# MANAGING TECHNICAL TEAMS
## LEADING SMART PEOPLE IN THE REAL-WORLD
### FEBRUARY 2021

**COMMS CONNECT**
*VIRTUAL SERIES*

**EVENTS FOR CRITICAL COMMUNICATIONS USERS AND INDUSTRY**

## DATES

**Monday 8 February 2021**

**Tuesday 9 February 2021**

**Wednesday 10 February 2021**

**Thursday 11 February 2021**

**Friday 12 February 2021**

o   Course length:                    15 hours: 5x3-hour sessions
o   Delivery method:                  Online
o   Pricing:                          $2175

**Presenter: Trevor Manning — Managing Director, TMC Global**

## COURSE OVERVIEW

Skilled technical people often find themselves promoted to managing the team. A balance of leadership and management skills is required, and it is important to understand the difference. Skilled team members rarely require day-to-day supervision, yet they do often require assistance to produce business results.

This course covers a comprehensive list of management 101 skills and is packed with practical tips, templates and real-world examples. Leadership and motivating people is a crucial element to balance management skills. In this course, learn how to:

o   Set a vision for your team and get buy-in for the goals and ground rules

o   Create a team business plan aligned to the strategic direction of the organisation

o   Manage the whole team, including suppliers and contractors, and external influencers

o   Create team success in a matrix-managed organisation

o   Execute through well-designed control and reporting

o   Delegate effectively

o   Manage a crisis

o   Radically improve your time management by focusing on priority issues

o   Get the most out of team meetings

o   Understand people and personalities

o   Performance manage the team in a motivating way

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# WHO SHOULD ATTEND?

**Engineers promoted into management | Technical managers looking to enhance their skills | Anyone who wants to learn how to get the best out of leading smart people**

**COURSE GOALS:**

**Upon completion of this course, delegates will be able to:**

1. Adapt their mindset and behaviours to transition to a team leader.
2. Understand the transition from expert contributor to team leader.
3. Organise, manage and lead a high-performance team.
4. Understand the governance elements required to manage the team efficiently, including running meetings, reporting and setting and tracking goals.
5. Demonstrate an understanding of how to motivate people, including various levels of performance management.
6. Practise the basics of good communication skills.

# COURSE OUTLINE

## SESSION 1: Recognising a critical conversation

**OBJECTIVES**

**At the end of this topic, delegates will be able to:**

o   Recognise a critical conversation and why it can go wrong

o   Use the foundation 3S-3F conversation model to plan a conversation

**SESSION OVERVIEW**

Collaborating at work involves conversations, whether giving a status update to management on a project, giving feedback to a colleague on a design idea or contacting a customer with a new delivery date. Seemingly innocuous conversations can quickly turn emotional, even if those emotions are displayed through withdrawal and silence. Being able to recognise when emotions are driving the meaning of a conversation when either giving or receiving feedback is a key skill. The goal of this session is to understand human emotions so that you can communicate what you really think without ruining the relationship.

## SESSION 2:

**OBJECTIVES**

**At the end of this topic, delegates will be able to:**

o   Set meaningful goals

o   Describe 'the why'

o   Define and evaluate measures and targets that matter

o   Understand the importance and distinguish between joint and shared ownership of deliverables

**SESSION OVERVIEW**

Getting buy-in starts with clarity of 'the why' and alignment to the end goals. Without buy-in you may get compliance but not commitment. The problem with compliance-only is that failure with a good excuse is seen as compliant. In our fast-changing, dynamic world it is easy to forget that underpinning any successful operation is clarity around outputs, interim interfaces and end-customer deliverables.

This session provides practical frameworks and models to set meaningful operational plans that are adaptable within an agile environment, thus getting the best of both worlds.

## SESSION 3:

**OBJECTIVES**

**At the end of this topic, delegates will be able to:**

o    **Assess the personalities and motivation of smart people**

o    **Manage the performance of team members**

o    **Understand the dynamics of setting up and running high-performance teams**

**SESSION OVERVIEW**

Motivated people excel in an environment where they are empowered with autonomy and treated with respect. Achieving mastery benefits the organisation and also the team members. This module addresses different personality styles and behaviours and also how to get the best out of people. Sub-standard performance is covered with advice on how to balance external motivators with intrinsic motivation.

Teamwork means more than just getting along socially while working in a group activity. The true meaning of teams, as well as the pathway to high-performing teams, is covered in detail.

## SESSION 4:

**OBJECTIVES**

**At the end of this topic, delegates will be able to:**

o    **Improve their execution efficiency**

o    **Run meetings effectively**

o    **Specify meaningful, efficient and necessary reporting methods**

o    **Use the priority setting methodology to improve their time management**

**SESSION OVERVIEW**

Good plans need to be converted into deliverables and outputs through focused activity. With the varied and relentless demands on our time, it is easy to end up being very busy without necessarily adding quantifiable business value. This session provides practical methodologies and guidance to get the right things done right. Traditional recommendations on reporting and time management are challenged with an alternative approach recommended that works in the real world.

## SESSION 5:

**OBJECTIVES**

**At the end of this topic, delegates will be able to:**

o    **Improve their communication skills**

o    **Understand the importance of true listening**

o    **Anticipate the important elements and expectations of senior management so that delegates can manage their own career**

**SESSION OVERVIEW**

Technical people often confuse content with context. The words used in a verbal conversation or written in an email constitute the content. The meaning of those words to the recipient is usually judged by the context. The additional emotional meaning of the context is what the focus needs to be during the communication, and this requires advanced skills. This module covers the basics of improving communication with team members.

The session ends with some insights, and thoughts on what senior management really want from their emerging leaders. It differs from what many technical managers think senior management want. These insights should help delegates to manage their careers to achieve their personal goals.