

# The Area Manager Programme<sup>©</sup>

## Developing Branch Manager Performance *at a Distance*

### About this Unique Programme

This 12-month development programme is an ideal starting point for newly appointed Area Managers or as refresher training for the more experienced Area Manager. The main focus of this programme is on **performance management and management development**. Clear guidelines are given for every step and candidates will receive a thorough grounding of Area Manager Fundamentals.

Tutorials, 'real life' case studies, practical work related exercises and presentation work is incorporated to make this an exceptionally relevant induction, early stage or refresher training for Area Managers within the retail industry.

### Programme Objectives

The programme will support delegates in the achievement of THREE developmental objectives agreed with the delegate's superior/sponsor prior to commencing the programme.

One of these objectives will focus on developing 'new' sales or profit for the organisation. The aim of this objective is to cover the investment made for delegates to attend this programme.

### Who should attend?

- Newly appointed Area Managers.
- Experienced field managers as refresher/retraining.
- Store management with the potential for area management (succession planning).

### Programme format

- 12 months continuous 'in the field' development programme.
- Six 'absolutely relevant' one day workshops.
- All workshop content specific to the Area Manager role.
- All workshops linked with work-related assignments or projects.
- Continuous support/coaching via email/phone/areamanagerzone.
- Regular reviews with candidates line manager.

### Workshop Dates 2009:

Tuesday 24th February	Workshop 1: Managing at a Distance
Tuesday 21st April	Workshop 2: Area Strategy and Planning
Wednesday 24th June	Workshop 3: Influencing & Persuading
Thursday 24th September	Workshop 4: Management Development
Wednesday 4th November	Workshop 5: Performance Management
TBA 2010	Workshop 6: Continuous Improvement

### Venue:

Holiday Inn Hotel – Solihull - Birmingham

### Costs: £1850 + VAT

This includes all venue, administration and tutor costs but does not include delegate's travel or overnight accommodation where needed.

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## Programme and Content

### AMP1: Managing at a Distance

Managing at a distance and managing the performance of managers is a skill that needs to be learned and few area managers were given relevant training in this when they first moved into this important level within retail operations. This has resulted in a great deal of ambiguity surrounding the role and a great deal of area managers today 'treading water' in their development rather than swimming (developing).

This workshop serves as a long overdue 'back to basics' session for area managers to remind/refresh them of the fundamentals of area management. The focus of this workshop is on; The Area Manager **function, role expectations** and the **key competencies** required to 'Lead' an area rather than just 'manage' one.

This workshop also covers the fundamentals of management by objectives and its importance when managing at a distance and managing manager performance.

### AMP4: Management Development

New managers need **training**, experienced managers need **coaching** and managers with potential need **mentoring**. Today's modern area manager needs to be skilled in each of these areas if they are to achieve their ultimate goal of getting a competent manager in every branch.

Area managers not only need to be competent in these areas but they need to be able to train and coach their managers in team development skills also.

This workshop will give area managers the fundamentals of manager training, coaching and mentoring (**management development**) and practice in the use of them.

Material from the workshop is designed to be 'transferable' giving the area manager useful training material to enable them to conduct this workshop with their managers.

### AMP2: Area strategy & Planning

Area Managers have to achieve ever growing sales targets, they are responsible for the control of huge costs and accountable for the performance and development of many people. This huge responsibility makes business planning essential, not only for themselves but for their branch managers also. Every area manager and branch manager should have an objectives linked 'working' business plan as part of the company performance management process.

This workshop covers the principles of objective linked business planning broken down into the key result areas of the job. Delegates will also learn a useful planning and creative thinking process to be used when planning the achievement of objectives. On completion of this workshop Area Managers will have commenced formulating an **Area Business Plan** covering sales and KPI planning, branch manager development and personal development.

### AMP5: Performance Management

**Setting improvement objectives**, training and coaching and reviewing progress are all important area manager activities but at the end of the day, if improvement is not achieved more formal procedures will have to be considered. Many area managers are reluctant to go down the formal route, it is stressful, thwarted with pitfalls and may even open themselves up for criticism. Area managers must **know what to do** and how to use the **performance management tools** when they are faced with manager performance issues.

This workshop focuses on addressing **manager performance or behaviour issues** and delegates will be introduced to a number of unique performance management tools and techniques. This practical and participative workshop will show area managers the correct process to be used when moving from informal to formal discussions.

### AMP3: Influencing and Persuading

Area managers need to be experts in communication not just verbally but also in listening, questioning and observation skills. Building healthy working relationships is vital to area success and an important part of this is understanding 'communication style' and its effect on influencing performance and motivation. Area managers also need to project themselves in a professional way, particularly at meetings and interviews they also need to communicate assertively when addressing performance or behaviour issues.

This workshop covers the basics of **presenting and explaining, selling and persuading**, critical competencies when driving through necessary change and driving up performance.

A key aspect of this workshop is **assertiveness** and its importance in not only being assertive but training and coaching their managers in assertiveness

### AMP6: Continuous Improvement

Conducting manager appraisals and setting the right improvement objectives is a vital requirement for continuous improvement. Branch managers need to be appraised professionally as many managers base their own appraisal style on the way they themselves are appraised. Area managers do know how to conduct appraisals but this workshop will further develop their giving feedback skills and assertive writing skills.

This final workshop of the programme completes the **'performance review cycle'** and will again show area managers the importance of; re-setting the right objectives and starting the process over again.

The conclusion of this programme covers area manager self development and continuous improvement objectives

### Programme Objectives: On completion of this programme delegates will have:

- A **thorough understanding** of the Area Manager role and the tools available to support them in *managing at a distance*.
- A 'working' objective linked **business plan** and **personal development plan**.
- **Business Improvement Plans** in place in the high volume/profit branches within their area.
- A written branch **manager development** and **succession planning** strategy

### More importantly, on completion of this programme each delegate will be able to:

- Present themselves professionally and assertively in all situations.
- Set the right objectives and organise the correct support when developing branch managers.
- Address performance issues correctly and professionally.
- Teach & Coach their branch managers to address performance/behaviour issues.
- Coach and mentor managers with potential for area management.
- Develop a continuous improvement culture within the area.

### In a nutshell:

- Effectively manage branch manager performance and development *at a Distance*

**OutlookRetail**  
AREA MANAGER PERFORMANCE & DEVELOPMENT

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