



# Griffin Training

Solutions for a modern  
workforce



**Management  
&  
Supervisory  
Training**

## **Courses**

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## **Core Management Skills:**

### ***Introduction to Management***

Management is vital to the successful operation of any organisation. A good manager has the ability to develop a vision, set goals and objectives, communicate the vision and lead a team to achieve the vision. Along with this central activity are a wide range of other activities such as managing the budget, individual team members, and logistics. With proper management a company has high productivity, high profits, good industrial relations and high staff morale. Without proper management a company's productivity suffers, the employer-employee relationship breaks down, industrial disputes can occur, the company's name may be tarnished and the bottom line of the company suffers. This course aims to introduce new managers to the role of management and improve their overall skills. The course has a special focus on the role management plays within an organisation. Participants will be introduced to the different roles managers play, how to develop, formulate and implement a vision and how to lead a team to achieve a set vision.

#### Objectives:

- To introduce new managers to the different roles the manager plays
- To gain an introduction to leadership and leadership skills
- To gain the knowledge and skills necessary to carry visions

#### Content:

- Introduction to Management
  - The Many Faces of the Manager
  - An Introduction to Visions
  - Developing and Implementing a Vision
  - Communication skills.
  - Leadership skills
  - Assertiveness skills
  - Managing People
  - Introduction to Managing a Budget
  - The Logistics of Management
  - Time management skills
-

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## ***Effective Management***

Effective management is vitally important in the modern business environment. Managers have to delegate authority and make split-second decisions for the good of the company. Ineffective management leads to workplace anarchy, failure to reach goals, low productivity and poor workplace morale. Effective management ensures that goals are met and that staff are aware of their responsibilities, it also ensures high productivity and profitability. This course is designed to assist managers to manage more effectively in order to ensure high productivity, profitability and staff moral.

### Objectives:

- Empowering managers with the necessary skills to be effective managers
- Preparing managers for their role as company leaders
- To set out clear guidelines for the effective management of a company

### Content:

- An Introduction to Effective Management
  - Decisions and Their Consequences
  - Split-second Decision Making
  - Bearing the Responsibility
  - Effective Leadership Strategies
  - Communications Skills
  - Time Management Skills
  - Motivation Techniques
  - Delegation Skills
  - Assertiveness Training
  - Maintaining Discipline in the Workplace
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## ***Leadership Skills***

Managers are leaders in their own right and it is therefore important that they have effective leadership skills. Leadership skills are necessary for the efficient running of a company. Without effective leadership managers whither under pressure, communicate poorly with staff, promote lower morale, delegate responsibility inefficiently and cost companies money. When managers are equipped with the necessary leadership skills they make the correct split-second decisions under pressure, inspire confidence in their staff, improve morale and ensure the effective running of a company. This course is designed to assist managers to develop their leadership skills. Different leadership styles will be discussed as well as how to choose and develop ones own personal leadership style.

### **Objectives:**

- To gain an understanding of the different styles of leadership
- To investigate ones own style of leadership
- To develop an effective individual style of leadership
- To set out clear guidelines for effective leadership.

### **Content:**

- Introduction to Leadership
  - The Roles Leaders Play
  - Different Styles of Leadership
  - Choosing a Style that Best Suits You
  - Developing Your Personal Leadership Style
  - Inspiring Confidence Amongst Staff
  - Communications skills
  - Motivational skills.
  - Assertiveness Training
  - The Dynamic Modern Leader
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## ***Developing and Sustaining a Vision***

If you don't know where you are going you will always end up somewhere else. A vision is vital to any organisation and especially an organisation that wants to succeed in the modern corporate environment. A vision is a picture of a preferred future to which the manager and his/her staff will work toward. Visions give managers the ability to monitor their success and to adjust their actions before it's too late. This course is designed to give participants a solid understanding of how to develop and implement a vision, strategies for achieving visions, setting milestones, motivating staff, monitoring performance and adjusting a team's actions to achieve their vision.

