

MANAGING PEOPLE

COURSE OUTLINE

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capitaltraining.com





6 HOURS

DELIVERY METHOD: FACE TO FACE OR VIRTUAL

Audience

Managing people is recognised as being extremely challenging at times. With this course you will be able to develop the knowledge and skills to manage people effectively.

Pre-Requisites:

None

Course Objectives:

By the end of this workshop the delegate will have learned the following:-

- Define the role of the manager
- Adopt a motivational approach to managing people
- Define their responsibilities in 5 key areas of people management:
 - Managing performance
 - Managing attendance
 - Managing conduct and discipline
 - Managing people through change
 - Managing development
- Develop the knowledge and skills to manage each of these areas effectively





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Course Content

- Defining management
- ‘...management is partly the process of getting things done through other people; and partly the creative and energetic combination of scarce resources and individual skills and talents into effective and profitable activities.’ (Richard Pettinger)
- Trainer input and discussion
- Motivation
- Four dimensions:
 - Autonomy
 - Sense of belonging
 - Meaningful work
 - Personal development
- Activity – what can managers do to effectively address each of these dimensions?
- Managing performance
- Defining the purpose of the job role
- Management by objectives – measuring performance against SMART objectives
- Involving people in developing objectives
- Approaches to reviewing performance – self-appraisal, peer appraisal, customer/stakeholder feedback, the changing role of the manager in performance review
- Rewarding and recognising good performance
- Poor performance – defining and addressing the performance gap
- Managing attendance
- Approaches to support good attendance, e.g. flexible working policies





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- Monitoring attendance
- How to conduct return to work interviews and attendance review meetings
- Managing absence – best practice, legal obligations
- Managing conduct and discipline
- Why is it important to address these areas?
- Grievance and discipline procedures and the law
- Defining misconduct and the manager's role in addressing it
- Harassment and bullying – what are they? How can they be prevented? What must the manager do if they arise?
- Managing people through change
- Given that 'change is the only constant' (Heraclitus):
- What are the effects of workplace change of people?
- What can the manager do to effectively manage people through this process?
- The Kubler-Ross change curve – managing people through the stages of this
- Managing development
- Why is it important to develop people in the workplace?
- The manager's role in developing people
- Practical techniques for developing people (include coaching, delegation, shadowing)
- Your own development – the importance of the manager providing a role model

