Advanced Management Skills for UN Executive Administrative Assistants Conference

Including Protocol and Etiquette

HUNDFOLD GLOBAL
The Art of Business Intelligence

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INTRODUCTION

Today, most **senior managers expect you to have leadership and management skills** in order to set your own administrative priorities. In addition, you must have skills to manage all contacts, create, store and retrieve documents, plus a broad variety of other administrative skills. To do all of this successfully, **you need to have strategic insight and be able to innovate** better processes. At the same time, you must be tactical, process-oriented, and driven toward continuous improvement. This comprehensive seminar gives you a wide range of skills to help you handle any work challenge with greater confidence and effectiveness. Leave with an action plan of best practices to apply immediately on the job.

This interactive workshop is therefore designed to help the administration staff in the **UN** to build and project confidence, keep conversations focused and productive, exhibit knowledge and credibility and exert influence in everyday interactions. Participants will be able to create a powerful alliance with superiors and enhance a professional profile within the organization. Discussions will also examine the essential relationship building skills which will help in the development of workable strategies and establish one's authority and get ideas noticed. Another focus will be the impartation of skills that are needed to make a difference and grow in one's career and in the organization. To excel in this rapidly changing work environment, one needs more skills than ever before like understanding the organisation's business, managing change, communicating strategically, leading, working in teams and juggling new assignments with current responsibilities.

How You Will Benefit

- ✓ Ability to understand how the organization is structured and the levels of authority and accountability
- ✓ Understand the strategic language spoken by the executives
- ✓ Unpack job descriptions and identify the key deliverables
- ✓ Manage changing roles and responsibilities whether working with bosses, peers, team members or customers
- ✓ Meet dynamic work expectations by expanding your proactive capabilities
- ✓ Clearly and confidently communicate and negotiate to manage conflicts and achieve results
- ✓ Apply emotional intelligence and effective listening practices to your job
- ✓ Use strategic diplomacy to handle office politics, difficult people and demanding situations

What makes this Advanced Management Skills training conference distinctive?

- ✓ The workshop is designed to ensure both the transfer of skills and acquisition of knowledge
- ✓ We adopt an experiential-learning approach ensuring the latest in training techniques is offered. Use of real-life case studies and engaging exercises contribute to active learning and added fun
- ✓ The highly interactive training session enables strong transfer of skills and wisdom
- ✓ Most of the interactive learning will take the form of simulated exercises and case studies where participants will demonstrate the skills taught. As with all Hundfold Global training programmes, we strive to effect actual change back at the workplace through effective and practical outcomes based training.

Day 1

UNDERSTANDING THE STRUCTURE OF YOUR INSTITUTION

An **organizational structure** defines how activities such as task allocation, coordination and supervision are directed towards the achievement of organizational aims. It can also be considered as the viewing glass or perspective through which individuals see their organization and its environment.

Question: *What are the various levels of authority in the institution and where are you positioned in the structure?*

- ✓ Types organisational structures
- ✓ Differentiating top, middle and lower management
- ✓ Understanding of Authority, Power, Accountability
- ✓ Dealing with multiple bosses
- ✓ Managing upwards

UNDERSTANDING THE ORGANISATION'S STRATEGIC LANGUAGE AND THINKING

(as the manager thinks and speaks, so should you)

Strategic Thinking skills focus on the essential element of Strategic Thinking for the Office Managers and Administrative Assistants. It aims to empower participants on how to think strategically every day in their roles as well as part of the business planning process. It helps them to develop strategic insight, define a strategic vision and create new strategic ideas in administration.

Focal Areas

- ✓ What is Vision, Mission and Values
- ✓ What is strategy and what is strategic planning?
- ✓ Why is strategy important?
- ✓ How is strategy different from planning?
- ✓ What is strategic thinking?
- ✓ Who needs to think strategically?
- ✓ How will thinking strategically improve my performance?
- ✓ When should I think strategically?
- ✓ Can thinking strategically be a bad thing?
- ✓ How do I find out about my organization's strategy?

STAKEHOLDER MANAGEMENT

A favorable reputation benefits an institution, because it contributes to an institution becoming the first choice of customers, investors, suppliers and employees. This reputation is derived from the way stakeholders perceive the organization, how they think, feel or act towards it.

