

# UNDER NEW MANAGEMENT

## OVERVIEW

This program is designed for Managers and Supervisors who have earlier completed the Introduction to Supervision program or an equivalent introduction to management program designed to ensure that participants know and understand the expectations of them in their jobs, and exposed them to a number of contemporary approaches and tools designed to help them deliver on those expectations.

Individuals may find it difficult to pursue the “best practices” and “good ideas” presented in introduction-level programs without further reinforcement and support. This can be especially true when the home organisation is undergoing profound organisational and cultural change.

In essence the difficulties are frequently related to the individual’s perception as to the extent to which he or she is “empowered” to take initiatives, and able to “empower” others.

This program seeks to address these identified needs.

## AIMS

The aim of the “Under New Management” program is to have participating managers/supervisors adopt new and improved management styles and practices designed to maximise their own potential as people managers, and to capitalise fully on the potential of their home organisation.

## LEARNING OUTCOMES

At the conclusion of the program participants will:

1. Understand and be committed to the use of contemporary approaches to staff management.
2. Establish effective strategies for the systematic empowering of themselves and their subordinates.
3. Agree the outcomes to be sought as a measure of the effectiveness of them, their peers and

subordinates in putting a new management approach in place.

## PROGRAM CONTENT

Ideally the program should take place against a statement of intention from senior management as to the way in which management within the organisation should evolve. This (virtually a Management Vision Statement) provides the essential touchstone against which all management approaches may be judged. An indicative draft statement is at the end of this fact Sheet. We are able to assist organisations adapt this draft to meet their own needs.

Against this background, the program is structured around the following key elements:

- a. Understanding the nature and structure of the organisation’s workforce today, that required in the year 2010, and the management challenges which will result from the need to move from one to the other.
- b. Contemporary human resource management and in particular the important role of line managers in undertaking day-to-day human resource functions, including IR/ER roles.
- c. Industrial issues, including agreements, and their structure, content and practical application.
- d. Managers/Supervisors roles in, and practical strategies to achieve, the creation and maintenance of workplace teams.
- e. Apparent or potential impediments to effective, flexible and empowered management, including regulatory restraints, quality issues, OH & S and entrenched union ethos.
- f. Training the workforce and the role of managers and supervisors in that training.
- g. Practical skills in dealing with people in the workplace, including personal appraisal and its consequences.
- h. Manager and Supervisor roles in relation to planning and the implementation of plans.

i. Effective approaches to delegation.

The program uses a blend of classroom sessions, interactive group work and experiential learning activities.

Participants will be asked to commit themselves to some specific actions to be put into effect following the program. It is desirable that a follow-up session (say one day off site) be conducted some three months after the course to provide an opportunity for participants to share their success or otherwise with implementing in the workplace the commitments made during the course.

It is highly desirable that senior managers participate, preferably through the entire program but certainly for at least part. This provides a dynamic environment which both “gives permission” to participants to explore areas that are new to them and enables immediate feedback to participants from initiatives that evolve in the course of the program.

## EVALUATION

The aspects of the program which are best regarded as “performance indicators” are outlined generally under the heading “Objectives” above. Actually measuring these desired outcomes is less easy.

In the short to medium term, our approach is to involve participants themselves in identifying certain parameters against which the outcomes of the course can be judged.

In the longer term, success will be reflected in improved goal achievement and a more highly motivated, committed and effective management team and workforce. The participant, or a nominated manager or supervisor, will be provided with an evaluation instrument for completion several weeks after conclusion of the program. This is essentially an in-house tool for use by the client.

However, we encourage organisations to return a copy of the instrument for use in the future review, development and general improvement of the program.

## ACCREDITATION

As with the Introduction to Supervision program, this course covers many aspects which are Core or Optional Units of the Frontline Management (FLM)

program at various Certificate, as well as Diploma levels.

The Course does not, in and of itself, deliver specific Units of Competency under FLM. However, participants who satisfactorily complete the program will be well-situated to develop the Competencies explored more completely over following weeks and months which will enable subsequent assessment and accreditation by in-house (or if preferred external) Workplace Assessors, should their home organisation choose to adopt this approach.

Units of the FLM which fall within the scope of the Introduction to Supervision program include, for example:

<b>National Code</b>	<b>Competency</b>	<b>Standard</b>
BSBFLM501A	Manage personal work priorities and professional development	
BSBFLM502A	Provide leadership in the workplace	
BSBFLM503A	Establish effective workplace relationships	
BSBFLM504A	Facilitate work teams	
BSBFLM510A	Facilitate and capitalise on change and innovation	

Participants receive a Certificate of Completion, usually at a special social function such as a post-course dinner.

## DURATION

The program was initially developed for, and is usually conducted as, a three day/three night residential program, with subsequent follow up on the job (and a possible one-day review after several months).

Other variations of this program have been successfully conducted, including two and three day non-residential programs, and a series of shorter two or three hour sessions held weekly over a period of months.

In terms of value and benefit, however, we strongly recommend the residential version.