

# Certificate in Leadership Effectiveness for Managers

*Adopt Strategies To Create And Maintain High Performance Teams,  
Embrace Change, And Manage Conflict Effectively*

## Course Objectives:

### For The Manager

- **Recognise**, harness, direct and develop your skills to successfully establish the groundwork for you to take on future middle and senior management roles
- **Learn** about yourself, how you interact with and manage others, and gain a broad perspective of the imperatives of your organisation
- **Discover** how to step up to the next challenge in a positive, proactive way

### For The Organisation

- **Shape** emerging talent into excellent key managers for the future
- **Build** your managers' management and leadership skills and expertise to take them to the pinnacle of their careers



Led by  
**Jacqueline Klauer**

**18 – 22 March 2018\*** | Kempinski Hotel, Mall of the Emirates, Dubai, UAE

**14 – 18 October 2018\*** | Kempinski Hotel, Mall of the Emirates, Dubai, UAE

**9 – 13 December 2018\*** | Kempinski Hotel, Mall of the Emirates, Dubai, UAE



## Corporate Member

The CPD Certification Service

### About CPD

Established in 1996, The CPD Certification Service is the independent CPD accreditation centre working across all sectors, disciplines and further learning applications and supports policies of institutional and professional organisations globally.

CPD is the term used to describe the learning activities professionals engage in to develop and enhance their abilities and keep skills and knowledge up to date. This course is an accredited Continuing Professional Development (CPD) training which means it meets CPD standards and benchmarks. The learning value has been scrutinised to ensure integrity and quality.



### Specific Learning Objectives

- Understand your preferences and those of your manager and team, and use this understanding to build effective working relationships, influence and persuade
- Develop strategies to recruit and retain the best possible people for your team
- Explore communication strategies, barriers to communication and relationship building, to increase your effectiveness when working with others
- Discover effective techniques to agree your personal work objectives and those of your team, manage appraisal interviews and effectively coach, counsel and mentor
- Learn how to take responsibility for your own personal development, and negotiate learning and development plans for you and your team
- Explore the changing characteristics of today's workforce and understand how to engage employees effectively
- Discover how knowledge of the construct of Emotional Intelligence can help you enhance your personal influence skills
- Understand how to create and maintain an environment that supports and nurtures high performing teams, through effective communication, motivation, conflict resolution and leadership
- Explore strategies that will help you manage and implement change and innovation in your workplace

## Meet Your Expert Course Leader



**Jacqueline Klauer** is in international demand as a leadership expert and people development strategist. She is an outstanding, polished facilitator who is a long-standing Senior Associate with Informa. Having the experience of working in over 60 countries across the Americas, Africa, the Middle East, Asia and the South Pacific, Jacqueline has the enviable ability to provide focus to the most complicated of subjects and delivers training that is innovative, fun, and highly customised to organisations, business units and individuals.

With a background in both psychology and education, Jacqueline brings a sensitivity to the seminar environment rarely experienced by delegates, and her workshops are often described as the "best ever attended". She has an extensive background as an international corporate executive, enabling her to deeply understand, from a first-hand perspective, the challenges experienced by those individuals seeking to advance their skills and knowledge in global business.

Now Managing Director of her own consulting practice, Jacqueline has worked with clients in federal, state and local government, education, gas and oil, fast-moving consumer goods, banking, telecoms, tourism, healthcare and more. She divides her professional time between roles as a management consultant, speaker, facilitator, trainer, courseware developer and coach.

An award-winning author, Ms. Klauer has written courses that are now endorsed by ILM in the UK, the Chartered Management Institute in the UK, and the Australian Institute of Management where she has been awarded a Fellowship.

In addition to tertiary qualifications, she is accredited in the facilitation of proprietary human capability assessments including the testing of Emotional Intelligence (EI). Described by her clients as "professional, energetic, open, inspiring, engaging and empowering", Jacqueline makes learning fun and, importantly, helps delegates get "real-world" results.