Question: *Do you have an appreciation of the institution's stakeholders and how you are supposed to manage the relationship with each of them?*

- ✓ Stakeholder Profiling and Mapping – The Identification of key stakeholders. How to determine which groups or persons are vital and under which circumstances
- ✓ Identifying Stakeholders' needs, wants, likes, issues and concerns
- ✓ Stakeholder engagement: Overcoming conflicting agendas and to promote a consistent, open, balanced dialogue
- ✓ Stakeholder Feedback
- ✓ How to generate trust and improved relationships amongst stakeholders
- ✓ Exploring ways to enhance relationships with various stakeholders – targeting the media, employees, customers, suppliers, government and activists

PLANNING AND ORGANISING

- ✓ Defining Planning & Organizing
- ✓ Setting Goals & Objectives
- ✓ SMART(ER) Goals
- ✓ The Key Elements Of The Planning Cycle
- ✓ Setting Goals & Objectives
- ✓ Planning & Organizing Exercise
- ✓ Types Of Planning Tools

DAY 2

PLANNING AND BUDGETING

As someone once said "If you fail to plan, you plan to fail". Budgeting and planning is how you plan to put life into our strategic goals. The budget therefore is the short term plan of how strategies may be achieved. It is the quantification of the activities the company must develop to achieve its short-term goals and lay the foundation for future goals.

The emphasis will be on how to make the budgeting and planning process a meaningful exercise and not just a chore that has to be done once a year. Too often the budgets prepared do not reflect what the business should really be doing but reflect more the hidden agendas of the preparers of the budget, leading to wrong decisions being made. Such decisions impact on the future success of the business in a negative way.

Question: *Do you play any meaningful role in the planning and budgeting of your office operations?*

Key focal areas

- ✓ How to prepare a financial plan that reflects the operational plan of the unit/office
- ✓ Relationship between financial planning, forecasting and budgeting
- ✓ Planning process from beginning to end and how to develop the budget
- ✓ Problems associated with budgeting along with "best practices"
- ✓ How to motivate managers and other to "buy in" to the budget
- ✓ Comparison of variances in actual performance against the plan can be used to help control financial importance and their impact on short and long-term plans

CRITICAL ANALYSIS OF JOB DESCRIPTIONS

Job descriptions clearly identify and spell out the responsibilities of a specific job. Job descriptions also include information about working conditions, tools, equipment used, knowledge and skills needed, and relationships with other positions.

Question: *Are you aware of the critical deliverables entailed in your job description?*

- ✓ What is a Job Description
- ✓ Relationship between a job description and a performance contract
- ✓ Techniques to unpack a job description
- ✓ Personal Competency assessment for a Job Description
- ✓ Unconscious Incompetence
- ✓ Unconscious Competence
- ✓ Conscious Competence

DELEGATION SKILLS

- ✓ Define what delegation is
- ✓ Delegate tasks with confidence
- ✓ Use delegation as a tool for motivation and development
- ✓ Monitor effectively and give appropriate feedback
- ✓ Communicate tasks clearly and efficiently
- ✓ Understand what to delegate / how / when and to whom

VALUE-ADD OF AN ADMINISTRATIVE ASSISTANT

According to the results of a survey of 454,000 CEOs conducted by Reed.co.uk and TotalJobs, Administrators contribute as much as 40% to their boss's productivity. Administrators have the capacity to add tremendous value to the wellbeing of their offices and the institution at large.

Question: ***How much value have you added to your manager's office?***

- ✓ Understand Acts, policies, standard operating procedures and the compliance obligation of administrators.
- ✓ Administrative processes analysis using the "**SREDIM**" model: **Select; record; examine** (examine using **PPSPM**: *purpose, place, sequence, person & means*); **develop; install or implement; and maintain**
- ✓ Know and understand the operational terminologies: responsibility, delegation, authority, power and accountability

DAY 3

PERSONAL SWOT ANALYSIS FOR PROFESSIONAL GROWTH

You are most likely to succeed in life if you use your talents to their fullest extent. Similarly, you'll suffer fewer problems if you know what your weaknesses are, and if you manage these weaknesses so that they don't matter in the work you do.

Question: *how do you go about identifying these strengths and weaknesses, and analyzing the opportunities and threats that flow from them?*

- ✓ Identification of one's strengths in terms of interpersonal, intrapersonal and professional competencies
- ✓ Understanding of one's weaknesses that need to be addressed
- ✓ identification of opportunities in the institution and outside that will enable personal growth
- ✓ Understanding of threats that might militate against one's growth

PERFORMANCE MANAGEMENT

Performance planning and review ensures that the personal objectives of all staff are linked to the institutional imperatives. An opportunity is provided for dialogue between amongst the supervisor and individuals thereby allowing for a realistic review of performance and requirements for further development and training.

