



Certificate in Front-Line Leadership Skills

The Mansis Certificate in Front Line Leadership Skills is a 33 hour, skill training program for developing team leaders, lead hands and front-line supervisors. Customized for client organizations, this 9 module program teaches participants critical supervisory leadership skills which can be successfully used immediately back on the job. A special complementary, 1 hour executive overview is provided for senior management to learn their role in maximizing the benefit to the organization for this investment in front-line leadership skill development.

Size and Format of Workshops:

Most modules are conducted with groups of up to 24 participants except a few where the maximum class size is 12. Workshops consist of short lecturettes, videotape and film presentations, role play (skill practice), group assignments and discussions, and case studies. All modules have short workbook materials to accompany each class and a special text to accompany the program.

Workshops are all taught by highly qualified, experienced Mansis Trainers.

Follow-up Refresher and Assessment:

After about 4 to 6 months following the core set of workshops, all participants participate in a one day refresher workshop: to present their on-the-job application of the Program material; to answer and clarify any misunderstanding about the Program content (concepts, skills and tools); to practise the key interpersonal coaching skills; and be assessed by the instructor. Action Plans for individual improvement in these skills may be developed, to be reviewed with the participant's supervisor.

Flexibility of Program:

Workshops can be scheduled in blocks of 3 hours to fit the needs of the client organization. Classes can be taught on-site (if conditions are favorable), or in a hotel, and can be offered morning, afternoon or evening, weekday or weekend.

Customization:

All the content of this Program was developed by Mansis, and can be customized to meet the needs of any client, for any industry.

Certification:

Throughout the workshops, participants are required to demonstrate the knowledge and skills being learned. Each participant successfully completing the first 8 modules is awarded a personal Certificate from Mansis or a customized Certificate bearing the name and logo of the client organization.

Sample Syllabus:

Module #	Topic
1	A System for Performance Management
2	Role of the Lead Hand, Team Leader or Front-Line Supervisor
3	Listening and Probing Skills
4	How To Motivate and Change Employee Behavior
5	Official Discipline and The Discipline Interview
6	Performance Review (Appraisal)
7	How To Teach Skills on the Job
8	Identifying and Solving Problems
9	Program Review and Skill Refresher



Certificate in Front-Line Leadership Skills:

Syllabus:

Module #	Name and Learning Objectives	Format
1 3 hrs.	Performance Management: Participants learn a simple integrated process for managing the performance of their employees. Future modules teach the required skills.	Lecturettes discussions
2 3 hrs.	The Role of a Supervisor: Participants learn the importance and skills of role clarification for themselves and for their employees. They learn the specific expectations placed upon them by their employees, their manager, their peers and their customers, and the importance of values.	Lecturettes, group discussions, readings, assignments.
3 3 hrs.	Listening and Probing Skills: Participants learn and enhance their skills at listening and conducting a non-directive "probing" interview.	Lecturettes skill practise. videotape
4 6 hrs.	How To Motivate & Change Employee Behavior: Participants learn and practise the interpersonal skill for reinforcing good behavior, and the skill for identifying and constructively changing an employee's inappropriate work habits.	Lecturettes, skill practise, assignments, videotapes
5 3 hrs.	Discipline and the Discipline Interview: Participants learn the company's discipline policy & procedures, as well as how to conduct a constructive and effective disciplinary interview	Lecturettes, skill practise, videotapes
6 3 hrs.	Performance Review: Participants learn the company's* performance appraisal process & forms, & practise conducting an appraisal interview. (*or a generic Mansis Review form)	Lecturettes, skill practise,
7 3 hrs.	How To Teach Skills On The Job: Participants learn and practise the 4 step, Job Instruction Training technique for teaching skills and procedures to others.	Lecturettes video & film skill practise.
8 3 hrs.	Identifying and Solving Problems: Participants practise diagnosing and solving typical performance problems they face on the job in their role as a supervisor.	Case studies, group assignments
9 6 hrs.	Review and Refresher: Participants present their on-the-job application of the previous modules, review the main concepts in the Program, and practise the key interpersonal supervisory skills. Participant performance is assessed for needed development.	Lecturettes, skill practise, videotapes, skill-assessment