### Objectives:

- To understand the role and importance of visions
- To gain the skills necessary to
  - formulate and implement a vision
  - motivate staff toward a set vision
  - achieve the vision

### Content:

- Without a Vision, Without a Rudder- Introduction to Visions
  - Obstacles to Powerful Visions
  - Formulating Effective Visions
  - Developing Goals and Objectives
  - Setting Milestones
  - Motivating Staff to Achieve an Organisation's Vision
  - Monitoring Performance
  - Adjusting Milestones, Goals and Objectives
  - Achievement as a Dynamic Phenomena
  - When Visions Fail
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### ***Managing Small/Medium or Large Teams***

There are many aspects which affect the manner in which a successful manager leads his team. One of the most important aspects is the size of the team. Small teams (usually 3-10 members) require a completely different approach to leadership than larger teams (between 50+) do. This course is designed to give participants an introduction to the dynamics of running either small, medium or large teams. Different approaches, strategies, techniques as well as management styles will be discussed in order to understand how best to approach ones own management style. At the end of this seminar participants should understand the dynamics of their teams, how these teams interact with each other and how to adjust the structure of the team to achieve its goals and vision.

#### Objectives:

- To understand the nature of teams in general
- To understand how the size of a team affects its interaction
- To understand different management styles and techniques and how they best suit different teams
- To develop effective and workable team structures
- To gain the knowledge and skills necessary to implement strategies to assist teams to achieve

#### Content:

- The Purpose and Power of a Team
  - Basic Team Dynamics
  - The Influence Group Size Has on a Team
  - Small, Medium and Large Team Management Styles
  - Team Structures that Work
  - Adjusting Poor Performing Teams
  - Team Strategies
  - When Teams Breakdown
  - Building Teams Back Up
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## ***Managing Difficult Staff***

Managing staff is always easy when staff are “perfect.” Perfect staff arrive and leave on time, they are always well presented, they work hard and in line with their given mandates, are never absent from work without good reason, do not engage in antisocial behaviour at work and promote a good working environment. The reality is that often an organisation’s workforce is not made up of such “perfect” staff. Managers often have to contend with staff who are poor time keepers, are absent from work on a regular basis, not well presented, engage in anti-social behaviour (such as gossiping, or abusive behaviour), disgruntled, etc. This can make a manager’s job very difficult. During this course participants will investigate the reasons behind staff conduct and develop preventative measures. They will be introduced to concepts of staff motivation, behavioural adjustments as well as strategies to manage and minimise the effects of disruptive staff. A portion of the seminar will be dedicated to staff discipline and management intervention.

### Objectives:

- To understand the basics of negative staff behaviour
- To gain the knowledge and skills necessary to prevent negative staff conduct
- To understand staff motivation
- To gain the skills necessary to implement strategies to manage and minimise the effect of disruptive staff
- To gain the knowledge and skills necessary to maintain staff discipline

### Content:

- Why Some Staff Perform and Others Don’t
  - Keys to Staff Motivation
  - Developing and Implementing Strategies to Prevent Negative Behaviour
  - Setting Limits
  - Implementing Policies
  - Maintaining Staff Discipline
  - Managing and Minimising the Effects of Poor Performing Staff
  - When Things Go Wrong
  - Staff Discipline
  - Manager Interventions
-



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## ***Managing Diverse Employees***

Irish society is changing. With 10% of its workforce being non-national and a substantial portion being diverse the modern Irish workforce is no longer homogenous. While this has many advantages and is indeed the strength of many workforces, it also brings with it disadvantages and is a source of potential conflict. The key to managing diversity is in minimising the negative effect of a diverse workforce and maximising the positive influence diversity offers. This course looks at the manner in which Irish workforces are changing, how diverse workforces interact, and the negative and positive impact of diversity on a company's workforce. A large portion of the course will be spent on helping participants develop the skills necessary to manage a diverse workforce in order to gain the benefits of diversity while minimising the negative aspect.

