

ASSERTIVENESS FOR KIWI MANAGERS: Assertiveness is not the same as aggression but managers often act aggressively when they really mean to be assertive. Assertiveness works well for 21st century managers but aggressiveness is increasingly ineffective, eroding performance, respect and often managers' own self-worth. Many Kiwis, for quite complex reasons, struggle with being assertive. As a result we often resort to being aggressive and therefore have a lot to gain from learning the tools and insights this programme provides to help you increase your assertive behaviour step by step. The module stands alone but is also a useful background to one:one coaching and partner to the *Win:Win Negotiation Without Compromise* module.

WIN:WIN NEGOTIATION WITHOUT COMPROMISE: We live in a world where media has popularised a "winner takes all" model - yet that's a poor management strategy. It undermines staff performance and our relationships with export customers. With the right tools and attitudes you can negotiate genuine win:win results where both parties are wholly satisfied - a great outcome. In this 21st century multicultural world, win:win negotiation skill is a mandatory part of a manager's toolbox whether for managing staff performance, winning great deals with customers or dealing with tricky problems. This two hour programme stands alone but also builds on the *Assertiveness for Kiwi Managers* programme.

TIME MANAGEMENT & SETTING PRIORITIES: We can't actually manage time - we have to manage ourselves instead through organisation, prioritising, and scheduling. This two hour programme works with participants to identify their distractions and time wasters. It offers tips and techniques to utilise the time that is available more efficiently and effectively. In particular it focuses on separating what is important from what is urgent and what you have to do versus what you could delegate in order to effectively achieve priorities. This programme is complemented by the *Art & Science of Delegation* and the *Planning Into Action* programmes that develop the concepts in more detail.

THE ART & SCIENCE OF DELEGATION: Delegation is an extraordinarily powerful management tool that our Kiwi approach often gets in the road of. Delegation is much more than offloading work onto other people. Of course it is an essential time management and prioritising strategy but it also demonstrates trust in your staff and is the most powerful tool available to you to grow their competency and confidence. Delegation has to be done right though otherwise it becomes an exercise in frustration. This module discusses the barriers managers encounter when considering delegation and adopts a practical "how-to" approach tailored for Kiwi managers. This two hour programme stands alone but also builds on the *Time Management & Setting Priorities* module.

PLANNING INTO ACTION: Kiwi managers generally do their planning under a degree of protest. In our experience that's because it's so tricky to turn plans into action - and we really do like the action part. This module presents Forté Management's *48 Week Action Plan*® approach to translating plans into action. It works through setting priority goals, assigning priorities and responsibility for implementation and finally answering the question "What do I have to do each week to make sure I reach the goal set for this year?" A thoroughly practical, ready to apply approach to planning. This two hour programme stands alone but also complements the *Time Management & Setting Priorities* and *The Art & Science of Delegation* modules.

TALKING SELLING - THE BIG QUESTION (S): Effective selling is much more than having "the gift of the gab". In fact selling in the 21st century is much more about listening and questioning than it is about telling, especially when engaging with people from other cultures. This module looks at the importance of positive language (Kiwis speak is littered with negative and double negative expressions). In fact it should with careful planning be possible to proceed through a sales discussion using almost entirely questions rather than statements. Includes discussion of Kiwis' abhorrence of the "hard sell". There is a real art to using questioning effectively and a little preparation goes a long way. A great place to start is with this two hour module.

ATTRACTING & KEEPING THE BEST TALENT: In the 21st century businesses compete for talent in a global market place. At Forté Management we promote the idea that businesses need to create an EYP - *Employee Value Proposition*. This is a specific plan to identify and communicate why the very best talent should work for your business. This two hour module discusses what businesses need to do to create a positive high performance workplace that attracts, develops, rewards and retains the best of talent. This is a proposition involving much more than just their salary package. Increasingly staff are seeking higher meaning in their work and those firms that can recognise and cater for that will be well rewarded.

MAKING STRESS YOUR FRIEND: With stress comes headaches, tiredness, more tiredness, mistakes, accidents, arguments and sickness leading to people being extra tough on equipment and each other. It's also nature's way of preparing us for action. Focusing our attention, increasing blood flow to brain and muscles. Stress can be your enemy or friend - depending on how you approach it. "Making stress your friend" is a concentrated two hour workshop providing the knowledge to use stress to advantage along with a toolbox of techniques to recognise your own and your staff's causes and signs of stress, personal stress markers and how to manage stress more constructively.