Certificate in Senior Management Leadership Skills

The Mansis Certificate in Senior Management Leadership Skills is a 69 hour, skill training program for middle and senior managers. Customized for client organizations, this 11 module program teaches participants critical senior management leadership skills which can be successfully used immediately back on the job. A special complementary, one hour executive overview is provided for the executive to learn their role in maximizing the benefit to the organization for this investment in senior management leadership skill development. Participants in the Certificate in Front-Line Leadership Skills may earn credits towards this senior Certificate.

Size and Format of Workshops:

Most modules are conducted with groups of up to 24 participants except a few where the maximum class size is 12. Workshops consist of short lecturettes, videotape and film presentations, role play (skill practice), group assignments and discussions, and case studies. All modules have short workbook materials to accompany each class and a special text to accompany the program.

Workshops are all taught by highly qualified, experienced Mansis Trainers.

Follow-up Refresher and Assessment:

At the last workshop, all participants participate in a one day refresher class: to present their on-the-job application of the Program material; to answer and clarify any misunderstanding about the Program content (concepts, skills and tools); to practise the key interpersonal coaching skills; and be assessed by the instructor. Action Plans for individual improvement in these skills may be developed, to be reviewed with the participant's supervisor.

Flexibility of Program:

Workshops can be scheduled in blocks of 3 hours to fit the needs of the client organization. Classes can be taught on-site (if conditions are favorable), or in a hotel, and can be offered morning, afternoon or evening, weekday or weekend.

Customization:

All the content of this Program was developed by Mansis, and can be customized to meet the needs of any client, for any industry.

Certification:

Throughout the workshops, participants are required to demonstrate the knowledge and skills being learned. Each participant successfully completing the Program is awarded a personal Certificate from Mansis or a customized Certificate bearing the name and logo of the client organization.

Sample Syllabus:

Module #	Topic
1	A System for Performance Management
2	Coaching and Supervising Front-Line Management
3	Interpersonal Communication
4	How To Motivate Employees
5	How To Set Effective Goals
6	Implementing Organizational Change
7	How To Develop and Maintain Teamwork
8	How To Delegate Effectively
9	How To Select Employees
10	How To Run Successful Meetings
11	Program Review and Skill Refresher

1: The Performance Management Process

The performance management process, taught to lead hands, team leaders and front-line supervisors in the level I program, is the ideal process for managers to manage and lead the team leaders. Consistent use of this performance management process throughout a company will help: to strengthen employee morale; to improve the company's control over quality and improve corporate performance. The process is also a company's principal tool for implementing change.

2: Coaching & Supervising Front-Line Management

Front Line management (lead hands and team leaders) need direction, coaching and supervision, just as any other employee. Not addressing lead hand performance problems, especially as they relate to supervising their employees, will be disastrous for any business, and invite unrest and dissension. This module teaches these essential skills to the managers of the lead hands, and allows the participants to practise their use in appropriate situations where lead hands are being coached.

3: Interpersonal Communication

The higher one rises in management, the more critical the skill of listening becomes. Effective listening, to employees, customers and others, can seriously impact upon a middle manager's success. Besides teaching better listening, this module also shows the participants how to conduct a non-directive or probing interview, wherein one gets others to open-up and communicate: an important skill for coaching others and for diagnosing and resolving interpersonal problems with clients, employees and family.

4: How to Motivate Employees

Professional research over the past thirty years has identified a set of practical activities and approaches to successfully motivate employees: techniques that go beyond the ineffective hype of motivational speakers and wall posters. Middle management must be fully aware of the successful and unsuccessful ways to motivate employees, because their successful implementation in a company usually rests with actions taken by senior management, as opposed to actions of front-line management with minimal authority. This module addresses practical ways to make use of modern research findings about motivation.

5: How to Set Effective Goals

Research has shown that goal-setting is a very effective tool to motivate, lead and develop employees. However, goal setting can become overly complicated and self-defeating, if done incorrectly. This module shows how to keep it simple yet effective, so that goal setting can be used to strengthen and enhance personal and employee performance.