### Objectives:

- To understand the modern diverse workforce
- To gain the knowledge and skills necessary to develop strategies to minimise the negative influence of diversity on a workforce
- To gain the knowledge and skills necessary to develop strategies to maximise the positive impact of a diverse workforce

### Content:

- The Changing Face of Ireland
- The How Diversity Affects the Workforce
- How Diverse Teams Interact
- Diverse Group Dynamics
- The Influence of "Normality" on Diverse Workforce
- Preconceptions of Diversity within a Team
- The Negative Impact of Diverse Workforce
- Strategies to Minimise the Negative Impact of a Diverse Workforce
- What Diversity Brings to the Corporate Environment
- Maximising on the Positive Influence of a Diverse Workforce
- Managing Diverse People

For further courses on topics similar to these see our [Multicultural Workforce](#) page.

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## ***Managing Change***

Change is without a doubt the defining character of the modern corporate environment. As markets and clients change daily the manner in which we do business changes; technologies develop, laws are created or repealed, staff come and go. While change is a natural phenomena it bring with it uncertainty and this is one of the most difficult challenges workforces must face today. If the modern manager wants to be successful he/she must not only cope in a changing environment but thrive and this course is designed to allow them to do just that. The seminar will introduce participants to the nature and challenge of change, how change can best be predicted, prepared for and managed.

### Objectives:

- To understand the nature and challenge of change
- To understand how to develop a means of predicting change
- To gain the skills necessary to manage a changing environment

### Content:

- Better the Devil You Know than the Devil You Don't-Why We Fear Change
  - The Nature of Change
  - The Challenges Change Brings
  - Quantifying and Measuring Change
  - Strategies to Manage Immediate Change
  - Evaluating Change Responses
  - The Means to Predict Change
  - Early Warnings
  - Implementing Strategies to Manage Future Changes
  - When Change Responses Fail
  - Final Defence-The Emergency Management of Change
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## **Core Supervisory Skills**

### ***Supervisory Training***

The supervisor plays a key role in any organisation as the bridge between upper management and staff. This course covers all aspects of supervisory management and will discuss relevant management issues such as organisation skills, people management, effective communication, team development, motivation, and basic disciplinary skills. On completion participants will be equipped to manage small teams, set goals, promote productivity, and maintain discipline.

#### Objectives:

- To understand the role of the supervisor
- To gain effective organisation skills
- To improve interpersonal skills
- To understand high impact communication
- To gain the knowledge and skills necessary to ensure staff productivity
- To gain the knowledge and skills necessary manage small groups

#### Content:

- The Role of the Supervisor
  - The Supervisor as Mini-manager
  - Basic Concepts of Management
  - Understanding the organisation's Vision
  - Setting Goals and Objectives
  - Developing Vision Progress Steps
  - Managing Goals and Objectives
  - The Supervisor as Organiser
  - Time Management Skills
  - Delegation Skills
  - Effective Communication Skills
  - People Management Skills
  - Developing Productive Teams
  - Motivation and Motivating Staff
  - Stress Management
  - Problem Solving Techniques
  - Maintaining Workforce Discipline
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- Basic Disciplinary Skills
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## ***The Role of the Supervisor***

Supervisors play a very important role in the daily running of the organisation. The supervisor is the link between staff and management and is responsible for the mediation between the two parties. Often the responsibility to ensure that the instructions of management are carried out rests on the supervisor's shoulders. At the same time supervisors are responsible for ensuring that staff not only do their assigned tasks but that they are carried out correctly and efficiently. This course is designed to introduce participants to the role of the supervisor and to help participants gain the skills and knowledge necessary to act proficiently in their roles.

### Objective:

- To identify key roles which the supervisor plays
- To comprehend these roles
- To gain the knowledge and skills necessary to act proficiently in these roles

### Content:

- The Supervisor, Hands on Manager
  - Defining the Supervisors' Roles
  - The Supervisor as Manager
  - The Supervisor as Organiser
  - The Supervisor and Staff Liaison
  - The Supervisor as Facilitator
  - The Supervisor as Inductor
  - The Supervisor and Absenteeism
  - The Supervisor as Discipliner
  - The Supervisor and Other Roles
  - Multi-role Management
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### ***Standing in the Gap***

The supervisor, as a middle-bottom manager, stands in the gap between staff and middle-upper management. It is the supervisor's role to supervise the activities undertaken by staff and to ensure that senior manager's instructions are communicated and transformed into action. This "standing in the gap" requires special skills. This course is designed to give supervisors the skills necessary to act in a mediating role between upper management and staff.

