

**Soft-Train**



*At Soft-Train  
Technology Works*

# Management Skills for New Managers (1 Day) ST00022

**COURSE GOAL:** To provide New Supervisors and Leaders with Leadership Techniques they can use to be Effective Leaders.

**PREREQUISITES:** None.

**LEARNING OBJECTIVES:**

Upon completion of this course the student will be able to:

- Understand the Leadership Role
- Combine Executive Skills and recognize these skills in other people
- Understand the Four Phases of Learning
- Use the Six Step Coaching Model

**KEY TOPICS:**

**I. Give Feedback**

- A. Give Criticism?
- B. Invite Employees to Evaluate Their Performance
- C. Ask Follow-Up Questions
- D. Align Your Analysis with Their Comments

**II. Make the Best of Bad News**

- A. Look For What's Wrong and Tell Them?
- B. Display "Ego Strength"
- C. Set the Context
- D. Get to the Point

**III. Delegate**

- A. Do It All Yourself?
- B. Step Back
- C. Clarify the Assignment
- D. Run an "I's Not Here" Test

**IV. Pick the Brains of Departing Workers**

- A. Departing Workers have Nothing to Say?
- B. Lay the Groundwork
- C. Separate Tangibles From Intangibles
- D. Request Names

**V. Review Performance Regularly**

- A. Review Performance Once A Year?
- B. Stick to a Schedule
- C. Use the DISC Formula
- D. Suggest Don't Threaten

**VI. Decide and Deliver**

- A. Make Snap Decisions?
- B. Address Ambivalence Head-On
- C. Create a Contingency Plan
- D. Use Best and Worst Case Scenarios for Bookends

**VII. Exert “Praise Motivation”**

- A. Don’t Worry About Praise
- B. Catch Employees At Their Best
- C. Acknowledge Effort, Not Just Results
- D. Say It Once – With Feeling

**VIII. Plan Your Meetings**

- A. Run Meetings Off The Cuff
- B. Meet and Greet At the Door
- C. Open with An Overview
- D. Commit Assignments In Writing

**IX. Listen More**

- A. Talk More
- B. Distinguish Between 911 and 411 Topics
- C. Listen For Understanding, Not Agreement
- D. Think “Teach Me”

**X. Think Strategically**

- A. React to Events
- B. Dig Down At Least Three Layers
- C. Perform Triage
- D. Weigh All Sides – And All Consequences

**XI. Build Alliances**

- A. Go It Alone
- B. Converse, Don’t Compete

- C. Recognize What’s Right When You Hear It
- D. Satisfy WIIFM Longings

**XII. Get Feedback**

- A. Ignore What Others Think
- B. Try Direct Queries
- C. Establish a Baseline
- D. Depersonalize

**XIII. Give Great Instructions**

- A. Let Them Figure It Out Alone
- B. Rehearse
- C. Start Simply
- D. Ask for a Demo

**XIV. Speak With Power**

- A. Speak Like a Bureaucrat
- B. Emphasize Action Words
- C. Vary Your Volume
- D. Paint Word Pictures

**XV. Win Over Cynics**

- A. Ignore Cynics
- B. Remove Obstacles
- C. Let Critics Stage Experiments
- D. Demand Evidence

**XVI. Prepare for Change**

- A. React to Change
- B. Dangle Rewards
- C. Anticipate Multiple Outcomes
- D. Withhold Negative Opinions

**XVII. Muzzle Your Mouth**

- A. Always Speak Your Mind
- B. Apply the 80/20 Rule
- C. Stop After You Ask A Question
- D. Let People Vent

**XVIII. Pose Penetrating Questions**

- A. Ask Few Questions
- B. Keep It Simple
- C. Launch One Extra Probe
- D. Dig Below the Surface

**XIX. Lift Poor and Mediocre Performers**

- A. Don't Give Poor Performers a Chance to Improve
- B. Champion Their Strengths
- C. Challenge Them to Improve
- D. Enlist Peers as Mentors

**XX. Regale Your Audience**

- A. Presentation Skills Aren't That Important
- B. Customize Your Remarks
- C. Engage the Whole Group
- D. Use "Add-On Visuals"

**XXI. Criticize Without Criticism**

- A. Look for What's Wrong and Tell Them
- B. Be Direct
- C. Check Your Assumptions
- D. Preserve the Employee's Self Esteem

**XXII. Beat The Clock**

- A. Procrastinate
- B. Eliminate Time Wasters
- C. Set Realistic Standards
- D. Stage "15 Minute Bursts"

**XXIII. Impress Your Boss**

- A. Fear Your Boss
- B. Arm Yourself with Answers
- C. Under Promise and Over Deliver
- D. Challenge In Private

**XXIV. Mix and Mingle**

- A. Networking Isn't Important
- B. Keep It Positive
- C. Restate Before You Respond
- D. Know In Advance