

课程简介

管理者的管理培训课程

1) 课程名称

管理者的管理培训课程

2) 项目简介

许多国家级健康项目不成功的一个主要原因是不能有效地执行机构战略。很多时候，机构的战略和程序都非常到位，只是项目执行人在知识、能力和行为上有所欠缺。本课程所要解决的就是这些问题，内容涵盖了领导力、明确战略和如何调动人来实现战略。本课程是一个为期 5 天的强化培训，将为高级管理者们提供有效的工具，帮助她/他们有效地将其战略传达给下属、衡量下属的工作是否与战略相一致、保证项目人员的执行能力，最终实现其战略目标。

本课程的主要目标包括：

- 了解如何运用战略管理来实现机构的发展
- 为学员提供必要的技能，以提高她/他们在执行机构战略过程中处理与下属以及外部人员的关系的能力，包括上下级关系和平行关系，以及观念上的技巧
- 为学员提供诊断和解决问题的技能
- 为学员提供使管理绩效最优化的技能

3) 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：

- 私人组织机构的高级项目负责人、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；
- 国家或区域的烟草控制网络、联盟和资源中心的协调员和经理。

4) 参加培训对我和我的机构有什么帮助？

本课程有助于培养学员在向利益相关者表述和传达机构的战略时的跨文化的敏感性，探讨在战略执行过程中的问题，如战略内聚力，领导力行为、绩效管理和组织机构文化，等等。通过培训，学员们可以掌握管理资深下属和更好地处理各种关系的技能，提高她/他们的沟通技巧，有助于机构实现其战略目标。

5) 参加培训后的收获

- 在员工之间建立一个诚信负责的文化氛围
- 分析员工在执行机构战略的成功要素和优秀实践
- 在员工执行机构战略的过程中思考领导的能力和行为
- 创建和应用一个框架，将现有的战略执行做法贯彻于整个机构，使所有人都朝向一个共同的目标。
- 提高处理冲突和对话的能力
- 了解清晰和共同目标的重要性
- 了解如何使结果最优化，如建立关系和网络、合作和影响的原则，等等
- 了解指导和辅导管理者的重要性
- 制定个人行动计划，以增强自己的领导能力，并激励和影响他人取得预计的结果

6) 课堂上的主要活动

- 学习如何制定战略规划和框架
- 了解自己的领导方式将如何有助或阻碍你调动下属与战略目标相一致的能力
- 培训师将对你在领导管理者时面临的主要挑战进行答疑解惑
- 思考和讨论研究结果：识别领导者如何影响他人对待工作和执行能力的态度
- 你对他人的个人影响，并思考这种影响是有助于还是妨碍你指引他人执行战略目标的能力
- 如何指导和辅导管理者来取得好结果
- 学会如何通过积极地阐述挑战来激励他人
- 角色扮演：如何带来变化
- 运用决策分析工具
- 制定职业和个人的行动计划

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 OF MANAGERS

1) Name of the course

Course on Management of Managers

2) Brief background of the course

The inability to execute strategy is one of the main reasons for failure of national health programs. The right strategy and processes may be in place, but the knowledge, competences, and behaviours of the people in the programme are often not. The course on Leading Management Teams is about leadership, strategy and getting strategy executed through people. This 5 day intensive course will help the most senior managers execute their program's strategy by providing them with the tools to communicate and get buy-in to their strategy, measure their managers' alignment to it, and ensure that the programme's staff has the competences to implement it.

Some key objectives of this programme are as follows:

- Understand how to use strategic management to achieve organisational growth.
- To provide participants with techniques to improve management of relationships not only with subordinates but also with others outside their organisations in implementing strategy. This will focus on managing superior and lateral relationships and devote some attention to developing conceptual skills;
- To provide participants with techniques for diagnosing and solving problems within and among members of the NGO community and government; and,
- To provide participants with techniques for maximising managerial performance.

3) Who is it for?

Senior managers working in tobacco control who have responsibilities for management and administrative aspects of tobacco programme implementation. Participants could be from national/provincial/international non-governmental organisations (NGOs) or governmental agencies. Following are some examples of participant profile:

- Senior 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.

4) What is in it for me and my organization?

This course helps participants develop inter-cultural sensitivities for articulating and communicating the strategy to the stakeholders. It explores strategy execution (strategy cohesiveness, patient focus, leadership behaviour, performance management, and organizational culture). It helps participants to develop skills to manage more experienced subordinates and learn techniques to improve relationships. This course will help managers improve their communication styles thus enabling the organisation its strategy.

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

- Be able to create an accountability culture among staff

- Analyse the critical success factors and best practices in aligning people to strategy execution
- Consider leadership competences and behaviours in the context of aligning people to execute the strategy
- Create and adapt a framework to lead your current strategy execution for your entire organisation and align people around common goals
- Improve your ability to handle conflict and difficult conversations
- Understand the importance of clarity and shared directions
- Understand the competences needed to optimise results in a national level organisation, such as relationships and network development, the principles of cooperation and influencing
- Understand the importance of coaching and mentoring managers
- Leave with a personal action plan for increasing your leadership effectiveness to inspire and influence people across your organisation to get results

6) What will I do during the course?

- Learn how to make strategic plans and framework.
- How your leadership style helps or blocks your ability to align your people to the strategy
- Provide our faculty with the key challenges you are facing in leading your managers
- Consider and discuss the results of research that identifies how leaders influence people's attitudes toward their jobs and ability to execute
- What is the personal impact you have on others and reflect on how it may support or block your ability to align people to execute the strategy
- How to mentor and coach your managers to get results
- Learn how to inspire others through positive framing of a challenge
- Role plays on introducing change
- Hands on experience in using analytical decision making tools
- Develop professional and personal action plans

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 organizational leaders, organisational decision makers and thought leaders within their field, who are responsible for the formulation of organizational or program 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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