?
- **Communication – one size doesn't fit all** – Adapt your communication style and messages to different audiences – colleagues, team members, management and more.
- **Managing remote & hybrid teams** – It's not easy to manage people you don't see every day. Learn the key remote skills you need to motivate you team, stay connected and get things done.
- **Micro management doesn't usually work** – Find the right balance between trust and managing all the details. Learn when and how to delegate to your team members and follow up on the results.

2 Building a Strong & High-Performing Team

- **What makes a strong team?** – Understand team dynamics, trust, and collaboration and your role in building a strong team.
- **Hiring & onboarding new employees:** Get it right from the start and avoid problems later. Learn the best practices for hiring, onboarding and retaining key staff in your team.
- **Building trust & psychological safety** – Create a working environment where people feel safe to contribute, grow and deliver on results.
- **Motivating your team – what is your role?** What drives people (and what doesn't) and what do you as a manager need to do about it. Motivation is key in any team.
- **Accountability & ownership** – Everyone talks about ownership – learn how to get your team to take initiative and responsibility in their roles.
- **Interactive team-building exercise** – Get hands-on experience in structuring and aligning a team with this interactive exercise
- **Your role as a coach** – You are not just a manager, but also a coach. Learn how to support and guide direct reports in their day-to-day roles.

Programme Modules

3

Performance Management & Difficult Conversations

- **The truth about performance management** – What actually works and doesn't work in the real business world.
- **Giving & receiving feedback is important** – How to give constructive feedback about performance issues in your team and listen to their input. It's important to also hear what the team are saying.
- **Handling difficult conversations** – Every manager needs to have difficult conversations with being over emotional. How can you do this? What are best practices?
- **Dealing with underperformance** – Learn how to identify the root causes of underperformance and take action to improve overall team performance. What are typical issues that teams face?
- **Conflict management** – Arguments and conflicts can happen. What are the skills you need as a manager to resolve the conflicts? How do make sure people calm down and start working together?
- **Bias in performance reviews** – Are you evaluating your team fairly? How can you avoid unconscious bias? What are the best practices?

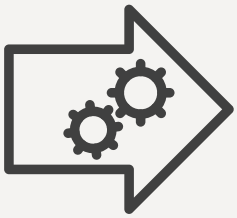
4

Reporting to Senior Management and Decision-Making Strategies

- **Communicating to senior management and key stakeholders** – learn how to communicate your plans, strategy and results to your boss and senior managers.
- **Teamwork & Collaboration** – Sometimes you need to work in cross-functional teams. What are the key skills you need to navigate corporate politics and different strategies and interests.
- **Decision-making & problem-solving** – How to make the right decisions and manage when things don't go as planned. Solving problems is a key skill every manager needs.
- **Your first 90-day plan** – Develop your first management plan to put everything into action in the next 90 days.
- **Personal Commitments** – Reflection & setting up your action plan for the future.

Learn

the key business skills and knowledge you need for your management role today and tomorrow



Practice

the skills you learn and get feedback, recommendations and coaching

Use

what you learn and practise as soon as you get back to your office

For more information please contact:

+32 2 543 21 20 @ info@mce.eu

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