Jacqueline is a member of the Society for Human Resource Management (SHRM) and has been awarded the Human Resource Business Professional (HRBP®) which is a global, competency-based credential that is designed to validate professional-level core HR knowledge and skills.

### Course Requirements And Certificates

Delegates must meet two criteria to be eligible for an Informa Certificate of Completion for a course:

1. Satisfactory attendance – delegates must attend all sessions of the course. Delegates who miss more than 2 hours of the course sessions will not be eligible to sit the course assessment
2. Successful completion of the course assessment

Delegates who do not meet these criteria will receive an Informa Certificate of Attendance. If delegates have not attended all sessions, the Certificate will clearly state the number of hours attended.

### Who Should Attend

- Line Managers
- Supervisors
- Team Leaders
- Project Leaders
- Shift Leaders
- Trainee Managers
- Assistant Managers
- Individuals making the transition into management roles
- Plus any executives without formal management training

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## Course Timings

Registration will be at 08:00 on Day One. Each day's sessions will begin promptly at 08:30 and finish at 14:30. There will be two short breaks for refreshments and lunch will be served at the end of each day's sessions.

## Course Outline

### Introduction – Knowing Yourself

The ability to self-reflect is a crucial one in getting ahead in the business of management. We will explore the art of 'self-management' and learn how to maintain energy, enthusiasm and vigour in a challenging management role. We will begin the course by considering the keys to a successful management career.

#### Objectives:

- Evaluate current and future requirements of your work role and that of your team, taking into account the vision and objectives of your organisation
- Consider your values and your career/personal goals and identify information which is relevant to your work role and professional development
- Discuss and agree personal work objectives with your manager and agree how you will measure progress
- Agree a development plan to address any identified gaps in your current knowledge, understanding and skills
- Learn how to get regular and useful feedback from those who are in a good position to judge it

### Managerial Leadership

What are the changing characteristics of the workforce today and how do we engage employees in this environment?

#### Objectives:

- Understand psychological vs. employment contracts
- Consider diversity, equality and generational influences
- Determine your leadership style
- Lead through empowerment
- Understand situational leadership models

### Emotional Intelligence

Emotional Intelligence (EI) is a combination of self-management and social skills that can transform and optimise individual and team performance. The construct of Emotional Intelligence defines how effectively you perceive, understand, reason with and manage your own and others' feelings. When applied to your work, Emotional Intelligence involves your capacity to think "intelligently" with your own and others' emotions to intentionally and efficiently deliver individual and organisational outcomes.

#### Objectives:

- Understand the concept of "Emotional Intelligence"
- Understand why high self-awareness is the basic building block of EI, how low self-awareness can handicap your actions and how to increase your self-awareness
- Explore the latest and most critical research findings about EI
- Appreciate how EI impacts your life generally and your ability to manage and lead

- Learn the five key domains of Emotional Intelligence
- Evaluate your own current level of EI across these domains
- Develop skills that help to build your emotional awareness of yourself and others
- Embed emotionally-intelligent behaviour in your roles
- Learn how to coach others to better understand EI

### Recruitment, Selection And Retention

Surrounding yourself with great staff members is possibly the greatest key to your success. But it is a tough job. We will review the principles of both recruitment and retention.

#### Objectives:

- Review, on a regular basis, the work required in your area of responsibility and identify any shortfall in the number of colleagues required to do it, and in skills/knowledge/understanding and experience
- Participate in the recruitment and selection process, making sure that the process is fair, consistent and effective
- Make sure that any information on vacancies is fair, clear and accurate before it goes to potential candidates
- Ensure that applicants who are offered positions are likely to be able to perform effectively and work with their new colleagues

### Effective Communication – Is It Just "Common Sense"?

Whether dealing with individuals in your team, your boss, your colleagues or your clients, your effective communication is critical to your success. It is not just "common sense"! We can learn to be better communicators. We will explore sensitivity and appropriate expression of emotion in communication.

