

课程简介

管理和领导力培训课程

课程名称

管理和领导力培训课程

课程简介

本课程的目标是培养学员在有关烟草控制项目的领导力和管理方面基本知识，提高她/他们的能力，使她/他们能够在国家级、省级和地方的烟草控制项目中运用这些知识。

本课程旨在提高学员的管理技能，其重点是领导力和管理角色、团队建设和积极性调动、预算和财务管理、冲突管理、开发项目建议书、人力资源发展、外部和内部沟通，同时还涉及了烟草控制的基本要素。本课程是一个为期 8 天的强化培训，内容包括讲解、讨论和实操练习，由管理和烟草控制领域的国际著名专家用英文进行讲授。

本课程是系列管理培训之一，此外，我们还提供以下课程：人力资源管理、预算和财务管理、管理者的管理和项目管理。

培训的目标人群

从事烟草控制工作、负责烟草控制项目管理、行政和实施的中高级管理人员。学员可以来自国家/省级/国际的非政府组织（NGO）或政府机构，如：

- 私人组织的项目负责人、项目经理和拨款经理；
- 国家和区域烟草控制项目的协调员、经理或联系人；
- 国家和区域的烟草控制网络、联盟和资源中心的协调员和经理。

参加培训对我和我的机构有什么帮助？

通过培训，学员们可以掌握项目管理的基本知识和技能，还有机会评估和反思自己的领导技巧、管理方式、个人的工作有效性以及冲突管理的基本管理技能、以及不同合作伙伴之间的沟通方式。学员们能够了解保证控烟项目成功所必需的基本的财务和预算常识，同时还能够通过有效的全面项目管理，将管理、财务和行政管理技能运用于赠款项目。学员们在培训课程中要完成行动计划或起草项目建议书。

课堂上的重要活动

- 了解“彭博减少烟草使用倡议行动”的目标和可用的资源
- 使用不同的人力资源发展(HRD)工具评估自己的领导方式和其它管理技巧
- 找到自己的优势和劣势，使用适当的工具提高整体的管理技能
- 小组练习，进行团队建设和沟通
- 学习制定行动计划的技能

- 利用 McKinsey 评估表进行机构评估
- 撰写项目建议书
- 了解烟草控制的法律知识
- 分析讨论案例
- 学习如何建立沟通网络
- 烟草控制的倡导

参加培训后的收获？

- 能够评估个人的领导和管理方式，正确使用管理技巧来提升自我和机构的能力，产生影响，带来变化
- 了解机构和团队的活力，学会团队建设
- 成功地在多方机制中进行谈判和沟通
- 能够应对多重任务，找到战略和战术上应优先考虑的问题
- 能够高效地准备和起草项目建议书
- 掌握有效的沟通技能，进行烟草控制的倡导工作和网络建设

本培训课程将提升新任中高层管理者的**领导能力、管理能力和行政能力**。

管理层定义

主管和新任管理者:

在一线工作，执行机构战略的管理者、团队领导和主管（具备 3 年的管理或监管的经验）。

中层管理者:

为机构制定战略提供建议并在其负责的科室/部门执行战略的管理者，包括负责人员管理的科室和部门的主管、项目经理和经验丰富的管理者（具备 4 到 7 年的管理经验）。

中高层管理者

负责或参与制定机构战略并领导战略执行的高级主管，包括部门高级领导、总经理、区域或地区主管、单位/科室主管和高级项目经理（具备 8 年以上的管理经验）。

资深和高级管理者

负责制定机构或项目战略的策划人、决策人，以及机构在区域、国家和国际层面的领导，包括首席执行官、执行董事、首席财务官，其它职能部门领导、理事长、副理事长、董事会成员、总经理和国际理事。

COURSE BRIEF

COURSE ON MANAGEMENT AND LEADERSHIP

Name the course

Course on Management and Leadership

Brief background

The overarching objective of this course will be to provide participants with a working knowledge on all basic aspects of Leadership and management that relate to tobacco control in order to build their capabilities and to apply this knowledge in their work at the national, provincial and local levels in their respective programmes.