CUSTOMER SERVICE: Customer service is so much more than a cherry greeting. Much more than a predetermined script. It is an attitude. An attitude to work, to fellow employees and of course to customers. That in turn is a product of the individuals providing the service and the culture, environment and expectations created by their managers. Great service reaches into people's hearts and minds long before it tries to touch their wallets. Get all of those things right and it is like having the "magic formula". In our opinion, customer service is so specific to each business and its particular goals that this programme is only offered as a customised in-house programme. Enquiries are welcomed.

WORKPLACE SAFETY CULTURE: The purpose of the new workplace safety legislation is to encourage a *safety culture*. Rules, regulations and plans cannot achieve that. Only the attitudes and environment fostered and maintained by managers can create a safety culture. Safety behaviour is culture specific and Kiwi culture very specifically affects our attitudes to safety and especially how safety messaging needs to be constructed and communicated. This module is available as two and four hour options and is offered in-house in order to properly customise to each business's needs. Enquiries are welcomed.



Empowering your people to do
their best work every day

Management skills and knowledge training
for 21st century Kiwi businesses

brought to you by

Forté Management

Management skills training for 21st Century Kiwi businesses

*Empowering individuals, teams and whole businesses
to do their very best work every day.*

Why Forté Management?

Our programmes are directly connected to what is happening in today's Kiwi workplace and incorporate:

- Unique expertise and insights to the way people from different cultures (especially Kiwi culture) think and behave and the impact of that on innovation, people management, and customer engagement.
- Introducing the game changing new management science of "positive psychology".
- The latest research from here and around the world specifically adapted for the New Zealand context.
- Decades of practical management experience and feedback from hundreds of attendees.
- Fully integrated consulting, coaching and training mean we are in face to face contact with real Kiwi businesses every day of the week.
- Presented in a high energy style by two qualified, grounded and experienced consultants, coaches and trainers.

Three Tier Pathway

The Forté Management programmes are provided in three tiers:

- **TIER 1:** Introduction to the most pressing issues supervisors, team leaders and managers tell us they are facing in New Zealand today.
- **TIER 2:** *Active Performance Management Series* develops the key topics
- from Tier 1 in greater detail:
- **TIER 3:** *Manager's Toolbox Series* incorporating a range of specialised topics of particular relevance to New Zealand managers.

Public or Customised In-house Programmes

All of the programmes are available as customised in-house training and all except *Customer Service* and *Workplace Safety Culture* are offered as scheduled programmes open to the public.

For further details please see below.

Paste address below into your browser to download *The 2016 Top of The South Training Calendar* here

<http://forte-management.co.nz/resource/The%202016%20Top%20of%20the%20South%20Training%20Calendar.pdf>

ESSENTIAL MANAGEMENT SKILLS FOR SUPERVISORS, TEAM LEADERS AND LINE MANAGERS

Specially designed for new and experienced supervisors, team leaders and line managers. This focused workshop provides a foundation in the essential skills required to effectively lead and manage teams of people and ensure that they can do their best work every day. It is based on an amalgam of international and New Zealand research, Forté Management's own practical experience and the feedback and input of the hundreds of people who have already attended the workshop.

1. Management basics: What good supervisors and team leaders need to know and do
2. Team dynamics and relationships: How to build and lead effective teams in the 21st century Kiwi workplace
3. Workplace communication: Conveying expectations and instructions clearly, giving and receiving feedback constructively
4. Planning & Decision Making: Practical planning and decision making tools for everyday use
5. Dealing with tricky situations: How to prevent poor performance and conflict and deal with it when it does happen
6. Delegating: Why it's essential and how to do it

BUSINESS OWNERS AND MANAGERS - CREATING A WORKPLACE WHERE YOUR STAFF DO THEIR BEST WORK EVERY DAY

Designed in direct response to feedback about the biggest challenges managers face in New Zealand. An introduction and overview of how to create a workplace where staff (and managers) are empowered to do their very best work every day drawing on contemporary research from around the world and our own knowledge and experience based on years of practical management and consulting here in New Zealand. We do things differently in NZ so we need to learn how best to manage in our own context.

1. Key things managers need to know and do to get the best from a 21st century workforce
2. People management and how to create a happy productive workplace
3. Communicating, setting clear expectations and providing effective performance enhancing feedback
4. Practical planning, priority setting, time management and implementation
5. Dealing with poor performance and conflict
6. Why you must delegate and how to do it
7. Making stress your's and your staff's friend

TIER 1 "NEED TO KNOW - NEED TO DO" INTRODUCTORY PROGRAMMES FOR MANAGERS, SUPERVISORS, TEAM LEADERS

How to empower staff to perform at their very best every day. Digging into the specifics. Our research and practical experience based response to what Kiwi managers tell us are their most pressing issues.

