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# LEADERSHIP AND MANAGEMENT

Professional Development Center



Management

## First-time Manager Certification

### First-time Manager | CE Hours 2.5

#### Course Description

Most managers of small businesses do not assume their management or supervisory role because of experience or training in management. They become managers when an organization develops -- when an idea becomes a business. They may be a marketer who now needs to lead a marketing team. They may be an engineer, machine operator or inventor who now need to manage a production system. No matter what brought you into the company, there comes a time for many individuals in business when you must become an effective supervisor or manager. If you need to know what the crucial skills, knowledge, and insights are for effective management and supervision, this course is for you.

#### Course Includes:

- Management eAdviser
- Interactive video learning modules
- Certificate of Achievement upon the successful completion of each course
- Transcript of CE hours of courses completed

#### Course Video Modules:

1. The Reality of Being a First-time Manager
  2. Facing Challenges as a First-time Manager
  3. Being a Fair and Caring Manager
  4. How to Handle Difficult Conversations
  5. Effectively Directing and Delegating as a Manager
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## Course Module Descriptions

### Course Module 1: The Reality of Being a First-time Manager

#### Course Description

Most new managers don't realize how much their new role differs from that of an individual contributor. Often, they have misconceptions about what managing entails, and they may be surprised to learn that the skills and methods required for success as an individual contributor and those needed for success as a manager are very different. This course describes some of the myths about management and their corresponding truths in order to clarify what managers really do. It also points to the typical demands and constraints of a manager's job. Finally, it describes strategies for dealing with common mistakes of first-time managers.

#### Objectives

- recognize the personal factors that impact a management position
- describe organizational factors that will impact your new job as manager
- recognize the typical demands that a manager must deal with
- specify common constraints faced by managers
- choose the best strategies for dealing with the mistake of taking on too much
- identify strategies for overcoming the mistake of not asking for help
- recognize strategies for helping you avoid projecting a lack of confidence

### Course Module 2: Facing Challenges as a First-time Manager

#### Course Description

High expectations are often placed on first-time managers. Along with these expectations comes the pressure to succeed and the need to prove you belong in a management position. Establishing credibility early and building new working relationships can go a long way in helping a first-time manager succeed in adjusting to his or her new responsibilities. This course describes ways to establish credibility and manage former colleagues effectively. You'll also learn how to balance conflicting expectations as a manager.

#### Objectives

- specify ways of establishing your credibility as a new manager
- recognize how to communicate with your team as a first-time manager
- recognize techniques for acknowledging the relationship change between you and your former coworkers
- describe ways in which you can use your new managerial position to support your former coworkers

- identify management guidelines that will help you respond to conflicting expectations in the workplace

## **Course Module 3: Being a Fair and Caring Manager**

### **Course Description**

To be an effective manager, you need to develop many different skills. Among them are the abilities to treat employees fairly and show them care and appreciation. This course focuses on what fairness means in the relationship between managers and their employees and discusses areas where showing fairness is most essential. It also provides techniques that you can use in order to demonstrate fairness while managing your direct reports. This course also describes what it means to be a caring manager and ways you can show that you have these characteristics.

### **Objectives**

- identify actions and behaviors that can affect your fairness as a manager when dealing with people
- recognize best practices for handling information and applying standards fairly as a manager
- select the methods of communicating openly to show fairness as a manager
- identify ways to show fairness through respect and neutral decision making as a manager
- recognize ways to show caring through listening and sharing as a manager
- recall techniques to show you care as a manager through knowing employees and showing concern
- recognize methods of treating employees fairly and with care as a manager

## **Course Module 4: How to Handle Difficult Conversations**

### **Course Description**

#### **Overview**

For managers, approaching a difficult conversation – whether it's with a direct report, colleague, or manager – can be immensely stressful. Handled the wrong way, this kind of conversation can also damage your work relationships and leave you feeling unsure of your abilities. With the right preparation and mindset, you can make sure this doesn't happen. In this course, you'll learn some basic guidelines about when and where to initiate a difficult conversation, and useful steps for managing the associated stress. You'll learn how to prepare for a difficult conversation using a four-step process, so that you're confident and able to manage the conversation constructively. Finally, you'll learn how to demonstrate that you have the right mindset during the conversation so that it has the best possible outcome.

### **Objectives**

- identify guidelines on when it's appropriate to have a difficult conversation
- recognize examples of four steps for managing the stress of a difficult conversation
- identify examples of how to analyze the facts when preparing for a difficult conversation
- recognize examples of how to analyze emotions when preparing for a difficult conversation
- select examples of how to identify your goal and plan a difficult conversation
- recognize ways to demonstrate the appropriate mindset during a difficult conversation
- use techniques for handling difficult conversations

## **Course Module 5: Effectively Directing and Delegating as a Manager**

### **Course Description**

Understanding the essential responsibilities you have when directing and delegating to others, and the practices you should employ in order to meet those responsibilities, will lead to you fulfilling your duties and realizing the potential of your entire team. This course provides information on the key proficiencies of setting direction and establishing clear objectives and goals for your direct reports are explored. The importance of organizing, as well as communicating for clarity and direction, are discussed. This course also covers the best practices for planning delegation and the techniques you need to carry through with delegation. Finally, the course details the importance of monitoring delegated tasks to ensure employees are on the right track.

### **Objectives**

- sequence the steps in setting the direction and pace of work as a manager
- identify organizing actions a manager would typically take
- recognize aspects of communicating for clarity and direction when directing employees
- identify essential elements of planning to delegate
- recall strategies for delegating tasks
- identify examples of ways to follow up after delegating tasks
- use techniques to give direction and delegate to your employees