Designed to improve the management skills of participants, the course focuses on leadership and managerial roles, team building and motivation, budgeting and financial management, conflict negotiations, proposal development, human resource development (HRD), external and internal communications while also covering basic elements of tobacco control. The course will be an 8-day intensive training course consisting of presentations, discussions and practical exercises provided by internationally renowned experts in their respective fields of management and tobacco control. The in-class activities will use a format of lectures, and interactive learning. The course will be conducted in English.

The present training course will be followed by advanced courses on Human Resource Development, Budget and financial management, and Management of Managers in 2007-08 for the participants/organisations who undertake the initial training.

Target audience

Middle level to senior managers working in tobacco control who have responsibilities for management and administrative aspects of tobacco programme implementation. Since the role of the managers covers many skills, it is possible that a range of professionals may have the appropriate and necessary background to undertake the training. Participants could be from national/ provincial/international non-governmental organisations (NGOs) or governmental agencies. Following are some examples of participant profile:

- Project Leaders, Project Managers and Grant Managers in private sector organizations;
- Coordinators, managers or focal points of national and regional tobacco control programmes;
- Coordinators and managers of national and regional tobacco control networks, alliances and resource centres.

What is in it for me and my organisation?

Participants will gain the basic understanding of management aimed at improving their skills in managing programmes. They will have an opportunity to assess and review their own leadership skills, managerial styles, personal effectiveness and other basic management skills in conflict resolution, and communications useful in multi-partner arrangements. The participants will be able to understand basic financial and budget concepts requisite for successful implementation of tobacco initiatives. The participants will also be able to link the management, financial and administrative aspect to the donor

funded projects through effective overall management of projects. The participants will prepare action plans/develop proposals as a partial fulfilment of the course.

What will I do during the course?

- Understand the Bloomberg Global Initiative goals and available resources
- Assess leadership style and other managerial skills through various HRD tools
- Identify strengths and weaknesses and use appropriate tools to improve on overall management skills
- Group exercises in team building and communications
- Learn skills to prepare action plans
- Conduct an organisational assessment through McKinsey assessment grid
- Write winning proposals
- Understand legal aspects of tobacco control
- Analyze and discuss case studies
- Learn how to build communication networks
- Advocacy for tobacco control

What will I be able to do after participating that I could not do before?

- Assess individual leadership and managerial styles and use management skills appropriately to improve self and organisation while influencing strategies and change
- Understand organizational team dynamics and perform team building exercises
- Able to successful negotiate and manage communications in multi-partner arrangements
- Able to manage multiple priorities and identify strategic and tactical priorities
- Able to prepare and draft proposals effectively
- Use effective communication for tobacco advocacy and to build networks

This course will enable the participants to develop **leadership, management** and **functional competences** and are for new, middle and upper-middle managers.

Management level definitions

Supervisors and new managers:

Management, team leaders and supervisors who implement organisational strategy at the first line (with up to 3 years of management or supervisory experience)

Middle managers:

Managers who contribute to the formulation of organisational strategy and are responsible for its implementation within their departments/functions. This includes departmental and functional heads with people management responsibility, project managers, and experienced managers (with 4 to 7 years of management experience)

Upper-mid managers

Senior executives who are responsible for, or participate in, the formulation of organisational strategy and who lead strategy execution. This includes senior functional heads, general managers, regional or area directors, unit/division directors and senior project managers (with more than 8 years of management experience)

Senior and top managers

Strategic organisational leaders, organisational decision makers and thought leaders within their field, who are responsible for the formulation of organizational or programme strategy and who lead organizations at regional, national, and international levels. These include CEOs, Executive Directors, CFOs, other C-functions, presidents, vice presidents, board members, managing directors and international directors.

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