

Managing People

Based on SAQA's Unit Standard 13934, NQF Level 3, 4 Credits

Introduction

This practical and comprehensive three-day course uses psychometric tools, case studies, group discussions, management games and role-plays to enable managers to challenge their current way of managing in the workplace. It is highly interactive and will equip participants with the knowledge and tools to deliver improved results upon their return to work.

Course Objectives

- Identify your personal leadership style and understand the impact it has on others
- Know how to adapt your leadership style to the needs of the people you manage
- Lead and manage change successfully, within the business, dealing with resistance along the way
- Deal with conflict in the workplace in a positive and constructive manner
- Develop the performance of other through coaching and feedback
- Deal with poor performers

Course Outline

Personal Leadership Style

- The relationship between leading and managing
- Receiving feedback on your leadership style and how you're perceived
- The impact of your style on those you manage
- Practical and applicable leadership models/tools
- Identifying your personal strengths and areas for development

Change

- Initiating and leading change – your role as a manager and a champion
- Organisational culture and its impact on change initiatives
- Communicating change and delivering difficult messages
- Managing change on a day-to-day basis
- Gaining commitment to the change and dealing with resistance
- Encouraging change, creativity and innovation

Resource Management

- Planning, organising and utilising resources
- Monitoring and controlling resources
- Effective delegation when under time and priority pressure

Managing the Performance of Others through Coaching and Feedback

- Aligning performance to the organisational vision
- Setting clear performance expectations
- Coaching techniques to create high performers
- Creating the environment and opportunities for others to grow
- Identifying the potential in others and creating a structured development plan
- Providing motivational feedback and praise

Managing Conflict

- Establishing a positive working environment
- Aligning personal and corporate values
- Identifying your personal conflict handling style
- Adapting your style to different situations
- Practical techniques for dealing with conflict and difficult people

Challenging and Dealing with Underperformance

- Defining underperformance and the reasons for it
- Giving constructive and timely feedback
- Remaining credible, honest and professional
- Techniques for dealing with poor performers