**THE HEAD OF THE 21TH CENTURY:**
**DEVELOPING PROFESSIONAL SKILLS AND COMPETENCIES**
**OF A MODERN MANAGER**

| Category | Type | Days | Hours | | | |
|---|---|---|---|---|---|---|
| | | | Total | Lections | Cases | Self-Study |
| Business seminar | online | 3 | 48 | 18 | 18 | 12 |

**Price:**
300 Euros – for 1 listener from an enterprise in the group
230 Euros – for each listener of the enterprise in the group if there are 2-4 persons of 1 enterprise
200 Euros – for each listener of the enterprise in the group if there are 5-10 persons of 1 enterprise.

The official deadline for completing the course according to the documents is 6 days.
Number of training days (seminars) is 3 days (6 acad. hrs. / 2 per 2.15, 30 min. break).
Document: Certificate of completion of the course "The Head in the 21$^{st}$ Century: Development of Professional Skills and Competencies of a Modern Manager" by volume of 48 hours.

**Day 1**

**1.1 Managerial Competence of a Successful Head**
The concept and types of head's resources. Exercise "Portrait of a successful leader".
Managerial competence of the head. Leadership as a managerial competence.
A balance of administrative and leadership skills.

**1.2 Manager's Time Management and Self-Organization Skills**
Personal and managerial effectiveness and its measurement.
Components of personal effectiveness: seven skills of high efficiency (S. Covey).
Managing the workload of the manager.
The main types of head's time sink.
Chronophages: errors and causes of time loss.
Procrastination: causes, types, ways of fighting.
Self-motivation and self-discipline techniques.
Tools and techniques for effective work time planning.
A method of rigidly flexible and beautiful time planning.
Setting priorities "urgent/important": The Pareto Principle, the Eisenhower Matrix.
The key elements of a productive and short-term meeting.

**1.3 Cases:**
Assessment of the participants' leadership potential.
Managerial competencies pyramid/wheel.
Brainstorming "The Fight Against Time Sinks".
Making a plan for the day.
Personal time capital.
Time etiquette in the company.
The manager's time limit.
Effective holding of meetings.

## Day 2

### 2.1 Goal Management
Goal management, adjustment and alignment of goals; elimination of contradictions in goals.
Rules for setting goals. SMART criteria. SMART and SMARTER.
The method of setting long-term goals GROW.
Coordinating the company, department and personal goals.
Mastering the reframing technique as a way to find resources in a problematic situation.
Goals decomposition to the level of tasks and their distribution.

### 2.2 Business Processing in Human Resources Management
The essence and principles of setting up EPC chains.
Development of IDEF schemes within EPC chains.
Features of using the IDEF notation methodology to effectively present a business process to an employee.
Timing of the business process.

### 2.3 Basic Management Models and Styles
Classic management tirade "Setting Tasks – Delegation – Control".
Key management issues.
Types of employees, problematic employees.
Setting tasks for subordinates: Analysing setting task ways.
Technologies for influencing employee behaviour: power, pressure, bargaining, persuasion.
The most well-known management models and concepts.
Defining own style according to the Myers-Briggs typology.
The model of situational leadership (according to P. Hersey and K. Blanchard).
Conditions for the application of "democracy" and "authoritarianism".

### 2.4 Cases:
Setting up SMARTER.
Setting up GROW and SMARTER inside.
Building a tree and a goals ruler.
Business processes composition and decomposition when delegating authority.
Tools for influencing subordinates.
Types of management styles.
Teamwork.

## Day 3

### 3.1 Delegation techniques
Principles and laws of effective authority delegation.
Delegation technologies and its key points.
Delegation advantages and problems for the head and subordinates.
Delegation obstacles, reasons for resistance to delegation on the part of the head and subordinates.
The employee selection matrix for delegation.

### 3.2 Staff Motivation Management
Modern theories of personnel motivation management.
Factors and mechanisms of staff motivation.

Motivation types and main motivators.
Motivation and stimulation.
Tangible and intangible motivation ways.
Motivation of different development level subordinates.
The work motivation concept.

### 3.3 Conflict Management

Business communication types: meetings, letters, telephone. Communication barriers.
Skills, tools and basic principles of effective business communications.
Typical business communication mistakes.
Causes and sources of conflict situations. Recommendations for conflict prevention.
Conflict types and conflict employees.
Effective behavioural strategies in conflict situations.
Conflict management tools and techniques. Conflict resolution algorithm.
Ways to resolve conflicts and the most effective strategies.

### 3.4 Cases

Delegation of tasks.
Determining the personal motivation type.
Identifying the subordinate's motivation.
Employee motivation mechanisms.
Business communication effectiveness factors.
Analysing vertical and horizontal communications.
Behaviour strategies and styles in conflict.

**Materials for Listeners:**
(1) Presentation of the course (prohibited for distribution outside the course).
(2) Literature (PDF files).
(3) Tests.
(4) Video content in English on the seminar topics.

Materials are provided during the course.