

Management Skills for an IT Environment - 4 Days

Course 906 Overview

- You Will Learn How To**
- Apply a proven management model for leading technical staff to excellence
 - Identify key success criteria for leadership in an IT environment
 - Leverage emotion to optimise communication and performance
 - Motivate and empower technical professionals to achieve results
 - Delegate proactively to focus the strengths of IT teams and build accountability
 - Reinforce performance with a shared vision and effective coaching

Course Benefits Your success as a manager in the IT environment depends on applying people-oriented skills to lead and motivate technical experts. Throughout this course, you practise the key skills and behaviours to get the best from technical people. You learn to lead with vision, motivate and empower with passion, facilitate effective communication and delegate with clarity to individuals and teams.

Who Should Attend IT managers wishing to expand and improve their skills and those new to managing technical experts. This course is aimed at those managing technical professionals in an IT environment. For a fundamental management skills course, please refer to Course 290, "Management Skills".

Hands-On Training In an immersive environment, you participate in an IT-focused, multimedia case study, as well as individual and group activities to apply management tools, techniques and strategies. Activities include:

- Identifying and personalising your management approach
- Mapping team and stakeholder interdependencies and potential conflicts
- Developing motivational strategies for technical and non-technical individuals
- Delegation role play within a simulated IT case study application
- Designing a team-building event
- Observing and enhancing your emotional intelligence
- Managing performance to promote and leverage the strengths of your staff
- Assessing the impact of disruptive behaviour in the workplace
- Creating your managerial vision to determine your next steps

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Course 906 Outline

The Challenge of IT Management

Setting the context for successful IT management

- Defining relevant success factors based on customer requirements
- Adopting best practices for an IT environment

Performing stakeholder analysis

- Drawing the stakeholder map
- Identifying interdependencies and expectations

Developing Management Excellence

A new management identity

- Transitioning from a technical expert to a manager
- Balancing leadership and administration
- Managing technical specialists

Personalising your management style

- Applying the Mintzberg action-based model
- Aligning your management approach to the model
- The top 10 management roles

Emotional Intelligence (EI) in Action

Incorporating EI into your management approach

- Recognising three key skills to understand yourself
- Interpreting behaviours and interacting more constructively with others

Engaging and controlling your emotions

- Changing your behaviour to suit the situation
- Leading by example

Motivating Technical Workers

Exploring key motivators

- What technical people want from work
- Increasing staff retention
- Avoiding motivational pitfalls

Tailoring the approach to your team

- The impact of generational differences
- Assessing strengths to increase levels of engagement
- Putting theory into practice

Delegating for Empowerment

Cultivating commitment and accountability

- Inspiring collaborative partnerships

- Working with the strengths of your staff

Following a proven step-by-step process for delegation

- Planning your delegation and defining the task
- Assigning the task to individuals or teams
- Determining tracking and follow-up
- Achieving accountability through collaboration

Facilitating Success for IT Teams

Organising and developing effective teamwork

- Negotiating shared expectations
- Setting ground rules within your team
- Cutting across organisational units, time zones and geographic boundaries
- Overcoming the hidden overhead of separation

Leveraging team synergy

- Creating a "team" state of mind
- Facilitating team-building activities

Enhancing team communication

- Applying a three-level model for team building
- Harnessing the power of dynamic and diverse teams

Reinforcing and Redirecting

Performance through Coaching

Managing day-to-day performance

- Selecting suitable performance measures that work in a technical environment
- The benefits of a continuous appraisal approach
- Strengthening performance by integrating coaching and appraisal techniques

Minimising disruptions in the workplace

- Recognising and addressing ineffective performance that falls short of expectations
- Employing constructive feedback as a means of focusing positive behaviours

Implementing Your Managerial Vision

Defining desired outcomes

- Vision as a practical management tool
- Framing a vision for you and your team using a step-by-step approach

Focusing team efforts through a common vision

- Actively pursuing your personal vision
- Supporting your organisational goals