Talented Professional Manager Training Course

1 – 5 February 2027
Vienna

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Training Center

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Ref: 1640_221126 **Date:** 1 – 5 February 2027 **Location:** Vienna **Fees:** 7500 Euro

Overview

Talented Professional Manager Training Course is a one-week professional course for new and experienced managers who coordinate work, manage people, and deliver results alongside operational responsibilities. Participants build a Professional Manager Operating Plan covering priorities, delegation, team routines, decisions, communication, feedback, development, conflict, wellbeing, ethics, inclusion, and personal effectiveness. The course treats management as a repeatable operating practice rather than a collection of personality traits. Agile Leaders Training Center develops practical professional managers.

Who Should Attend

- New managers moving from individual contribution to team responsibility
- Experienced managers seeking more consistent people-management routines
- Technical and professional specialists now leading colleagues
- Supervisors and team leaders coordinating work and performance
- Project and functional managers working across shared responsibilities

The course assumes participants manage people, work, or both. It excludes executive strategy, employment-law advice, formal project certification, specialist finance, and generic motivational leadership.

Learning Objectives

- Clarify the manager role, boundaries, decision rights, and accountabilities
- Translate objectives into priorities, workloads, standards, and team routines
- Delegate outcomes with authority, support, checkpoints, and accountability
- Communicate expectations and conduct useful feedback conversations
- Coach development and create fair access to learning opportunities
- Address conflict, wellbeing concerns, and performance issues early
- Make ethical and inclusive decisions while managing personal capacity

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Course Agenda

Day 1: Professional Manager Role

- Manager Role and Accountability Charter
- Professional Management Standards Self-Assessment
- Stakeholder, Boundary, and Decision-Rights Map
- Ethical and Inclusive Management Principles
- Personal Management Transition Plan

Day 2: Priorities and Delegation

- Objective to Priority Translation Map
- Team Workload and Capacity Board
- Outcome-Based Delegation Canvas
- Authority, Support, and Checkpoint Rules
- Accountability and Follow-Through Review

Day 3: Communication and Team Relationships

- Expectation and Role Clarity Guide
- Feedback Conversation Structure
- Trust and Psychological Safety Practices
- Manager Listening and Questioning Skills
- Conflict Response and Resolution Map

Day 4: Performance and Development

- Performance Evidence and Standards Review
- Coaching Question and Listening Practice
- Learning Need and Development Action Map
- Recognition and Fair Opportunity Check
- Performance Concern and Support Plan

Day 5: Decisions and Personal Effectiveness

- Manager Decision Framing Sheet
- Consult, Decide, Communicate, and Review Cycle
- Wellbeing, Workload, and Support Boundaries
- Personal Effectiveness and Reflection Routine
- Capstone Exercise: Professional Manager Operating Plan

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Practical Exercises

- Convert broad objectives into a weekly team operating rhythm
- Delegate a complex outcome without retaining hidden control
- Run a feedback and expectation-reset conversation
- Coach an employee development need and agree practical action
- Resolve a competing-priority decision using transparent criteria

Course Outputs

- Manager Role and Decision-Rights Charter
- Priority, Workload, and Delegation Board
- Communication, Feedback, and Conflict Guides
- Performance and Development Action Pack
- Professional Manager Operating Plan

FAQs

What makes someone a professional manager?

A professional manager applies clear standards, ethical judgment, fair people practices, evidence-based decisions, reliable follow-through, reflection, and continual development. The role is demonstrated through consistent behavior rather than job title alone.

How should a manager delegate effectively?

Effective delegation defines the required outcome, boundaries, authority, resources, risks, support, checkpoints, escalation route, and accountability. The manager transfers appropriate control while remaining responsible for the operating environment.

How can managers give useful feedback?

Useful feedback describes a specific observation, explains its impact, checks the employee perspective, clarifies the expected standard, agrees action and support, and follows up. It avoids labels, assumptions, and delayed surprises.

What is the manager's role in employee development?

The manager clarifies capability needs, listens to career interests, creates stretch and learning opportunities, removes barriers, provides feedback, checks application, and coordinates specialist support when required.

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How should managers balance results and wellbeing?

Managers set realistic priorities, monitor workload and risk, involve employees in work decisions, maintain clear standards, notice changes, provide reasonable support, escalate concerns appropriately, and avoid treating wellbeing as an individual resilience problem.

Conclusion

Participants leave with a Professional Manager Operating Plan that connects standards to daily priorities, delegation, communication, feedback, development, conflict handling, decisions, wellbeing, ethics, and self-management. The plan provides a practical routine for managing people and work consistently.