

The Route to Partner - New Manager Programme

Programme Overview

Becoming a new manager means adopting new ways of working, new ways of thinking and new ways of behaving. New managers are expected to exemplify behaviours that clients respect and peers admire.

Unfortunately, new managers promoted for demonstrating technical expertise and leadership potential often do not yet possess the key skills and behaviours required to be an effective leader of people or a credible ambassador for the firm.

Recent research shows that the key factors in successful transition for new managers are responsibility and accountability for key decisions, formal training and on-going support for personal development.

This programme will help firms and new managers increase the likelihood of successful transition. New managers will develop the core skills and behaviours required to make the transition to management, improving their ability to lead, influence and engage with fellow employees and client organisations at all levels.

Learning Outcomes:

- The mindset to be an ambassador of the business in its entirety and not just a single subject expert, gaining a broader professional perspective;
- An understanding of the different types of leadership behaviour, how to identify their current management style and how to adopt 'flexible leadership' according to the situation;
- The capability to manage performance, to give and receive feedback and particularly the ability to coach and mentor a team of former peers and colleagues;
- An ability to lead teams by identifying team members' roles and knowing how to adapt leadership to account for associated strengths and weaknesses and the agility to change roles where necessary;
- Knowledge of the key skills and behaviours required to present with impact to ensure an impression is made, the key messages land powerfully and all stakeholders remain engaged;
- An ability to recognise and then develop client opportunities based on an understanding of the key skills and behaviours required to succeed in business development;
- An understanding of the core behaviours required to build loyalty and trust among colleagues and clients;
- An ability to undertake critical conversations and have effective interactions both within the firm and with clients;

PSYCHOLOGICAL SKILLS

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- The curiosity and ability to think critically in order to locate the emotional and political reasons of a complex business problem, not just the rational causes;
- An understanding of the key behaviours required to develop your 'personal brand', generate executive presence, demonstrate credibility and create personal impact;
- Knowledge to manage difficult negotiations and resolve conflict within teams;
- An understanding of delegation and the different styles and approaches that could be used in different circumstances;
- The capability to understand the client's context, to develop paradox questions and then the conviction to deliver compelling, insightful and original points of view;
- Self-awareness to create a personal learning and development plan that ensures career progression matches ambition.

Learning Modules*

- Advanced communication skills
- Building personal presence, influence, trust and credibility
- Complex problem solving using a structured analytical thinking process
- Conflict Management
- Creating a personal development plan for career progression
- Developing your network
- Expanding client opportunities
- Leadership styles and behaviours
- Leading teams
- Managing and resolving conflict
- Managing effective interactions and presenting with impact
- Managing performance – coaching, mentoring and feedback
- Managing projects, proposals and your team
- Negotiation behaviours

Participant level:

New Manager

Programme Duration:

3 days*

*Please note that learning modules and programme duration are given as a typical guideline, however all programmes are tailored to meet clients' specific objectives