#### **Objectives:**

- To fully understand the role of the supervisor
- To gain the knowledge and skills necessary to mediate instructions
- To gain the knowledge and skills necessary to liaise with staff and management

#### **Content:**

- The Role of the Supervisor
  - The Complexities of "standing in the gap"
  - Mediation Strategies and Skills
  - Vertical Leadership Skills
  - Communication, Too Much/Too Little
  - Getting Things Done
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## Peripheral Skills

### *Developing Productive Teams*

Profitability and production go hand in hand. The more productive an organisation's workforce, the more profitable the company is likely to be. Therefore it is in the company's best interest to develop a productive workforce and especially for managers to develop productive teams. This course has been designed to give participants the skills and knowledge necessary to promote productivity within their workforce and corporate teams. Methods for Quantifying, measuring and promoting productivity will be discussed as will tools, techniques and strategies specifically developed to promote productivity.

#### Objective:

- To develop a means for quantifying and measuring productivity
- To understand the barriers to productivity
- To gain the knowledge and skills necessary to promote and develop productive teams.

#### Content:

- The True Relationship Between Productivity and Profitability
  - The Nature of Productive Teams
  - The Benefit of Productive Teams
  - The Barriers to Productivity
  - Quantifying Productivity
  - The Tools to Measure Productivity
  - Techniques to Promote Productivity
  - Developing a Productive Team Environment
  - Strategies to Develop Productivity
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### ***Developing Innovative Teams***

Innovation is vital to a company's future existence. Modern successful companies are innovating companies always looking to find new and innovative means of meeting the challenges they face and attaining their goals. At the core of any organisation is its workforce and if this workforce is not innovative the organisation as a whole cannot be innovative. Therefore, it is important that a successful company promotes innovation within its workforce. This course is aimed at introducing participants to the nature of innovation, its importance and role in the future success of a company as well as how to promote and encourage innovation. On completion participants will be able to grasp the importance of innovation and will be able to put in place practical strategies to promote and encourage innovation in their workforces.

#### Objectives:

- To understand the role and importance of innovation
- To understand how innovation impacts on teams success
- To develop the skills necessary to promote and encourage innovation

#### Content:

- Innovative Companies as the Benchmark for Corporate Success
  - Defining, Quantifying and Measuring Innovation
  - The Barriers to Innovation
  - A Culture of Innovation
  - Promoting and Encouraging Innovation Through Innovative Strategy
  - Promoting a Culture of Innovation
  - The "Learning Organisation" as the Goal of the Organisation
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### ***Developing Good Rapport***

Being on good terms and having a good rapport with ones co-workers is a vital aspect of any organisation. When co-workers and colleagues communicate effectively with each other the organisation's goals are furthered and the company is more likely to succeed. Managers especially need to have a good rapport with staff. This will ensure that the manager/supervisor will always be kept up to-date and can make the best decisions possible. This course is aimed at developing the skills necessary to create and sustain good rapport between colleagues. The course will focus on the manner in which people interact, on effective communication skills, strategies and tools which can assist good rapport and how to mend poor interpersonal relationships.

#### Objectives:

- To understand the nature and scope of good rapport
- To understand what influences interpersonal contact
- To develop the skills necessary to build good rapport
- To develop the skills necessary to mend poor interpersonal relationships

#### Content:

- The Nature and Scope of Business Interaction
  - The Manner and Means of Corporate Interpersonal Communication
  - The Characteristics of Good Rapport
  - Key Factors Influencing Good Rapport
  - Foundations for Good Rapport Development
  - Strategies and Tools to Develop Good Rapport
  - Little Thing, Big Impact
  - Mending Broken Relationships
  - Personal Rapport
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## ***Team Dynamics***

All teams are made up of individuals who are by their very nature unique. This has both a positive and negative impact on the team and its performance. While the unique attributes of the individual is the source of the teams strength they are also the source of conflict and weakness. Understanding the way teams interact and the unique roles played by the individuals within the team will assist the team leader to maximise on the teams strength while minimising the impact of its weakness. This course is designed to give participants knowledge and understanding of group dynamics with a view to use these dynamics to improve the effectiveness of the team. Participants will be introduced to the nature of teams, group interaction, the core roles individuals play within a team, essential characteristics and role players, and peripheral members. The course will focus on identifying the roles being played within the team and how to use these to the benefit of the team's goals.

