

Managing People Effectively

Two days



This course is designed for managers with some management experience and may be looking to increase or refresh their skills. The course will provide strategies for dealing with difficult situations and opportunities to consider practical solutions to common people management issues.

What is managing?

- What skills do you need to be an effective manager?
- What do managers do and need to competently fulfil their role?

A revision of the *Situational Leadership* model – the rationale

Research indicates that the most effective managers are those who adjust their supervision style to match the specific situation they are facing. Unfortunately many managers rely on one or two basic approaches to deal with all situations.

A revision of the 4 supervision strategies

- The four basic supervision strategies: *Directing*, *Coaching*, *Consulting* and *Delegating*
- How to choose the right supervision strategy at the right time
- How to move from one approach to another to keep control of a situation

Evaluating employee performance

- How to measure people's performance by identifying their level of:
 1. Skills and Knowledge
 2. Motivation



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What is your preferred supervision style?

Participants complete a simple questionnaire to identify their preferred style.

We then discuss the strengths and limitations of each style.

- What impact will your style have on the team?
- How to modify your style to be a more effective supervisor
- How to respond decisively in pressure situations

Case studies

Participants apply the model from the previous session to choose the appropriate response

to a series of typical workplace scenarios. During this session participants raise actual situations they have encountered and use the model to work out effective responses.

Giving effective feedback

- The 6 simple steps for structuring feedback
- Avoiding arguments and creating a constructive discussion about the future
- Tips for giving and receiving feedback

Case studies

Participants apply the 6 steps from the previous session to structure feedback for typical workplace scenarios. During this session participants raise actual situations they have encountered and use the model to work out effective responses.

Communicating effectively as a manager

- Learning to identify emotional arguments and barriers
- Developing strategies to overcome barriers
- How to structure your argument so that your team can see your thinking
- How to buy yourself time in a difficult conversation and show you are listening



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What motivates people?

- Understanding the difference between *motivators* and *maintenance factors*
- Determining your team's motivational drivers
- Identifying strategies to increase your team's motivation

Delegating made easy

- The 3 winners in delegation
- Getting delegation right and avoiding mistakes
- The 5 levels of delegation and when and how to use them

Training, coaching and mentoring

- What is the difference between these activities?
- How to choose what to do to develop your team members

Basic counselling skills

- How to ask open and closed questions to uncover reasons for unsatisfactory performance
- How to raise 'sensitive' issues with difficult people
- Basic counselling skills to help supervisors discuss personal or career issues
- What is the supervisor's role when counselling staff?
- Where do you get help for people with more serious problems?



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