

LEADERSHIP & MANAGEMENT | COURSE BROCHURE

Leading Shift-Based Operational Teams

5 days | Classroom training | English

SMART HORIZON

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Course content

Why attend

Supervisors in plants, hospitals, airports, contact centres and logistics hubs lead teams that work in shifts, often across days and nights. This course addresses the specific challenges of shift leadership: effective handovers, consistent standards across shifts, fatigue and safety, fair rostering, communication with people you rarely see and building team spirit around the clock.

Shift teams can feel disconnected from management and from each other. You will learn practical ways to keep performance, safety and morale high on every shift.

Professional Problems This Course Is Designed to Solve

• Difficulty translating subject knowledge into practical workplace decisions.
• Inconsistent approaches to the activities covered in the course outline.
• Lack of a structured plan for applying and reviewing new skills.

Course methodology

Case studies from 24/7 operations, handover simulations, role plays, rota design exercises and peer problem solving.

Course objectives

By the end of this course, participants will be able to:
• Recognise the challenges of leading shift-based teams
• Run effective shift handovers
• Maintain consistent standards across shifts
• Manage fatigue and safety risks
• Communicate and engage with dispersed shift workers
• Handle rostering, absence and fairness issues

Target audience

This course is suitable for:
• Shift supervisors and team leaders
• Operations managers in 24/7 environments
• Nursing and healthcare shift leads
• Security and facilities supervisors
• Logistics and production supervisors



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Target competencies

Participants will develop competencies in:

- Operational leadership
- Communication
- Safety management
- Fair people management
- Team cohesion

Course outline

Day 1: Shift Leadership Challenges

09:00–10:08	Characteristics of shift work
10:08–11:00	Role of the shift leader
11:00–11:30	**Coffee break**
11:30–11:45	Role of the shift leader (continued)
11:45–12:53	Common problems across shifts
12:53–14:00	Exercise: shift challenge map

Day 2: Handover and Consistency

09:00–10:08	Structured handover methods
10:08–11:00	Shift logs and standards
11:00–11:30	**Coffee break**
11:30–11:45	Shift logs and standards (continued)
11:45–12:53	Cross-shift alignment
12:53–14:00	Simulation: shift handover

Day 3: Fatigue and Safety

09:00–10:08	Effects of night and long shifts
10:08–11:00	Fatigue risk management
11:00–11:30	**Coffee break**



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11:30–11:45	Fatigue risk management (continued)
11:45–12:53	Safety behaviours
12:53–14:00	Case study: fatigue-related incident

Day 4: Engaging Shift Teams

09:00–10:08	Communication with dispersed teams
10:08–11:00	Recognition and morale
11:00–11:30	**Coffee break**
11:30–11:45	Recognition and morale (continued)
11:45–12:53	Handling conflict
12:53–14:00	Role play: difficult conversation

Day 5: Rostering and Fairness

09:00–10:08	Fair rota principles
10:08–11:00	Absence and lateness
11:00–11:30	**Coffee break**
11:30–11:45	Absence and lateness (continued)
11:45–12:53	Working with HR
12:53–14:00	Personal action plan

The timings provided are estimates and may vary depending on the number of participants and the discussions taking place during the sessions. They are indicative only and do not constitute a binding commitment.



Course content

Dates, venues and fees

Current published course plans. Fees are per participant in EUR, excluding unconfirmed taxes.

Venue	Start date	End date	Fee (EUR)
Dubai Confirmed dates	16 Nov 2026	20 Nov 2026	**€3,150.-**
Online Confirmed dates	16 Nov 2026	20 Nov 2026	**€1,250.-**
Istanbul Confirmed dates	7 Dec 2026	11 Dec 2026	**€2,650.-**
Online Confirmed dates	7 Dec 2026	11 Dec 2026	**€1,250.-**
Dubai Confirmed dates	4 Jan 2027	8 Jan 2027	**€3,150.-**
Online Confirmed dates	4 Jan 2027	8 Jan 2027	**€1,250.-**
Rome Confirmed dates	25 Jan 2027	29 Jan 2027	**€2,450.-**
Online Confirmed dates	25 Jan 2027	29 Jan 2027	**€1,250.-**
Paris Confirmed dates	15 Feb 2027	19 Feb 2027	**€2,860.-**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	15 Feb 2027	19 Feb 2027	**€1,250.–**
Kuala Lumpur Confirmed dates	8 Mar 2027	12 Mar 2027	**€1,450.–**
Online Confirmed dates	8 Mar 2027	12 Mar 2027	**€1,250.–**
Cape Town Confirmed dates	29 Mar 2027	2 Apr 2027	**€1,890.–**
Online Confirmed dates	29 Mar 2027	2 Apr 2027	**€1,250.–**
Rome Confirmed dates	12 Apr 2027	16 Apr 2027	**€2,450.–**
Online Confirmed dates	12 Apr 2027	16 Apr 2027	**€1,250.–**
Vienna Confirmed dates	3 May 2027	7 May 2027	**€2,940.–**
Online Confirmed dates	3 May 2027	7 May 2027	**€1,250.–**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
London Confirmed dates	24 May 2027	28 May 2027	**€2,450.-**
Online Confirmed dates	24 May 2027	28 May 2027	**€1,250.-**
Barcelona Confirmed dates	14 Jun 2027	18 Jun 2027	**€2,840.-**
Online Confirmed dates	14 Jun 2027	18 Jun 2027	**€1,250.-**
Cape Town Confirmed dates	5 Jul 2027	9 Jul 2027	**€1,890.-**
Online Confirmed dates	5 Jul 2027	9 Jul 2027	**€1,250.-**
Barcelona Confirmed dates	19 Jul 2027	23 Jul 2027	**€2,840.-**
Online Confirmed dates	19 Jul 2027	23 Jul 2027	**€1,250.-**
London Confirmed dates	9 Aug 2027	13 Aug 2027	**€2,450.-**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	9 Aug 2027	13 Aug 2027	**€1,250.-**
Frankfurt Confirmed dates	30 Aug 2027	3 Sept 2027	**€2,650.-**
Online Confirmed dates	30 Aug 2027	3 Sept 2027	**€1,250.-**
Amsterdam Confirmed dates	20 Sept 2027	24 Sept 2027	**€2,540.-**
Online Confirmed dates	20 Sept 2027	24 Sept 2027	**€1,250.-**
Dubai Confirmed dates	11 Oct 2027	15 Oct 2027	**€3,150.-**
Online Confirmed dates	11 Oct 2027	15 Oct 2027	**€1,250.-**
Cape Town Confirmed dates	25 Oct 2027	29 Oct 2027	**€1,890.-**
Online Confirmed dates	25 Oct 2027	29 Oct 2027	**€1,250.-**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Rome Confirmed dates	15 Nov 2027	19 Nov 2027	**€2,450.-**
Online Confirmed dates	15 Nov 2027	19 Nov 2027	**€1,250.-**
Vienna Confirmed dates	6 Dec 2027	10 Dec 2027	**€2,940.-**
Online Confirmed dates	6 Dec 2027	10 Dec 2027	**€1,250.-**

Plan your next step

Dates, availability, exact venue, taxes, inclusions and payment terms require written confirmation. This brochure is not a quotation, registration, booking confirmation or visa invitation. Participants receive a Smart Horizon certificate of attendance; programmes are not externally accredited and do not award a professional qualification or designation. Confirm arrangements before booking travel.

For group or in-house training, contact our learning team to discuss your objectives and delivery arrangements.

Contact Smart Horizon

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