

CS-01

Engineering Leadership

Core Engineering Behavioural Leadership

Core leadership skills for all new and developing manager to harness the combined efforts of their teams

Why this course?

This course is ideally suited to junior (often new) and developing engineering managers, it gives them good sound and practical tools to manage and fully engage their teams with your company's values and delivery success. Under-performance and causes are considered and how the junior manager can practically address these, something that is often a source of great frustration.

Key learning points

- ❖ Behaviours (in ourselves and others) and how these influence our own personal and the team performance
- ❖ Behavioural leadership, dealing with good, bad and challenging behaviours
- ❖ Coaching for performance, using coaching techniques and understanding why they are so applicable in engineering environments
- ❖ Delivering effective feedback that is meaningful and useful to the members of your team, helping them achieve higher performance
- ❖ Setting clear expectations that are understood and followed and improving your influence both over your reports and your managers
- ❖ Practical workshops to help explore the delivery of the techniques learnt and how we apply them in 'real' situations
- ❖ Introduction to change management and decision making

Who should attend

- ❖ Depot managers
- ❖ Production managers
- ❖ Planning managers
- ❖ Other junior managers

Duration

2 days, provided at your location



Subject Expertise

We have a proven track-record of reducing maintenance costs, through optimising efficiencies.

Our subject leader is a Chartered Engineer and has worked in Engineering for over 25 years with multi-industry experience.

Our expert team have built this workshop-styled training course through a combination of their significant thought leadership and experience layered with known client situations, bringing a powerful mix of vital real-life examples together with sound theory to all the sessions.

For more information, call us on +44 (0) 7841 029276

howard@engpro.co.uk

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Modular breakdown

Behaviours and the Behaviour Matrix - In this module we explore how we behave, what some of the triggers to behaviour are and how this impacts our performance. We develop with the delegates the behaviour matrix and help them to understand where their management effort is best spent. We also review how we learn and take on-board information during this module.

Leadership styles and flexibility - This module considers the different types of leadership, looking at some working examples and applying those to ourselves. We review the leadership styles and how we have to flex our styles depending upon the behaviour matrix and the person we are leading. We explore the difference between management and leadership.

Coaching for Performance – A key element in managing engineers effectively is being able to coach well, and coach in the most bizarre locations, such as, under a train! One of the key problems in engineering management is managers taking on all the decision making. In this module we explore how coaching techniques can deliver successful leadership and promote ownership throughout the team, culminating in applying this skill practically in realistic situations.



Effective Feedback - This module introduces the delegate to two of the most effective tools in their arsenal; setting clear expectation and delivering effective 1-to-1 feedback. We explore how and when to best do this, how we collect evidence and build our perspective. We expand on managing stakeholders such as union representatives and how to keep all feedback positive.

Influencing Effectively – The final two modules of this course focus on growth skills, the type that are needed today but will increasingly be needed in the future as the delegate's career progresses. One key area is influence, and how we improve our influence with our reports, peers, and managers. We explore why we might have had challenges in the past and develop techniques to develop stronger influence in the future.

Elective modules – Experience from delivering this in many clients has allowed us to adopt a flexible approach to tailoring the course to specifically meet your needs. A series of elective modules are offered, these are included in the price, the only limitation is the contact time to deliver. Typically 2-3 electives are possible, and we would discuss this with you during contracting.



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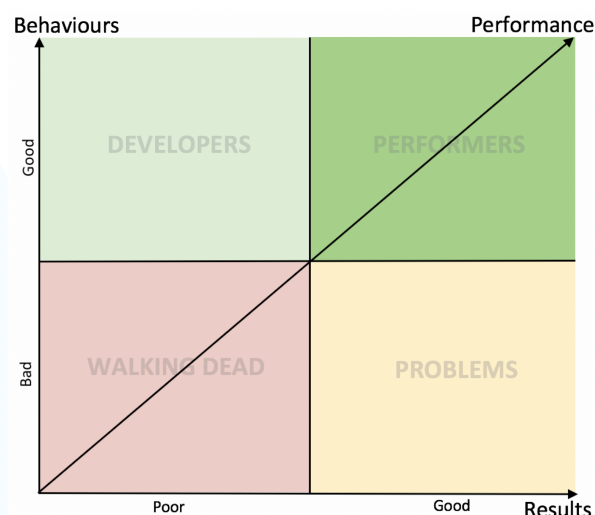
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Course Specification

Core modules are –

- ◆ The importance of ground rules
- ◆ Rules, values and behaviours
- ◆ Behaviour/performance matrix
- ◆ Situational leadership and flexibility of style
- ◆ Leadership and ‘followership’
- ◆ Coaching for performance
- ◆ Influencing skills
- ◆ Effective communication
- ◆ Delivering (and receiving) feedback
- ◆ Performance management – early stages



Elective modules are –

- ◆ Team working
- ◆ Managing via email
- ◆ Managing change
- ◆ Decision making
- ◆ Plan-led maintenance, including productivity and efficiency
- ◆ Business basics (of outsourced maintenance)



EngPro Approach –

- ◆ This course is best delivered on-site in a face to face manner, with walls plastered in flip charts
- ◆ We use the behaviour matrix above extensively
- ◆ Cohort size is between 9 to 12, but can be extended in some circumstances
- ◆ All instructors are leadership experts and have extensive experience leading engineering teams
- ◆ As such, we relate to the delegates well and this allows a free and open discussion
- ◆ eCertificates of attendance can be provided
- ◆ And if required, a test and ‘pass’ certificate can be provided to demonstrate competence
- ◆ On completion of a training series we provide executive level feedback on overall performance

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