# The People Skills of Management – a three day programme for managers and leaders

**What is this seminar about?**

This three-day programme provides you with a unique opportunity to accelerate the development of your skills, whether you are focusing on managing the impact of change or transition, building a high performance team, or developing the trust, enthusiasm and mutual support of your employees. Working with a range of practical tools, frameworks and techniques and with the benefit of the combined experience of your Programme Director and fellow course delegates, this event is guaranteed to improve your management and leadership styles.

**Key benefits**

- Become aware of your management style preferences and how they affect others
- Get more out of your staff or team by adopting a more structured approach to delegating coaching
- Deal with difficult people and resolve conflict more easily
- Effectively manage the performance management process
- Improve your communications style
- Work on some of the 'live' people challenges you are currently facing
- Master the vital people skills required to improve performance through people

**Who should attend?**

- Established managers who need to enhance their people and team management skills, as well as gain a greater understanding of interpersonal skills
- Executives, managers and directors who have not recently been exposed to 'people management' training and wish to develop and upgrade their competencies and skills in this area
- Specialist technical and functional managers who need to achieve a better balance between their technical expertise and their people management capabilities

**Programme**
**Day One**

Management challenges for 2008

- Challenges facing organisations and setting the context for people management
- New forms of organisational structure
- Retaining good people
- Identifying the skills and competencies for both managing 'knowledge' and 'head' workers vs 'hand' workers

- Motivational strategies for different types of people
- Managing highly qualified individuals
- Encouraging accountability and responsibility within the team

Assessing your own organisation's culture

- Aligning people skills with organisational culture
- Exploring the vision and values of different organisations and how this compares with one's own organisation
- Factors that affect organisational change
- National and regional differences
- Diversity in the workplace

Understanding empowerment and what it means for you and your people

- How to encourage a climate of inclusion and trust
- Behavioural strategies that encourage involvement and participation
- Promoting task 'ownership and accountability'

Understanding your motivational drivers

- Understanding your key drivers and recognising their impact on others
- How to influence other people by recognising their drivers and motivations
- Exploring different mindsets

Structuring and presenting messages in a way that influences other people

- My boss
- Peers
- Customers/clients
- Team members

Developing self awareness and awareness of others

- Situational leadership and management approaches
- Assessing, evaluating and understanding those we work with
- Developing 'assessment profiles' for key people/interfaces
- Developing communication strategies for different styles of bosses, staff, colleagues and clients
- Avoiding the pitfalls in dealing with the different styles

**Programme - Day two**

Reviewing your own management and leadership style

- Getting to know yourself
- Anchoring the balance between task, team and individuals
- Understanding the different management and leadership styles
- Developing your strengths

Identifying the consequences of your leadership style - understanding flexible leadership

- Identifying your own preferences
- Management styles and their impact on others - from autocrat to abdicrat
- What followers expect from leaders
- How to modify your behaviour to suit the needs of different people (individuals and teams)
- Learning how to manage your above average and below-average performers

- Exploring competencies for coaching, counselling and mentoring
- Measuring and monitoring performance
- Spotting the signals - a proactive approach to performance management
- 'Herding cats' - practical ways of dealing with success and failure

- Improving your communication skills

- Recognising your communication style and how it compares with others
- Listening and reflecting vs giving advice and prescribing
- Developing strategies for coping with difficult communication styles
- Managing the impact of change and transition

- The human response to change

  - Denial
  - Inflated expectations
  - Despair
  - Acceptance
  - Adaptation

Managing difficult/problem people: the client-centred approach - process and skills

- Creating an environment which is conductive to solving difficult people problems
- Understanding the key elements in counselling
- Practicing the skills involved in dealing with problem people
- 'Live' problem analysis
- The Human 'bioclock' chart - understanding daily work patterns and the optimum times for handling people challenges

**Programme - Day Three**

Understanding your conflict management style

- Learning to respond and not react
- Non-verbal strategies for handling difficult situations
- Controlling stress and anxiety under pressure

Learning to be assertive and not aggressive

- Identifying the difference between assertive, aggressive and passive behaviour
- Learning to:

- o Say no
- o Make requests
- o Start maintain and end conversation
- o Handling and receiving criticism
- o Expressing feeling

- Identifying the emotional triggers used by others
- Exploring the weapons and defence strategies you can use to deal with non-assertive behaviour

Team working in action

- Understanding team dynamics and the key stages of development
- Identifying the four team types in the constantly changing team/project environment
- How to build a high performance team and develop trust, enthusiasm and mutual support

- Stages of team growth - forming, storming, norming, performing and reforming
- Exploring the 9 factors that make teams effective
- Identifying your own team player style
- Keeping teams on track

Getting to action - reflection and action planning

- Understanding your values
- Comprehending the factors that cause stress in life events
- Practising stress-reduction techniques that enable you to manage your optimum levels of stress
- Making commitments

- Developing good 'finisher' habits
- Moving towards constructive action plans
- Encouraging SMART objectives - Specific, Measurable, Realistic and Timebound

Change management

- Change leadership - identifying your profile
- Managing change - the seven step approach