### Objectives:

- To understand the common nature of all teams
- To gain the skills necessary to identify team strength and weakness
- To gain the knowledge necessary to identify role players within the team
- To gain the skills necessary to influence the team and its role players

### Content:

- The Team as a Living Organism
  - Common Characteristics of all Teams
  - The Nature of the Team
  - The Roles Being Played Within the Team
  - The Manner in Which Groups Interact
  - Common Reasons for Groups to Collapse
  - Identifying the Roles Being Played Within the Team
  - Identifying Core Role Players
  - Peripheral Role Players and Their Place
  - Moulding, Shaping and Positively Impacting Team Dynamics
  - Tools and Techniques to Deal with Difficult Members
  - Strategies to Promote Positive Team Interaction
  - Keeping a Team Focused
  - Team Leaders as the Core Peripheral Members
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## ***Problem Solving Techniques***

Among the most important roles of a manager/supervisor is that of problem solver. No matter the organisation or its activities problems and challenges arise on a daily basis. These range from light to heavy/serious challenges and the successful manager/supervisor needs to be able to solve problems effectively while using the least amount of resources; such as time, man power, energy or money. While all challenges and problems are by their very nature unique there are common aspects of all challenges and solutions. The aim of this course is to equip participants with the knowledge and skills necessary to become active problem solvers in the workplace. Participants will be introduced to the common nature of challenges and problems, the process of problem solving and lateral thinking as well as how to maintain focus when challenges arise. On completion of the course participants will face workplace challenges confidently and develop innovative means of solving the problems they encounter.

### Objectives:

- To understand the nature of problems and challenges
- To understand the process of problem solving and lateral thinking
- To gain the skills and knowledge necessary to solve challenges and problems independently
- To gain confidence in problem solving

### Content:

- The Nature and Scope of Challenges and Problems
  - The Means to Identify Challenges and Problems
  - The Process of Problem Solving
  - Promoting Lateral Thinking
  - The Innovative Solution and its Development
  - Problem Solving 101
  - Advanced Problem Solving
  - Building Confidence and Action
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## ***Motivating Your Employees***

Highly motivated employees are successful employees. Employees who are driven toward a goal are focused on achieving their goal. Such employees spend the majority of their resources obtaining their desired goals and thereby represent value-for-money. Managers who motivate their employees improve job satisfaction, employee production and performance and ultimately secure the success of their organisation. There are a number of well established methods of motivating employees and this course is aimed at giving participants the knowledge and skills to use these methods. On completion participants will be able to understand the importance of motivated employees, the role the will and desire plays in motivation, motivation techniques and strategies, and how to promote overall motivation and group moral.

### Objectives:

- To understand the importance of motivated employees
- To understand how and why de-motivation occurs
- To understand motivation as a human phenomena
- To gain the necessary knowledge and skills to promote motivation in the workplace

### Content:

- Motivation as a Human Phenomena
  - Motivation as the Basis of Action
  - The Means and Occurrence of De-motivation
  - Preventing De-motivating
  - The Will and Desire as Keys to Motivation
  - How the Will and Desire are Impacted
  - Strategies and Techniques to Promote Motivation
  - Creating a Motivated Workforce
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## ***Managing and Encouraging Performance***

The success of a company is directly related to the performance of its workforce. If staff fail to perform, the company cannot succeed. A key role in leadership and management is to ensure the success of the organisation and the performance of its employees. This course is designed to introduce managers and supervisors to a multitude of means, methods and strategies available to encourage and manage staff performance. On completion participants will be able to choose appropriate methods of quantifying, measuring, encouraging and managing performance.