6: Implementing Organizational Change

A major obstacle facing middle management is how to get new programs, plans, philosophies, policies or strategies implemented, that is actually being performed by all employees in the business. Senior management is very vulnerable when the implementation of their initiatives is dependent on the activities of others in the business. Many times senior managers are seen to fail, not because their plans weren't appropriate but because they did not have the skills or procedures for implementing their plans. This module shows how to translate the desired change in direction into the day-to-day behavior of all employees, and make it stick.

7: How to Develop and Maintain Teamwork

Teamwork is a significant part of any production strategy. Middle management need to be able to create and maintain high levels of teamwork not only on the plant floor but also amongst the front line level of management — the lead hands and team leaders. This module shows how to use the performance management process to develop and maintain effective teamwork.

8: How to Delegate Effectively

Delegation is one of the most fundamental skills of middle management and an important tool for developing junior employees. Skill at delegation can enhance a business' ability to grow or seriously constrain growth. Participants will learn and practise this key time-management skill, and how to maintain control over the delegation process.

9: How to Select Employees

Middle management needs to be directly involved in the process to select and hire employees. An effective selection process and properly conducted selection interviews are worth tens of thousands of dollars to a company. But an inability to choose applicants in an objective way or to choose the wrong person can spell disaster. Participants will learn skills to conduct an effective selection interview by themselves or as a member of a team; to use a valid selection process; and to make objective, defensible selection decisions.

10: How to Run Successful Meetings

Managers spend considerable time in meetings, either as a participant or and the Chair. This useful technique can be a primary time waster and source of considerable frustration unless planned and conducted properly. Middle managers must conduct effective, results driven meetings, and this module shows them just what to do.

11: Program Review and Skill Refresher

Participants re-visit the material, review with their peers and the instructor, their experiences using the skills and procedures on the job, and practise the key interpersonal supervisory skills. Participants shall be expected to report the results of their skill application to the class, and also provide feedback and encouragement to their peers.

Variety of Organizations Which Have Participated in the Mansis Front-Line and Senior Management Leadership Skills Programs:

MANUFACTURING:

- cellular telephones
- city bus manufacturer
- computer manufacturer
- envelope manufacturer
- furniture manufacturer
- industrial machine shop
- industrial transformers
- inter-city bus manufacturer
- kitchen cabinet manufacturer
- liquor distillery
- plastics manufacturer
- recycle and shrink-wrap
- window & door manufacturer
- wire and optic cables

HEALTH CARE

- home health care franchise chain
- hospital food services
- physiotherapy clinics

PROFESSIONAL SERVICE

- customs brokerage
- daycare
- parking garages/parking lot management
- professional engineers
- security guard service
- world class museum

PULP AND PAPER

- pulp & paper products

OIL & GAS / ENERGY RESEARCH

- gas utility
- nuclear research

TRANSPORTATION

- international logistics & trucking companies
- medivac airline

MARKETING

- international grain sales and marketing
- fish processing and international marketing

GOVERNMENT DEPARTMENTS / AGENCIES

- automobile insurance
- culture, tourism and environmental management
- telecommunications

PRINTING

- commercial printers

RESTAURANT / LEISURE

- private golf club
- restaurant and service station
- restaurant chain

PERSONAL SERVICE / RETAIL / WHOLESALE

- answering/paging service
- laundry and dry cleaning
- liquor sales
- pharmaceutical distributor
- pharmacy
- pharmacy/clinic
- tire distributor

EDUCATION

- school division

Personal References Upon Request From Mansis

Fee:

The training fee is based on \$825 per half day module for the instructor, plus \$10 per participant for the supplementary text in the Front-Line Program and \$30 per participant for the 3 supplementary texts in the Management Program. Workshop notes for each full Certificate Program can be reproduced by the client organization (in binders) for no charge or purchased from Mansis at \$75 and \$100 per participant. Training location and equipment (video player, flip charts) is the responsibility of the client.

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