



COURSE BRIEF

Course on Management of Managers

*This course is part of a series of courses financed by
The Bloomberg Initiative to reduce tobacco use*

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 Management of Managers course 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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