### Objectives:

- To understand the key role a manager plays in encouraging and managing performance
- To understand different means of quantifying performance
- To gain the skills necessary to measure performance
- To gain the knowledge and skills necessary to encourage performance
- To develop a performance management system

### Content:

- The Relationship Between Performance and Success
  - The Role of the Manager/Supervisor
  - How to Quantify Staff Performance
  - Means of Measuring Staff Performance
  - Will, Desire, Motivation and Staff Performance
  - Strategies and Techniques to Promote and Encourage Staff Performance
  - Performance Management Systems
  - The Snow Ball Effect
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## ***Maintaining Workforce Discipline***

One of the most challenging parts of being a manager is maintaining workforce discipline. Not only is the modern legal system a minefield but often managers need to develop good rapport with their staff and disciplining staff can be a hindrance to such rapport. Nobody likes to be disciplined or to discipline and yet it is an important part of the managers'/supervisors' role. This course is aimed at providing managers'/supervisors' with the knowledge and skills necessary to maintain workforce discipline while building good rapport. Participants will gain an understanding of tools and techniques they can use to discipline staff and maintain discipline in the workforce.

### Objectives:

- To understand the role and purpose of discipline in the workplace
- To gain the skills necessary to maintain workforce discipline
- To understand the legal implications of disciplining staff
- To gain knowledge of tools, techniques and strategies open to managers
- To gain the knowledge and skills necessary to discipline staff while maintaining good rapport

### Content:

- Defining a Disciplined Workforce
  - When Workforce Discipline Fails
  - Irish Law and Workforce Discipline
  - The Will, Desire and Motivation as Behavioural Guides
  - Practical Means of Instilling and Maintaining Workforce Discipline
  - Tools and Strategies to Promote Discipline
  - Means and Methods of Discipline
  - Discipline and Good Rapport Two Sides of the Coin
  - Practical Discipline
  - Discipline without Punishment
-

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## ***Conducting Meetings***

In almost all corporate environments meetings are a regular occurrence. No matter what the purpose of the meeting, whether it is a regular staff meeting, a board of management meeting or a sales meeting, the goals of the meeting cannot be met if the meeting conductor is not able to conduct the meeting efficiently. While meetings are meant to be productive, often they become counter productive as they veer off course, become side tracked or disruptive. The key to productive meetings lies in the hands of the meeting facilitator. This course is designed to help participants gain the knowledge and skills necessary to conduct meetings efficiently so as to ensure productive meetings. Participants will be introduced to the theory behind facilitation, group interaction, purpose driven meetings, as well as tools and strategies to keep meetings on track.

### Objective:

- To understand the role and purpose of meetings
- To understand the importance of the facilitator
- To gain the skills necessary to facilitate meetings
- To gain practical knowledge of the tools and strategies necessary to conduct successful meetings

### Content:

- The Purpose of Meetings
  - Why Meetings Go Wrong
  - The Role of the Facilitator
  - Group Dynamics within Meetings
  - Purpose Driven Meetings
  - Keeping the Meeting on Track
  - Strategies and Tools to Conduct Successful Meetings
  - Becoming an Effective Facilitator
-

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## ***Business Writing Skills***

A corporate image relies on the image presented by all of the employees which an organisation employs. An employee who is unable to communicate professionally and effectively through written communication mediums will negatively impact the corporate image. This course is designed to assist all levels of employees to communicate professionally through written communication mediums. On completion of this course participants will be able to communicate in a professional manner using all forms of written medium such as business letters, notes, emails and memos.

### Objective:

- To understand the importance and role of correct business writing
- To develop the skills necessary to utilise all forms of written medium professionally
- To understand when and how to use formal business writing styles

### Content:

- The Modern World of Written Communication
  - The Importance of Writing in a Professional Way
  - The Structure of Professional Writing
  - The Style of Professional Writing
  - The Words We Use and What they Really Say
  - Choosing Words Carefully
  - Addressing Styles
  - Basic Professional Grammar
  - Professional and Corporate Communication
-





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