#### Objectives:

- Explore self-disclosure
- Develop assertiveness
- Practise active listening
- Explore appropriate questioning techniques
- Appreciate constructive feedback
- Understand the process of communication and barriers to effective communication
- Develop skills for effective persuasion and influence
- Build relationships and trust
- Lead and participate in effective meetings

### Performance Management

Performance management is an integrated system of policies, procedures and interventions used to better the performance of individuals and teams. How does performance management affect you as a manager? It is one of your most important tasks.

### Objectives:

- Understand the aims and objectives of performance management systems
- Develop performance goals
- Manage staff appraisal interviews
- Negotiate a learning and development plan
- Support individuals in identifying their abilities and needs
- Establish with the individuals:
  - The areas where they want to develop their performance
  - The standard of performance they wish to achieve
  - The support they can expect from you and the commitment you expect from them
  - The timescale of the process
- Effectively coach, counsel and mentor

### Building Effective High Performance Teams

How do you create and maintain an environment that supports and nurtures high performing teams?

### Objectives:

- Explore why we should develop teams and what is the purpose of the team
- Appreciate the difference between people in groups and as individuals
- Understand the stages of team development
- Learn key characteristics of effective teams
- Practise a supervisory role within the team
- Learn how to balance task focus and relationship focus

### Problem Solving And Decision Making

Every adult is a problem solver, having learned some method of problem solving in their education or experience. However, people have varying degrees of skills and differing styles of problem solving. One way in which people can improve their problem solving abilities is to understand more clearly the process or the flow of the mind in solving problems.

### Objectives:

- Learn how to be aware of the issue
- Practise information gathering techniques
- Problem definition
- Create a goal statement
- Generate solutions
- Choose the solution
- Implementation planning and taking action
- Evaluate the result

### Change Management

To stay competitive or to lead the way into the age of information, many organisations are fundamentally changing the way they do business. Strategic change management is a set of activities and approaches to help an organisation transform itself from its current state to its desired state by involving staff, maximising their commitment and evoking high performance.

### Objectives:

- Encourage members of your team to share, discuss and work together in developing ideas
- Manage your team through change
- Deal with individual responses to changes

- Deal with individual and organisational barriers to change
- Effectively manage organisational change through John Kotter's "Eight Steps to Transformation"

### Conflict Resolution

No matter what your personal conflict handling strategy is, you must ensure that when you manage others, you approach conflict as an opportunity for change.

Our last topic will examine what conflict is and how conflict affects people. We will examine positive and negative conflicts and learn some basic communication strategies to promote negotiation and influencing skills to empower you to deal with conflict better.

### Objectives:

- Recognise how personal values and points of view influence behaviour
- Identify conflict management styles
- Analyse the need of each party in a dispute
- Resolve conflict in a flexible manner
- Use positive influence techniques
- Negotiate for win-win outcomes

### Summary, Review And Action Planning

This final session will provide an opportunity to consolidate learning and to plan for managerial "wisdom". We will work together in this final session to review the tools, competencies and beliefs we have covered to enable you to integrate them into your professional life through the development of a specific action plan for implementation.

### About The Metrics

- 1. What's My Communication Style:** This session incorporates a fun and effective questionnaire. Understanding your communication style is an important first step in learning how to communicate effectively with others. This questionnaire will give you a new insight into how you communicate everyday.
- 2. Conflict Strategies Inventory (CSI):** This inventory is based on more than 30 years of managerial and behavioural scientific research in the area of interpersonal conflict. The purpose of the CSI is to provide individuals with an opportunity to assess their conflict strategy preference(s) by responding to cases that address a variety of typical, work-related situations. Your CSI results will allow you to view your preferred strategies and consider modifying your conflict strategy where that seems appropriate.
- 3. Coaching Skills Inventory:** Managers and supervisors frequently engage in coaching discussions with their employees. Coaching may be defined as a problem solving discussion directed toward improving some aspect of an employee's work performance. This metric is designed to assess the ability of a manager or supervisor to recognise when and how to use the skills necessary for conducting effective coaching meetings. From this metric the course leader will then introduce a six-step profile to assist a manager to strengthen this critical supervisory skill.

