

# Introduction to Management programme

## I (2) M for Racing



for those working in the Horse Racing Industry.

July – October 2016

Newmarket



## Introduction

The programme is designed to meet the needs of those who aspire to manage, are about to take on their first management role, or who are already first line managers, but have had no development opportunity. The programme is built around the four basic building blocks of effective management.

The Peplow Group is an organisation that specialises in developing teams and Leaders. They work with a wide range of organisations and at all levels. They have been involved in the Horse racing sector for the past eight years as delivery partners of The British Racing School Management Academy in Newmarket. Delegates have come from across the racing industry. They also delivered the people focussed modules for the assistant trainers course. In 2014 they were given the opportunity to develop and deliver a team working module on the opening day of the BHA graduate programme. They have also delivered this programme for the BHA and Jockey Club Group.

## Programme Objectives

- To develop first line managers' knowledge and skills.
- To build confidence in their ability to manage
- To understand their roles and responsibilities as managers
- To transfer new knowledge and skill into effective performance
- To develop each group as a cross functional supportive team

## Approach

The programme will consist of four one day workshops spread over twelve weeks. There will be taught input, exercises, activities and discussion. In addition, handouts will be provided to act as an aide memoire for use after the programme. Each session will run from 0900 to 1600. There is the opportunity to follow up the programme with one to one coaching for those who would benefit from the added investment.

There will be individual action plans generated from each workshop, which should be shared with their line manager after each event. At the start of each workshop the action plan is reviewed and individuals' feedback to the group how they have used the learning from the previous workshop.

A similar approach has been developed and established in the motor sports industry, where attendance is a pre requisite to promotion into a first line management appointment.

## Investment

A place on the programme is £1200 per person.

This includes all materials, lunch and refreshments on each of the four days. For those travelling from outside Newmarket. Accommodation can be booked at BRS at a separate cost.

## Programme Content

The programme consists of four one day workshops spread over approximately twelve weeks.

### Module 1 - Managing Yourself

- Understand yourself and what makes other people tick.
- Understand differences in styles and the effect it has on others.
- Recognise the importance of time management in relation to achieving objectives.
- Analyse existing work practices and identify opportunities to improve.
- Apply planning and prioritising techniques.
- Understand the advantages of effective delegation for self and others.
- Identify areas for development and plan strategies for self improvement.

### Module 2 - Effective Communication

- Understand the Communication cycle to improve interactions in the workplace.
- Understand how to plan and deliver a short business presentation.
- Consider and appropriately use bias to achieve acceptable outcomes.
- Identify and eliminate barriers to effective communication.
- Recognise the role of non-verbal communication.
- Adopt appropriate receptive techniques.
- Identify areas for development and plan strategies for self improvement.

### Module 3 - Managing Performance

- Adopt a systematic approach to managing performance.
- Identify measurable performance standards.
- Plan, prepare and conduct performance management interviews.
- Provide accurate, constructive and timely feedback.
- Administer disciplinary procedures to ensure fairness and consistency.
- Identify areas for development and plan strategies for self improvement.

### Module 4 - Problem Solving and Decision Making

- Recognise, define and analyse problems to establish root causes.
- Apply tools and techniques to improve decision making capability.
- Establish effective solutions through the systematic evaluation of problems.
- Take appropriate action to implement solutions effectively.
- Employ a ten step process for making effective decisions.
- Identify action for self and organisational improvement.

For further information or to book a place on a programme please contact –  
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