TIER 2 ACTIVE PERFORMANCE MANAGEMENT SERIES

MANAGING YOUR STAFF'S PERFORMANCE:

This module is about how to empower people to do, and want to do, their best work every day - whether they come from New Zealand or other places. Kiwi managers are quite accomplished and comfortable managing systems and processes like Lean Manufacturing. But, according to influential research conducted here in New Zealand, the single most important thing Kiwi businesses can do to grow performance, productivity and profit is to improve how we manage **people performance**. This module looks at specific performance management techniques and tools to empower the best possible performance from staff, customised for Kiwis and the New Zealand workplace. This half day programme includes:

1. What makes Kiwi staff and managers different and how to capitalise on that
2. Motivation in the New Zealand context
3. How to create a positive workplace to liberate the game changing "happiness advantage"
4. Setting clear performance expectations and why challenging goals lead to better performance
5. Providing effective performance appraisal and constructive feedback

CULTURE & STRATEGY:

Essential skills you can't be without in today's multi-cultural world. "Culture eats strategy for breakfast" according to Peter Drucker. Whether working in a multicultural workplace and market or here in New Zealand, aligning national culture, organisational culture and strategy is at the heart of 21st century management and marketing success. Learn how to align strategy, business and national cultures for optimum results. Organisational culture and the environment managers create is the single biggest determinant of business performance and the mental models people learn from their national culture are more influential than almost anything else. In particular, gain fresh insights to Kiwi national culture and why that's so important in the way we manage staff and build our markets here in New Zealand and around the world. The half day programme includes:

1. Understanding mental models and the role they have in how people think and behave
2. Grow "cultural IQ" to empower managers and staff
3. Learn to apply Forté Management's 3M Manager:Managed Matrix
4. National and organisational cultures - ranking and comparing - how they impact management and marketing
5. Designing and implementing strategy aligned with organisational and national culture

DEALING WITH POOR PERFORMANCE & CONFLICT:

Dealing with poor performance and conflict are key management responsibilities. Both present similar challenges to Kiwi managers and so are grouped together in this module. When not dealt with properly, both almost invariably lead to a vicious cycle of further conflict and poor performance. They can simmer and smoulder for years or without warning flare and race through your business like a wildfire. Either way they choke performance, productivity and profit. Both need to be tackled in an organised, strategic and sophisticated way - with proper diagnosis, planning and implementation. Change is a common cause of conflict and managing change more effectively is included. The half day programme includes:

1. Understanding the nature of conflict and poor performance
2. Diagnosing the real causes of poor performance and conflict
3. Understanding and addressing the reasons why Kiwis struggle with managing poor performance and conflict
4. Practical performance management and conflict prevention and resolution tools specially for Kiwi managers
5. Effective change management to reduce the potential for conflict and poor performance

WORKPLACE COMMUNICATIONS:

Successful, open and constructive communication between managers and staff and customers is a major key to maximising performance, productivity, and profit and ensuring sound relationships with customers. Kiwi managers tell us it is one of their biggest challenges too. If you want to get your message across and have it stick you have to not only communicate to be understood but also communicate so that you are not misunderstood. Kiwi communication has a style all of its own and too often we don't really say what we mean. Learn about communication techniques and barriers to effective communication with your staff and others - including people from other cultures. Communication in the workplace is a surprisingly complex mixture of art and science. This short - sharp half day programme includes:

1. Communications styles for different individuals & national cultures including the special character of "Kiwi speak"
2. Understanding and managing the specifics of how effective workplace communication works
3. Choosing the right communication channel
4. Effective questioning, listening and constructive language
5. Body language and its profound effect on people getting the right message

COACHING YOUR STAFF FOR BETTER RESULTS:

Coaching is one of the most valuable and powerful management and leadership approaches for 21st century managers. This programme presents and helps you master techniques to empower individuals and teams to take responsibility for and explore and develop their full potential - whether furthering existing good performance or addressing weaker performance. Executive or "business" coaching focuses on helping individuals go from where they are now, to where they want to be at some time in the future. Learn and practice a suite of coaching tools that you can take back to your workplace and apply immediately to help set goals, grow your staff confidence and performance, resolve conflict and poor performance and build staff engagement. This half day programme includes:

1. What coaching is and is not and how and why it works
2. Situations to use coaching in - building on already good performance or addressing problems
3. Why coaching is such an effective approach to claim "the happiness advantage"
4. Coaching toolbox
5. Practical real world exercises

TIER 2