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## WAYS TO REGISTER

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*Course fees include documentation, luncheon and refreshments. Delegates who attend all sessions and pass the course examination will receive an Informa Certificate of Completion.*

All registrations are subject to our terms and conditions which are available at [www.informa-mea.com/terms](http://www.informa-mea.com/terms). Please read them as they include important information. By submitting your registration you agree to be bound by the terms and conditions in full.

**\*Book and pay full fee for two colleagues and the third attends for FREE.**

- Not applicable in conjunction with corporate discounts.
- Payment to be settled before start of the course to avail the offer.
- The 3 for 2 offer is valid on full price final fee registration only.

Course	Course Fee Before 7 January 2018	Course Fee Before 11 February 2018	Final Fee
Certificate in Leadership Effectiveness for Managers 18 – 22 March 2018*	US\$ 4,495	US\$ 4,995	US\$ 5,495
Course	Course Fee Before 5 August 2018	Course Fee Before 9 September 2018	Final Fee
Certificate in Leadership Effectiveness for Managers 14 – 18 October 2018*	US\$ 4,495	US\$ 4,995	US\$ 5,495
Course	Course Fee Before 30 September 2018	Course Fee Before 4 November 2018	Final Fee
Certificate in Leadership Effectiveness for Managers 9 – 13 December 2018*	US\$ 4,495	US\$ 4,995	US\$ 5,495

Pricing excludes 5% VAT, which will be charged where applicable

## DELEGATE DETAILS

First Name: \_\_\_\_\_ Surname: \_\_\_\_\_

Job Title: \_\_\_\_\_

Company: \_\_\_\_\_

Address: \_\_\_\_\_

Postal Code: \_\_\_\_\_ Country: \_\_\_\_\_ City: \_\_\_\_\_

Tel: \_\_\_\_\_ Mobile: \_\_\_\_\_ Fax: \_\_\_\_\_

Email: \_\_\_\_\_

### PAYMENTS

A confirmation letter and invoice will be sent upon receipt of your registration. Please note that full payment must be received prior to the event. Only those delegates whose fees have been paid in full will be admitted to the event.

### AVOID VISA DELAYS – BOOK NOW

Delegates requiring visas should contact the hotel they wish to stay at directly, as soon as possible. Visas for non-GCC nationals may take several weeks to process.

### CANCELLATION

- If you are unable to attend, a replacement delegate will be welcomed in your place. If you cancel your registration 57 days or more before the event, you will receive a refund minus a 10% cancellation fee (plus VAT where applicable). Cancellation after 56 days before the event or if you fail to attend the event will be 100% payable. All cancellations must be sent by email to **register-mea@informa.com** marked for the attention of Customer Services Cancellation.
- All registrations are subject to acceptance by Informa Middle East which will be confirmed to you in writing.
- Due to unforeseen circumstances, Informa reserves the right to cancel the course, change the programme, alter the venue, speaker or topics.
- For full details, please visit [www.informa-mea.com/terms-and-conditions-for-delegates](http://www.informa-mea.com/terms-and-conditions-for-delegates)

**BC7031/BC7198/BC7278**

### EVENT VENUE

Kempinski Hotel, Mall of the Emirates, Dubai, UAE  
Tel: +971 4 341 0000

### ACCOMMODATION DETAILS

We highly recommend you secure your room reservation at the earliest to avoid last minute inconvenience. You can contact the Hospitality Desk for assistance on:  
Tel: +971 4 407 2693 Fax: +971 4 407 2517  
Email: [hospitality@informa.com](mailto:hospitality@informa.com)

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