



Leadership and motivation skills: making teams effective

Turin, Italy

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Introduction

Success in managing projects, programmes or organisations is almost always associated with the manager's combined managerial and interpersonal skills in managing people and processes. The times when the supervisor could manage by telling his/her staff what to do and subsequently expect to get products out of the assembly line with minimal workers' input towards continuous improvement is over. In today's knowledge-based economies everyday tasks are becoming more complex, workplace conditions are changing, remote management is occupying more space and coordination of teams composed of ever-higher qualified workers is becoming the norm. This is in contrast with the models of the past where the manager was mainly trained to be the workers' supervisor.

In this new context, top and middle level managers need to adopt the right attitude and to demonstrate good use of soft skills in order to lead their team effectively. Today, the management of a team requires much more than simply setting production goals and enforcing them through ultimatums. Today's managers need to become more versatile; they need to be good communicators, excellent negotiators, they need to have the capability to motivate their team members and resolve conflicts in real time taking the right decisions. Modern managers have to be able to manage diversity and understand the team members' different backgrounds, cultures, and personalities.

In an "effective-team" of today, individuals contribute to the overall success of an organization by developing synergies with other team members in order to achieve the team's objectives and the objectives of the organization as a whole. An "effective-team" is far greater than the sum of its parts.

This training aims to upgrade managers' competencies in assembling, developing and

coordinating teams that maximize synergies of the staff's talents, competencies and experiences and which sustain the "moral" and "trust" levels necessary to motivate individual teammembers to invest the utmost of their efforts in the pursuit of achieving the organisation's overall objectives.

Participants' profile

The course is designed for managers in charge of small to medium size teams, project coordinators, programme managers, chiefs of technical departments, mid and senior level managers as well as managers of NGOs.

Participants must be fluent in English and shall have a minimum of one year experience in team work.

Objective

The course aims to upgrade the competencies of participants in mobilising and managing effective teams through developing their leadership and motivation styles and through adapting these to the evolving contexts.

Specific objectives

- Understand the challenges organizations face as well as their need for leadership, and set strategies that minimize impact of these challenges on the organization.
- Be familiar with management and leadership and develop the skills to apply both to achieve organizational objectives more efficiently.
- Develop interpersonal and communication skills and understand the theoretical models to set strategies to eliminate any barriers
- Apply strategies and techniques in negotiation and conflict management to achieve organizational goals more efficiently
- Understand the theory of problem solving and develop the skills to apply it systematically
- Understand the art of influencing and develop coaching skills

Teams effective

- Apply team building models and methods to design a strategy for more effective team work
- Know motivational theories and their application and develop the skills to motivate people to help achieve goals

Course Content

- Strategies to cope with the organizations challenges in a globalized world
- Definitions of Management and its main four functions
- Difference between management and leadership functions
- Skills needed by managers and leaders and the importance of such skills to achieve organizational objectives challenges
- Categories of skills: the importance of interpersonal type of skills in everyday business
- Communication model: components of communication, communication skills, cycle of communication, barriers to communication
- Conflict management and negotiation skills and techniques
- Problem solving techniques: type of problems and development types of problems
- Systematic Approach for problem solving using its six steps : define, quantify, analyze, choose solution, apply , check and review
- PDCA (Plan, Do, Check, and Act) to determine effectiveness of solutions
- Team building processes
- Different methods of forming a professional team
- Teams becoming ineffective: case studies and strategies to deal with them
- Motivation in achieving results and objectives
- Theories in motivation and their application in real case situations
- Ownership to help achieve goals

Course methodology

The course uses a highly-participative delivery methodology, combining interactive subjectmatter

presentations with plenary discussions and individual and group assignments designed to maximise practical application and to optimise learning achievements. Relevant training materials and reference documents are handed out during the course. An introspective self-assessment on an individual basis is also carried out through the course in order to maximise the opportunities for participants to change.

The course will be delivered in English

Cost of participation

The cost of participation in this one-week programme is **Euro 2,250** payable in advance by the participant's sponsoring organisation.