Question: *Do you maintain a portfolio of evidence of work done against set targets?*

Key Focal Areas

- ✓ What is Performance?
- ✓ What is Management?
- ✓ What is Performance Management?
- ✓ Who sets the performance standard (role of supervisor and employee)?
- ✓ How to reach an agreement on what is expected
- ✓ How can employees be evaluated using their KPA's and KPI's?
- ✓ How are performance problems identified and resolved?
- ✓ How is an open door policy created where employees feel comfortable to approach their superiors & speed up the feedback process
- ✓ Operational definitions of monitoring, evaluation, review and assessment
- ✓ Contents and format of an evaluation report

CRISIS AND ISSUES MANAGEMENT

Preparing for a crisis is not a luxury; it is a necessity. You know the odds are high that your office may, will suffer a disaster or crisis at some point. You cannot say you weren't ready; today's extreme scrutiny demands that you should have been prepared.

Question: *How many times have you felt like quitting your job during a crisis?*

Key Focal Areas

- ✓ Identify and manage risk issues before they become crises
- ✓ Recognize and tackle organizational cultures that incubate crises
- ✓ Improve issues and crisis communications planning
- ✓ Assess the threat to reputation of an issue or incident
- ✓ Defend or enhance reputation through adversity
- ✓ Know what to say when things go wrong
- ✓ Understand comparative roles of social and traditional media in a crisis.

ANALYTICAL THINKING AND PROBLEM SOLVING

Analytical thinking and problem solving are foundational thinking skills that involve breaking things down into their component parts. They also involve deductive reasoning, drawing conclusions from givens and applying judgments to reach conclusions from a combination of evidence and assumptions.

Question: *How systematic have you been in solving problems? Has it been rational or emotional?*

- ✓ Understanding how we think and reason
- ✓ Identifying underlying factors that explain why intelligent people do irrational things
- ✓ Using a four-part model for effective reasoning
- ✓ Balancing multiple conditions impacting a business situation
- ✓ Identifying the barriers and challenges to effectively using different kinds of logic
- ✓ Exploring the difference between logical analysis and facts
- ✓ Problem solving skills and first steps: seeing patterns
- ✓ Emotional Intelligence when solving problems
- ✓ Beyond fundamentals—moving from analytical thinking to critical thinking
- ✓ Applying the four components of analytical reasoning to a real-life work situation

DAY 4

INFORMATION MANAGEMENT

Information, as we know it today, includes both electronic and physical information. The organizational structure must be capable of managing this information throughout the information lifecycle regardless of source or format (data, paper documents, electronic documents, audio, video, etc.). In the course of performing their duties, employees may have access to or gain knowledge of confidential information concerning the Company, its customers/clients, and other employees. "Confidential information" is defined as information to which the public does not have general access

- ✓ Understand how to creating the right information that is reliable, of the right quality and quantity
- ✓ How to create information in appropriate formats
- ✓ Analysis of different audiences for different information
- ✓ Define the purposes for which your information can be used
- ✓ Reviewing the system of locating and accessing information
- ✓ Identify the most appropriate and cost-effective means of storing information
- ✓ Ensuring Appropriate Email Use
- ✓ Defining Confidentiality
- ✓ Why confidentiality is important
- ✓ Legislation, Policy & Procedure relating to confidentiality
- ✓ How confidentiality may be breached and how to deal with such situations
- ✓ What is meant by the term 'Disclosure'

ANALYSIS AND INFORMATION PROCESSING

- ✓ What do I really want to find out?
- ✓ Where can I find the information I need
- ✓ What information do I really need to use?
- ✓ How can I best use this information?
- ✓ How can I present this information?
- ✓ What did I learn from this?

WORK ETHICS

Organisational ethics refers to standards of good, right, and fair conduct that prevail in an organisation. These standards determine how an organisation will treat internal and external stakeholders. The ethics of an organisation is influenced more by the prevailing culture in an organisation than by what is written in policy documents. Organisational integrity is the extent to which the formal policy documents and the actual behaviour are aligned.

