BLACKBIRD FOR TRAINING

Maximising Efficiency, Effectiveness and Productivity While Reducing Time and Effort

19 – 23 April 2027
Vienna (Austria)



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Introduction:

Improving managerial efficiency and effectiveness means working on two sides of a manager's output: efficiency is doing work with the least waste of time, effort and cost, while effectiveness is choosing the work that delivers the right results. This one-week course is for managers, supervisors, team leaders, department heads and specialists moving into management, and each delegate leaves with a managerial efficiency action plan. It is taught at practitioner level through case study work, treating time, work stress, conflict, delegation and meetings as connected levers, since management is the governing factor in how productively an organisation performs.

Course Objectives:

- Distinguish efficiency from effectiveness and apply the main mechanisms that support and improve managerial output
- Define work stress and interpret its sources and effects on individual and organisational performance using recognised stress models
- Select coping and conflict-handling approaches, comparing problem-focused with emotion-focused coping and the five conflict modes
- Apply scientific and practical time management methods, distinguishing urgent tasks from important ones
- Apply the golden rules of effective delegation and justify the level of authority given to each task
- Apply time and stress management methods to plan, chair and follow up meetings that reach decisions

Target Audience:

- Managers who run a function or unit and must decide where their own time and attention create the most value
- Supervisors and team leaders who allocate daily work and judge which tasks to delegate and to whom
- Department heads who chair recurring meetings and decide which meetings to keep, merge or cancel
- Professionals and specialists moving into management roles who must choose how to balance their own work with leading others
- Project and section coordinators who handle competing demands and judge when pressure on a team has become harmful stress



Course Outline:

Day 1: Managerial Efficiency vs Effectiveness and the Mechanisms Behind Them

- Efficiency vs Effectiveness: Doing Things Right Compared With Doing the Right Things
- Productivity Ratio: Measuring Managerial Output Against Time, Cost and Effort Inputs
- Twenty-First Century Pressures: Competition, Change and Workload Behind Efficiency Gaps
- Management as the Governing Factor: Planning, Organising, Directing and Control Levers
- Current-State Efficiency Assessment: Diagnosing Time, Stress, Delegation and Meeting Gaps

Day 2: Identifying Work Stress and Its Impact on Individual and Organisational Performance

- Pressure vs Stress: Yerkes-Dodson Curve Linking Arousal Levels to Performance
- Job Demand-Control Model: Workload, Decision Latitude and Strain in Managerial Roles
- Effort-Reward Imbalance Model: Recognition Gaps as a Source of Work Stress
- Stress Signals Checklist: Physical, Emotional and Behavioural Warning Signs in Teams
- Organisational Cost of Stress: Absenteeism, Presenteeism, Turnover and Error Rates

Day 3: Dealing With Work Stress and Workplace Conflict

- Problem-Focused vs Emotion-Focused Coping: Choosing a Response to Work Pressure
- Personal Stress Plan: Recovery Routines, Boundaries and Workload Renegotiation Steps
- Thomas-Kilmann Conflict Modes: Competing, Collaborating, Compromising, Avoiding and Accommodating
- Conflict Escalation Stages: Recognising When Task Disagreement Becomes Relationship Conflict
- Interest-Based Conversation: Separating Positions From Interests in Team Disputes

Day 4: Time Management Methods and the Golden Rules of Effective Delegation

- Urgent vs Important: Eisenhower Matrix for Sorting Managerial Tasks and Requests
- Time Wasters Audit: Logging Interruptions, Procrastination and Low-Value Tasks Over a Week
- Pareto 80/20 and Time Blocking: Scheduling High-Value Work Into Protected Hours
- Golden Rules of Delegation: Matching Task, Person, Authority, Deadline and Follow-Up
- Delegation Levels and RACI Matrix: Defining Authority, Accountability and Reverse Delegation Risks

Day 5: Case Study: Managing Meetings as Applied Time and Stress Management

- Meeting vs Asynchronous Update: Necessity Test Before Calling a Team Meeting
- Meeting Cost Calculation: Participant Hours and Pay Rates Applied to a Case Meeting
- Agenda Design and Timeboxing: Applying Time Management Methods to Meeting Planning
- Chairing Under Pressure: Applying Stress and Conflict Methods to Difficult Meeting Moments
- Managerial Efficiency Action Plan: Completing Meeting Rules, Delegation Map and Time Plan



Skills You Will Gain:

- Efficiency and Effectiveness Diagnosis
- Work Stress Assessment
- Conflict Mode Selection
- Task Prioritisation
- Time Blocking
- Delegation Planning
- RACI Mapping
- Meeting Chairing

Why Attend This Course:

- From reacting to every request as it arrives to sorting work by urgency and importance before committing time
- From treating stress and conflict as personal weaknesses to recognising their sources and choosing a fitting response
- From keeping tasks because delegating feels risky to handing them over with clear authority, deadlines and follow-up
- From scattered good intentions to a managerial efficiency action plan with meeting rules, a delegation map and a time plan

Conclusion:

Raising managerial output depends on getting the right work done with the least wasted time and energy, and on the manager who sets that pattern for a team. The course makes clear how efficiency differs from effectiveness, how productive pressure differs from harmful stress, and how urgent work differs from important work. It suits managers, supervisors, team leaders, department heads and professionals stepping into management who want one connected method for time, stress, delegation and meetings rather than separate tips on each.

Frequently Asked Questions FAQ:

What should delegates know before a managerial efficiency and effectiveness course?

No technical preparation is needed. Delegates should currently manage work or people, or be about to, and bring a realistic picture of their own week: recurring meetings, tasks they keep, sources of pressure and current delegation habits, which feed the case study work.



How does a managerial efficiency and effectiveness course differ from a single time management course?

It treats time, stress, conflict, delegation and meetings as connected levers on managerial output rather than one skill alone. A single time management course focuses on personal scheduling; this course links scheduling to team stress, delegation choices and how meetings consume managerial time.

Why does managerial efficiency and effectiveness depend on delegation?

Delegation frees managerial time for the work only a manager can do, which raises effectiveness, while giving others clear authority and deadlines, which raises efficiency. Poor delegation pushes work back upwards, adding to managerial workload and stress.

What do delegates take back from managerial efficiency and effectiveness training?

Each delegate takes back a managerial efficiency action plan: a prioritised time plan, a personal stress plan, a delegation map with RACI roles and levels of authority, and meeting rules covering necessity tests, agendas, timeboxes and follow-up, ready to apply at work.

