IFBD
Institute for Business Development

>>> **IFBD.BE** /
leadership & people
management

Effective managers seem to get the most value out of their people. Learn in this executive three day people management workshop how they do it.

Managing people



- Tailor your management styles to fit your people.
- Build trust and output by soliciting input.
- Motivate individuals and teams with more responsibility, not more money.



2027

Course delivered by:

Patrick Lybaert
Founder & Director
EXECUTIVE LEADERSHIP FOUNDATION

Why this programme ...

YOU ARE RESPONSIBLE FOR THE BUSINESS RESULTS OF YOUR TEAM

You are struggling with a deadline or you have to take a crucial decision that impacts your company as well as your career... The last thing you need is "difficult" people to take into account. When time becomes money and your management requires powerful measures, you expect your team to cooperate: quickly and rationally. You do not need displeased, complaining co-workers. You don't want unmotivated employees who put their job and responsibilities on a side-track. You expect your people to be proactive at all times, even though the new-born child of your project engineer has been crying all night ... Reality, however, is often different! And as a manager you have to able to deal with this.

COMMUNICATE CLEAR GOALS AND EXPECTATIONS, ROLES AND RESPONSIBILITIES

Working with people is coaching and motivating them. Individually as well as in a team. However, managers keep on underestimating their personal impact on the effectivity of their teams. For as a manager you have the power and the responsibility. The power to take decisions, the responsibility to achieve results. And therefore you need real skills.

INSPIRE AND MOTIVATE YOURSELF, YOUR INDIVIDUAL TEAM MEMBERS, YOUR TEAM AND YOUR MANAGEMENT

Before you can take a step towards coaching people, you have to acquire insight into your personal leadership style. Only then you can grow to being a valuable people manager. That is why Patrick will on the first day especially dwell on who you are as a manager and how you can optimize your personal leadership style.
On the second day you will learn how to coach and guide individual employees. The entire performance management cycle will be dealt with. The emphasis in this case lies on how you can distillate every individual's potential fully.
Your role as a team manager will be addressed on the third day. Individual employees function within a team. As a manager it is your assignment to integrate each individual employee within a strong, motivated and a result-oriented team. This is not easy, but achievable. How to do this, will be explained on the third day.

Your expert trainer



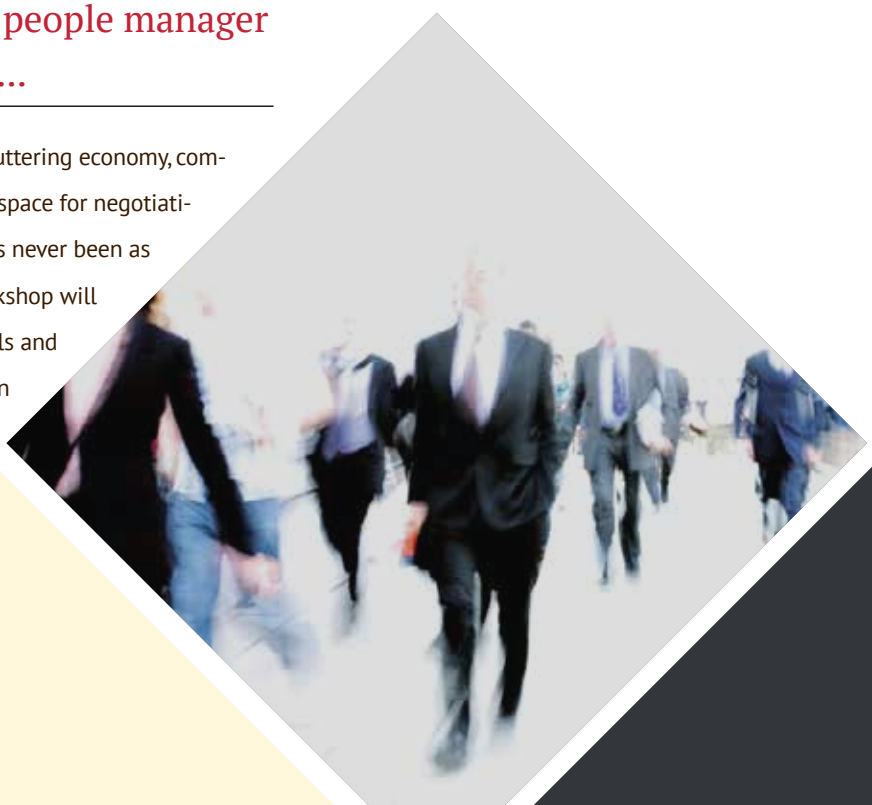
Patrick Lybaert graduated at the University of Ghent as an organizational psychologist. He started his career in the banking sector, as a manager in the former BBL and later as a Programme Director in the German training centre of a consortium of European larger banks. After this he changed to the Management Centre Europe, where he was Programme Director for the General Management and Leadership programmes for 5 years. Afterwards he became Chief Learning Officer in Pliva (a worldwide operating pharma organization), and he was also responsible for the set-up of the Pliva's Corporate University.

Nowadays Patrick is active as a fulltime teacher in difficult and integrated leadership programmes, this already more than 10 years. He, for example, teaches in the Executive Education & Development Programmes at the Rotterdam School of Management, Erasmus University. This concerns made-to-measure programmes as well as MBA-programmes. Patrick has, moreover, founded the Executive Leadership Foundation (ELF), a unique training organisation that aims at offering international organisations leadership-learning solutions.

