



# Bottom-Line Leadership

## First Level Managers

### Hiring, Appraisal, Delegation

#### CURRICULUM OVERVIEW:

Hands-on learning model where participants work, learn, and practice leadership in a real-time, simulated work environment. Each “live”, leaderless 3-4 person team collectively leads a “virtual” team of 5 diverse simulated employees who vary in skills, experience, and motivation with reports on workflow, errors, delays, crisis events and costs.

Participants learn and practice “soft skills” with feedback and scores. Then they learn how to use the Bottom-Line Tool Kit in class, with “hard” electronic tools and metrics to apply back on the job. They integrate both sets of tools to effectively lead people and teams in a scorecard world. They make decisions to achieve “more with less”: more productivity & service-quality with fewer staff and costs, with *immediate feedback on results*. The simulation compresses months of real supervisory experience into 3 days, thus accelerating learning and retention. Fully customizable to your business.

#### LEARNING OBJECTIVES:

To increase speed, productivity, service-quality and cut costs, First Level Managers must become both Leaders and Strategic Business Decision-Makers. They learn to read simple financial reports and manage against a budget. They select, interview, and hire the best (employees) for each job. They learn to staff and control headcount, delegate assignments, set policies and maintain control. They quickly intervene to redirect individuals or teams going the wrong way. It is their role to constantly measure performance and communicate with all 4 generations, apply human resource policies, and avoid legal problems. First level managers must also create a healthy and safe work environment.

Soft skills taught are: (1) delegation, (2) behavioral-based interviewing techniques, and (3) performance appraisal with practice, scores and feedback. Managers learn to perform and integrate all 4 roles: (1) Productivity Manager, (2) People Team Leader, (3) Human Resources, and (4) Strategic Decision Maker. They learn to motivate top, standard, and sub-standard employees, while introducing valuable team-building skills for a corporate return on investment.

#### KEY LEARNING POINTS:

##### Hard Skills

- Four key roles of a manager - set priorities
- Forecasting work volume & capacity analysis
- Resource allocation and assignments
- Staffing, headcount control & hiring strategy
- Performance measurement and tracking
- Read basic financial reports and cost control
- Leading for customer service and quality
- Performance management process
- Team and individual goal setting
- Handle human resource policies and legal issues correctly
- Strategic business decision-making

##### Soft Skills

- Team formation and development
- Delegation - handing responsibility to others
- Apply “powers” of a manager
- Lead top, standard and sub-standard performers
- Performance Appraisal - measuring & communicating performance reviews
- (Option) Behavioral-based interviewing

#### RECOMMENDED FOR:

First level managers from all functions in any organization, with at least 6-18 months supervisory/team leadership experience and Foundations Course training or equivalent.

Length: 3 Days

PDU: 24

CEU: 2.4

FS#333 v7-28-09