

Essex Core Management Programme

Programme outline

Leadership, coaching and team development

- Leadership and management framework - understand the key principles of leadership, how to set objectives and manage people.
- Effective team building - understand how effective teams work, how to lead them, improve their performance and create effective teams using Belbin's analysis.
- Effective performance appraisal - understand how to manage performance and challenging staff, using techniques such as transactional analysis.
- Coaching and succession planning – learn how to use people development and coaching techniques to realise staff potential, manage exceptional people and create succession.
- Scrum, experiments and high performance - understand and apply the scrum framework to deliver highly effective team results.
- Recruitment - learn how to effectively recruit and induct staff.

Finance and commercial skills for managers

- Finance part one – gain an introduction to finance, including the profit and loss account, the balance sheet and financial performance.
- Finance part two - understand concepts such as return on investment, margins and velocity return on capital, gross margin, mark up, the margin pyramid, matching demand and supply cycles, business mathematics.
- Cash flow and business cases - understand zero-cost budgeting and how to build business cases for new projects and proposals.
- Project management and project finance – understand the core principles of project management.

Customer services and operational management

- Value chain analysis – understand how to create and enhance value.
- The Customer Service Challenge – understand the latest frameworks on customer service and the skills required to deliver these standards.
- Winning through operational excellence - understand concepts such as Lean Thinking, waste, the 5S Model, process mapping, checklists and Kanban Visual Control Charts.
- Problem solving techniques – learn how to apply problem solving techniques and avoid bias traps.
- Transactional analysis and communication skills – learn how to develop and apply effective communication techniques.

Marketing strategy and tactics

- Your value proposition – understand how to define a value proposition, examine how your business unit is perceived by customers and identify the needs of the Decision Making Unit.
- Marketing campaigns - understand how to apply the Six Ps and the promotional mix.

- Marketing metrics - understand how to define the key marketing metrics to measure campaign delivery and return on investment.
- Marketing tactics - explore concepts such as sales qualified leads, the basics to compelling marketing copy, lead generation and growth hacking.

Effective new business and account management

- The power of influence - understand the key drivers and techniques to influence and persuade customers and prospects to take effective decisions and actions.
- New business sales techniques.
- Negotiation skills – learn how to create a negotiation framework to close deals more effectively.
- Account development plans – understand the difference between account management and account development, how to identify opportunities to grow accounts, produce an account development plan and manage the account pipeline.
- Account development sales techniques – understand how to use different sales techniques to achieve optimum results and how to set and drive sales performance.

Business unit and company plans

- Strategy and business planning – understand tools such as Three Year Orbit and Single Page Plan to set objectives.
- Strategic implementation - understand the key causes of strategic failure and how to avoid ineffectual strategy implementation.
- Objective setting – learn how to set annual goals, quarterly SMART objectives and adhere to the mission, vision and Objective Key Results structures and apply lessons from the Balanced Scorecard.
- KPIs and The Golden Thread – understand the key activities and measures that drive the business and keep it on target.
- The business plan project.

Business unit/departmental plan and company plan presentations

- Each manager will present their business unit's plan.