As a trainer he is engaged to help the participants to develop their potentials. In this way he supports you in creating a meaningful workplace, where everybody will be stimulated in doing his/her utmost. He is a dynamic and motivating trainer. His favourite quote is: 'You can't change people, you can only help them to become more of themselves'. Patrick has already coached and trained more than 15.000 managers.

Don't miss it ... you will be a better people manager after this workshop, that's for sure ...

Anno 2024 different management skills are required. A sputtering economy, company reorganisations, decreasing company results, limited space for negotiations... require vigorous leadership. Working with people has never been as complex and challenging as nowadays. This intensive workshop will augment your personal insight, practice your essential skills and help you setting up a motivated team. In this way you learn to work with people and orient on results.



Extended seminar outline

DAY 1: WORKPLACE MANAGEMENT: who are you as a manager?

- What is your role as a manager when working with people?
  - Managing your team (downwards management).
  - Managing your colleagues & supporting services (side ways management).
  - Managing your management (upwards management).
- Difference between leadership and management.
- Situational leadership and your personal leadership style:
  - Coaching.
  - Delegating.
  - Persuading.
  - Motivating.
  - Efficient communication techniques.
  - Carefully listening
  - Personal efficiency as a leader:
    - Meeting skills.
    - E-mail management.
- Personal leadership style: authenticity as a leader.
- Values and your role as a manager.
- Change and transition management and your role as a leader:
  - How to deal with change – on the working floor?
  - How to motivate people into dealing with change?
  - To break up opposition.

Today's focus lies on:

- ***Coaching, delegating and persuading.***
- ***Communicating and listening interactively.***
- ***Positive influencing.***
- ***Understanding themselves and others more.***

DAY 2: JUDGING AND CORRECTING PEOPLE: coaching individual team members

- Motivating people:
  - What motivates people?
  - Creating motivation made to measure.
- The performance management cycle:
  - Giving positive and guiding feedback "on the job" and on the floor.
  - Fixing objectives and defining key result areas.
  - Conducting monitoring and evaluation conversations.
  - Judging people:
    - How to handle this and which criteria?
    - How to avoid biases and wrong judgements?
- Use efficient feedback when dealing with difficult people.
- Conducting difficult conversations.

Extended seminar outline

- The foundations of a personal development plan for your people:
  - to draw up …
  - to follow up …
  - to adapt a job to an individual in contradiction to adapting an individual to a job.
- Developing your people's creative potential:
  - Look beyond the first solution.
  - 7 easy techniques.
- Creating a learning environment:
  - Toolkit for self-development and self-unfolding.
  - The values of a learning journal.

This second day's focus lies on:

- ***Judging people and valuing output.***
- ***Conducting evaluation conversations.***
- ***Increasing the individual output.***

DAY 3: GROWING TOWARDS A TEAM AND YOUR PERSONAL ROLE IN IT

- How to lead a team?
  - Managing individual competences.
  - Managing collective competences.
- Game rules for mutual confidence.
- Dealing with opposition:
  - Individual opposition.
  - Group opposition.
- How to collect individuals into a solid team?
- Demining conflicts.
- Using emotional intelligence.
- The taking of decisions in participation

The third day's focus lies on:

- ***Demining conflicts.***
- ***Creating strong teams.***

Timetable training:

08hrs30:	Reception, welcoming & registration.
09hrs00:	Startup of the workshop & introduction trainer
12hrs30:	Lunch
17hrs00:	Closing of the day.

Managing people

> **Date & venue:** more information on our website **www.ifbd.be**
> **Price:** **€ 1.895** (excl. 21% VAT)

COMPANY DETAILS

COMPANY:

ADDRESS:

PC & CITY:

TEL.:

BUSINESS OF ACTIVITY:

COMPANY SIZE:

INVOICE ADRESS (if different)

COMPANY:

PO NUMBER:

VAT number:

PARTICIPANTS INFORMATION

Mr. / Ms.:

Jobtitle:

E-mail:

Mr. / Ms.:

Jobtitle:

E-mail:

PRACTICAL DETAILS

DATE & VENUE

More information on our website **www.ifbd.be**

PRICE: 1.895 € excl 21% VAT

- Price includes pre course material, tuition, meals and documents but not hotel room accommodation.
- Please contact IFBD for discounts for multiple enrolments.
- Please contact IFBD if you want to use Cheques Formation, Opleidingscheques ... as the IFBD has its accreditation for all these above mentioned support.

EASY WAYS TO REGISTER

- Tel: +32 50 38 30 30
- E-mail: info@ifbd.be
- Internet: www.ifbd.be
- Mail: IFBD, Zeeweg 155, 8200 Brugge

WHAT HAPPENS IF I HAVE TO CANCEL?

Confirm your cancellation in writing 2 weeks before the date of the course and you will only pay 95 € cancellation fee. Regrettably, no refunds can be made for cancellations received less than two weeks prior to the training, invoices remain payable. You can always be replaced by a colleague at no extra cost. Due to unforeseen circumstances, the programme may change and the IFBD reserves the right to alter the venue and/or speakers.

IFBD DATABASE & GDPR

We like to keep you informed of the latest developments in your sector. That is why we have included your details in our database. Your details are stored securely for our own use and will never be shared with third parties. We are taking all the necessary measures to ensure this. In accordance with the Law on the processing personal data of 08/12/1992 and the General Data Protection Regulation of 24/05/2016, you are entitled to access to, rectification of and erasure of your data at any time. More information is available on our webpage **www.ifbd.be/en/GDPR** or by e-mail: **DPO@ifbd.be.**

>>> You can e-mail your registration to **info@ifbd.be**

>>> Preferably, however, you should register on our website: registration