



Leadership and Management

Customised Programme for Team Leaders and Managers

YMCA Birmingham have developed a number of units that have been customised for organisations and individuals who have management responsibilities but no formal training, and are serious about developing their abilities.

They particularly support practicing team leaders seeking to move up to the next level of management, and managers who need to lead people through organisational change, budget cuts or other pressures.

The course is made up of a wide range of units covering core management skills – such as understanding how to organise and delegate – plus skills in communication, team leadership, change, innovation, and managing people and relationships.



Benefits for individuals:

- ▶ Gain a range of key management skills and put them into practice in your own role.
- ▶ Build your leadership capabilities – motivate and engage teams, manage relationships confidently.
- ▶ Develop your leadership and management skills using your own knowledge, values and motivations.

Benefits for employers:

- ▶ Effective and confident first-line managers.
- ▶ Better relationships and communication in teams.
- ▶ Proven skills – managers will need to show that they can transfer their new skills to your organisation.
- ▶ Managers with the tools to develop their own skills and abilities.

YMCA Birmingham do not deliver “off the shelf” generic courses.

We spend the time to understand what the organisation is wanting to achieve, and more importantly, what they want their Managers and Team Leaders to do better.

In order to achieve this we will spend time with Senior Management, before we deliver any units, to gain an understanding of the business objectives and direction of the organisation.

Examples of units that we have delivered are;

Understanding Leadership

Purpose: To develop knowledge and understanding of leadership as required by a practicing or potential first line manager.

The learner will:

- ▶ Understand different leadership styles or behaviours and their effect on individual or group behaviour.
- ▶ Describe the factors that will influence the choice of leadership styles or behaviours
- ▶ Understand leadership qualities and review own leadership qualities and potential.
- ▶ Describe appropriate actions to enhance own leadership behaviour in the context of the particular leadership model.



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Leading and Motivating a Team Effectively

Purpose: To enable learners to understand the need for teams to have a sense of vision and purpose that reflects the organisation, and the role that effective communication, motivation and individual and team development play in enabling this to happen.

The learner will:

- ▶ Know how to communicate the organisation's visions and strategy to the team.
- ▶ Explain the importance of the team, the role that communication plays, and assess the effectiveness of own communication skills.
- ▶ Know how to motivate and develop the team and individuals.
- ▶ Describe the main motivational factors in a work context and how these may apply to different situations teams and individuals.

Planning Change in the Workplace

Purpose: To be able to plan change in an organisation as required by practicing or potential first line Manager.

The learner will:

- ▶ Understand the forces for change in an organisation, by identifying various methods of analysis.
- ▶ Know how to identify and plan change in an organisation, by identifying human and financial factors in order to facilitate change.
- ▶ Give examples of change required in the workplace reflecting PESTLE or SWOT analysis.
- ▶ Explain how to communicate with and involve people to facilitate effective change.

Developing Yourself and Others

Purpose: To develop knowledge and understanding of developing self and others as required by a practicing or potential first line Manager.

The learner will:

- ▶ Know how to identify their own learning styles and the learning styles of others
- ▶ Use a simple technique for identifying own development needs and those of others
- ▶ Identify potential barriers to learning.
- ▶ Know how to develop self and others to achieve organisational objectives.
- ▶ Analyse, identify and prepare learning and development options to meet needs of self and the other members of the team.

Understanding Organising and Delegating in the Workplace

Purpose: To develop knowledge and understanding of organising and delegating in the workplace as required by a practicing or potential first line Manager.

The learner will:

- ▶ Understand how to organise people to achieve objectives.
- ▶ Explain the importance of making effective and efficient use of people's knowledge and skills while planning a team's work to achieve objectives.
- ▶ Understand how to delegate to achieve workplace objectives
- ▶ Describe the benefits of empowerment and techniques that could be used to monitor the outcomes of delegation in the workplace.



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Solving Problems and Making Decisions

Purpose: The learner will be able to solve problems and make decisions as required by a practicing or potential first line Manager.

The learner will:

- ▶ Know how to describe a problem, its nature, scope and impact.
- ▶ Know how to gather and interpret information to solve a problem.
- ▶ Know how to evaluate options to make a decision.
- ▶ Know how to plan, monitor and review the implementation and communication of decisions.
- ▶ Describe which monitoring and review techniques could be used to evaluate outcomes.

Planning and Allocating Work

Purpose: The learner will be able to develop knowledge and understanding of how to plan and allocate work as required by a practicing or potential first line Manager.

The learner will:

- ▶ Know how to plan work in the workplace by identifying organisational targets relevant to the team.
- ▶ Set SMART objectives for the team to achieve the targets and explain how to monitor and control a planned activity.
- ▶ Know how to allocate work to team members
- ▶ Identify resources required to complete a planned activity and how to assess and support team performance in achieving objectives.
- ▶ Understand how to improve the performance of a team in delivering to plan.
- ▶ Identify a possible cause of variance and actions to overcome causes of variance.

Our courses take a “blended learning” approach which involves tutor-led classroom sessions and self-directed learning with tutor support as necessary. This minimises the time you have to have staff away from the workplace.

If you require an “in-house” training course we are able to customise a programme, with emphasis on specific units and subjects.

Please do not hesitate to contact us to discuss options that are available to meet your needs.

Further information:

For further information on this course and to see if you are eligible, please contact us on:

0121 478 4248/4232 or email us on training@ymcabirmingham.org.uk



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