Question: *How prevalent is the breach of ethics in the organisation? How can you assist in maintain a culture of integrity?*

Key Focal Areas

- ✓ Definition of Ethics, Values, Morals, Integrity, Standard Operating Procedures, Fraud and Corruption
- ✓ Unpacking of institutional Values
- ✓ Relationship between institutional Values and Personal Values
- ✓ Role of ethics in the unit and Universally as a whole
- ✓ Understand the importance of a proper attitude in the workplace
- ✓ Identify and distinguish between valuable character traits
- ✓ Improve upon character traits to increase job performance
- ✓ Understand accomplishing personal goals due to self-discipline and self-responsibility
- ✓ Importance of completing work tasks on time and at the required quality standard
- ✓ Being honest with yourself and others

ASSERTIVE RELATIONSHIP BUILDING FOR EFFECTIVE SELF DEVELOPMENT

At work it's all too easy to speak and act without thinking – and then regret it afterwards. Acting on instinct can lead us to behave aggressively or passively. Both of these are generally unhelpful for our own reputation and for our relationships with others. Communicating Assertively will show you how to avoid both extremes and instead to use assertive behaviour to build constructive and respectful working relationships.

Key focal areas

- ✓ To confidently manage conflict and handle even the most difficult people
- ✓ To self-motivate with a positive mental attitude and to easily handle your stress
- ✓ To inspire others and to create a positive and productive atmosphere around you
- ✓ able to apply a range of techniques in the workplace, in order to handle customer dissatisfaction
- ✓ Demonstrate and model assertive behavior for win-win outcomes
- ✓ Gain self-awareness of your attitudes, behavior patterns and habits
- ✓ Develop a positive, proactive response to difficult behaviors in others
- ✓ Exhibit confidence in your ability to address challenging situations

DAY 5

STRESS MANAGEMENT AND EMOTIONAL INTELLIGENCE

Stress is something that affects us all. If we can learn to recognize it, then we can learn to manage it. Management of stress often seeks to reduce it in ourselves, friends and clients. It also can be a tool for motivation and persuasion, as increasing tension also increase the desire to reduce it.

Key focal areas

- ✓ Understand positive stress
- ✓ Identify symptoms of burnout and overload
- ✓ Identify the sources of stress in your work life with special emphasis on political and community demands
- ✓ Change behaviors which add to stress
- ✓ Make changes to situations that can be influenced
- ✓ Develop positive responses to situations that cannot be changed
- ✓ Develop strategies to prevent feeling overwhelmed
- ✓ Understand and managing one's emotions
- ✓ Understanding and managing someone's emotions
- ✓ Causes of emotions and techniques of managing them

DIVERSITY MANAGEMENT

It's an international norm to think of diversity as difference along race, ethnicity, gender, language, culture and disability as well as recognizing the value to the workplace of these differences. This session will enable you to acquire knowledge and skill to effectively work in a diverse workplace, which should, in turn, improve productivity, deal with negative behaviour and promote inclusion in the process of change.

Question: ***How challenging or inspiring is it working in a diverse working environment?***

Key focal areas

- ✓ Understand what diversity and its related terms mean.
- ✓ Identify how aware they are of diversity and where they can improve.
- ✓ Understand how changes in the world can affect them and their views.
- ✓ Recognize stereotypes.

- ✓ Explain appropriate word choice.
- ✓ Describe the four cornerstones of diversity.
- ✓ Identify the pitfalls relating to diversity and how to avoid them.
- ✓ Practice dealing with inappropriate behaviour.

EVENTS MANAGEMENT, PROTOCOL AND ETIQUETTE

Whether it is a national conference, a specialist training session, a public meeting, or a local fundraiser, events are the public face of your organisation. This session offers a practical guide, and you will leave with a toolkit that will help you organise future activities with confidence and flair. During these events what is acceptable behaviour in one state or institution might be unacceptable in another. The absence of protocol would lead to misunderstanding and disagreement that might eventually result in confusion and conflict.

Question: ***How much protocol and etiquette is observed during your events?***

Key focal areas

- ✓ Structure and manage an event as a project;
- ✓ Procurement, the contracting process and contracting management principles
- ✓ Design and implement all aspects of the event planning process, including planning for risk;
- ✓ Operational and logistical management of events;
- ✓ Understand the foundations of protocol
- ✓ Explain the importance of national symbols
- ✓ Applying the orders of seniority in government and in the institution
- ✓ Understanding protocol observations when hosting VIPs
- ✓ How to dine with class