



# **New Manager Certificate Programme**

*New Managers Skills*

# New Manager Certificate Programme

Learn, practice and use the key management skills you need in your role as a manager

## Highlights

- Focus on key management skills including delegation, performance management, communication and ownership.
- Guided Discussions & Peer Learning – Develop self-awareness and share experiences with others in the same boat.

## Key Competences

- Your role as a manager
- Communicating with impact
- Hiring, retaining & motivating talent
- Building a high-performance team
- Managing performance
- Empowerment vs control

## The Right Programme for You

You are a new manager with up to 3 years management experience. You need to develop your skills in the following key areas: delegation, team motivation, performance management and people management.

New Managers

Managers



## Learn, Practice and Use

- **Understand** what it means to be a manager and what others expect of you
- **Assess** your own management style and how it impacts your team
- **Develop** strong communication skills to influence your team, peers, and senior stakeholders
- **Learn** how to build a cohesive and high-performing team that works well together
- **Create** a culture of accountability where people take ownership of their work
- **Hire and onboard the right people** while avoiding common recruitment mistakes
- **Motivate your team** by understanding what drives engagement
- **Handle performance issues with confidence** instead of avoiding difficult conversations
- **Manage up effectively** so you get support from senior management
- **Build a personal management action plan** to put your learning into action

## Practical Information

### Face-to-Face



**4 days**  
**€3,595**

### Live Online



**8 x 3-hour sessions**  
**€3,595**

### Available In-Company

The programme is available as an In-Company solution for your teams. More information at [mce.eu/inco](https://mce.eu/inco)

Click here for dates, locations and full programme outline

# Programme Modules

1

## Your Role as a Manager in Today's Business World

- **You are a new manager** – No one is born a manager. Learn about the key skills you need to be successful in your new role and future career.
- **What kind of manager are you?** – What are your preferences? What are your strong and weak points? Where should you focus to improve? What do other managers do?
- **Changing your mindset** – You are now managing a team and not just yourself. What does this mean in your day-to-day planning, job and responsibilities? What mistakes do new managers typically make and how can you avoid them?
- **Communication – one size doesn't fit all** – Adapt your communication style and messages to different audiences – colleagues, team members, management and more.
- **Managing remote & hybrid teams** – It's not easy to manage people you don't see every day. Learn the key remote skills you need to motivate your team, stay connected and get things done.
- **Micro management doesn't usually work** – Find the right balance between trust and managing all the details. Learn when and how to delegate to your team members and follow up on the results.

2

## Building a Strong & High-Performing Team

- **What makes a strong team?** – Understand team dynamics, trust, and collaboration and your role in building a strong team.
- **Hiring & onboarding new employees:** Get it right from the start and avoid problems later. Learn the best practices for hiring, onboarding and retaining key staff in your team.
- **Building trust & psychological safety** – Create a working environment where people feel safe to contribute, grow and deliver on results.
- **Motivating your team – what is your role?** What drives people (and what doesn't) and what do you as a manager need to do about it. Motivation is key in any team.
- **Accountability & ownership** – Everyone talks about ownership – learn how to get your team to take initiative and responsibility in their roles.
- **Interactive team-building exercise** – Get hands-on experience in structuring and aligning a team with this interactive exercise
- **Your role as a coach** – You are not just a manager, but also a coach. Learn how to support and guide direct reports in their day-to-day roles.

# Programme Modules

3

## Performance Management & Difficult Conversations

- **The truth about performance management** – What actually works and doesn't work in the real business world.
- **Giving & receiving feedback is important** – How to give constructive feedback about performance issues in your team and listen to their input. It's important to also hear what the team are saying.
- **Handling difficult conversations** – Every manager needs to have difficult conversations with being over emotional. How can you do this? What are best practices?
- **Dealing with underperformance** – Learn how to identify the root causes of underperformance and take action to improve overall team performance. What are typical issues that teams face?
- **Conflict management** – Arguments and conflicts can happen. What are the skills you need as a manager to resolve the conflicts? How do make sure people calm down and start working together?
- **Bias in performance reviews** – Are you evaluating your team fairly? How can you avoid unconscious bias? What are the best practices?

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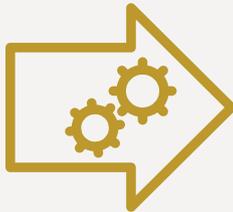
## Reporting to Senior Management and Decision-Making Strategies

- **Communicating to senior management and key stakeholders** – learn how to communicate your plans, strategy and results to your boss and senior managers.
- **Teamwork & Collaboration** – Sometimes you need to work in cross-functional teams. What are the key skills you need to navigate corporate politics and different strategies and interests.
- **Decision-making & problem-solving** – How to make the right decisions and manage when things don't go as planned. Solving problems is a key skill every manager needs.
- **Your first 90-day plan** – Develop your first management plan to put everything into action in the next 90 days.
- **Personal Commitments** – Reflection & setting up your action plan for the future.



# Learn

the key business skills and knowledge  
you need for your management role  
today and tomorrow



# Practice

the skills you learn and get feedback,  
recommendations and coaching



# Use

what you learn and practise as soon as  
you get back to your office

For more information please contact:



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