- **tuition fee**, which includes the use of the Centre's training facilities and associated support services, books and training materials, routine medical care and insurance;
- **participant fee**, which covers:
 - accommodation and full-board at the Centre;
 - social life activities.

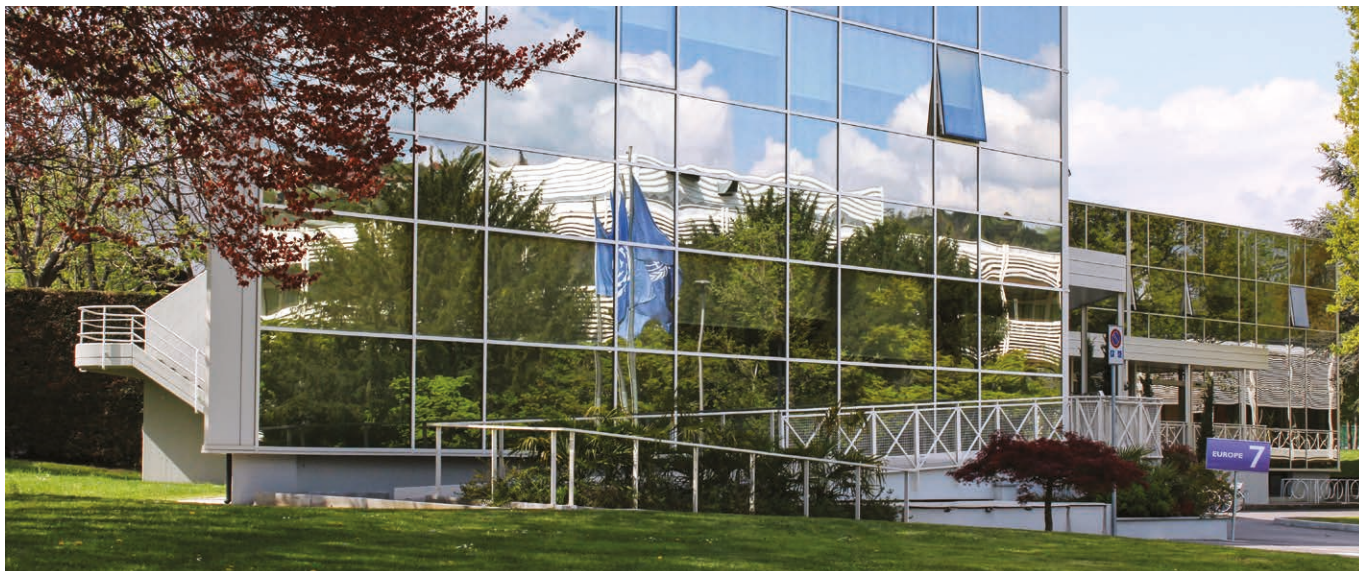
Main travel between the participant's home country and Turin **is not included**.

For information regarding payment, cancellation and refunds, please consult:

<http://www.itcilo.org/en/training-offer/how-to-apply>.

Fellowships for training programmes are usually funded through the training budgets of development projects financed by International Financial Institutions or by United Nations' agencies, bilateral technical co-operation agencies, EU delegations, governments and/or private enterprises.

Candidates are encouraged to contact these organisations and agencies in their countries to inquire about the availability of such funds.



The ILO Turin Centre's facilities

Located in an attractive park on the banks of the River Po, the Centre's campus provides a congenial environment in which to live and study.

- It contains 21 pavilions with fully equipped modern classrooms, conference halls and meeting rooms fitted out for multilingual simultaneous interpretation, a computer laboratory, and a computerized documentation centre linked to various data banks.

The campus has 287 study/bedrooms, all with private bathrooms, telephones and cable television. It also has:

- a reception desk open 24 hours a day;
- a restaurant, a self-service canteen and a coffee lounge, all catering for international dietary needs;
- a bank;
- a travel agency;
- a laundry service;
- a post office;
- an internet point;
- a recreation room;
- facilities for outdoor and indoor sports;
- an infirmary.

Social events are regularly held both on and off campus, so that participants from different cultural backgrounds can make the most of the stimulating international climate.

FOR FURTHER INFORMATION PLEASE CONTACT

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