

# 2 – DAY

## THE ART OF MANAGING PEOPLE

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### INTRODUCTION

*“You cannot continuously improve interdependent systems and processes until you progressively perfect interdependent, interpersonal relationships.” ~ Stephen Covey ~*

Managing a group of employees – with their diverse personalities, responsibilities, ambitions and idiosyncrasies – can sometimes feel a bit like fitting a square peg into a round hole, and vice-versa. Also, at small companies, where every single employee needs to pull their weight to move the business along, every employee is precious and plays a vital role.

This program is all about learning individual characteristics of your team members and using them to your advantage. Managing people is no longer simply a responsibility - there is now an increasing recognition of the importance of the skill of people management. How well or badly a team is managed can affect employee retention, productivity, creativity and even your employee's health.

So, it makes good business sense to be an effective people manager. This will put you in a position to effectively communicate with subordinates, colleagues, clients and customers in the workplace. This Art of Managing People aims to help participants understand the different personalities and how to make the most of each of them.

### METHODOLOGY

Theories and models will be simplified, and further enriched with activities to engage participants mentally and physically. To evaluate their knowledge and how they can apply what they have learnt into their workplace after the program, we will conduct a post-test, review and recap, and an action plan. Facilitator incorporates methods in NLP to create an environment where participants will be fully engaged on both conscious and subconscious level. Training will be delivered in a highly interactive and experiential way whereby concepts and background information will be presented through group exercises, discussion and activities creating an environment that facilitates accelerated learning and application. Each activity will be thoroughly de-briefed to link the learning to application. Additionally, participants will document their learning points and noteworthy thoughts in a workbook after every module. The workbook also contains useful explanations, tips, and methods. Other methods employed include short explanations with slides and Q&A, role-playing, demonstrations, group discussions, and video clip presentations.

### COURSE OBJECTIVES

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By the end of this course, you will be able to:

- Use the DISC profiling tool to understand others better.
- Alter their communication strategy for better effectiveness.
- Understand the fundamentals of what forces drives people.
- Appreciate the value of trust in managing and developing people.
- Use the Sandwich Model and GROW Model to create meaningful conversations.
- Identify the steps in giving effective feedback while maintaining trust.
- Use Belbin's model to build better work teams.
- Manage conflict using the Thomas-Kilmann model.

### WHO SHOULD ATTEND?

- Supervisors
- Managers
- Team Leaders
- Senior Executives
- Human Resource
- Department Heads

# PROGRAM OUTLINES

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## MODULE 1: KNOWING YOUR PEOPLE

What does Nick Fury and Professor Charles Xavier have in common? They were both the orchestrators of a team of highly skilled and competent individuals. When you understand people's unique behaviour based on their **strengths, tendencies, and aptitudes**, you can then approach and manage them accordingly. This works the other way around too. When employees, or members of a team, knows that their manager or team leader understands them, they will feel appreciated and work according to their strengths. In this module, we will be using two tools to understand people's behavioural styles. With this knowledge, you will be able to create a more balanced team depending on the project, communicate with them more effectively, and complement them where necessary.

- The DISC Behaviour Styles – An Assessment
- The Theory Behind the Tool
- Adapting for a Better Outcome
- How Good are Your People Skills? Let's Find Out

## MODULE 2: FACTORS THAT DRIVE PEOPLE'S BEHAVIOUR

The importance of psychology in achieving and maintaining employee motivation is essential. A message can be repeated over and over to a group of employees but unless they believe it and believe in it, the words are empty. The following are some of the key psychological theories which aid employers, managers, and line leaders in their end goal of **producing a motivated workforce**.

- Herzberg's Theory of Motivation
- Maslow's Theory of Motivation
- Merging the Two Models
- The Carrot, Whip and the Plant

## MODULE 3: HOW TO SPEAK WITH CONFIDENCE

In your conversations with your employees, you will discover many times things about your employee that are **personal and sensitive**. This is normal and demonstrates trust in you. As their coach, establishing and maintaining trust is the most essential ingredient to the entire process. If your employee determines that your purpose of improving their performance is to further your career, then they will not trust you. Without trust, whatever you say and do will be subject to skepticism.

- Basics and Fundamentals: What is Trust?
- Trust in Coaching and Mentoring
- Building Trust Among the People You Work With

## MODULE 4: PRESENTING WITH IMPACT

In the last module, we discussed the importance of establishing trust and its relation to the coaching process. Although building trust is a personal investment you must make, you are still required to provide both negative and positive feedback. Understanding how to structure feedback is essential in balancing trust with **the need to discuss desired and undesired behaviours with your employee**. In this module, you are going to learn techniques for delivering feedback well.

- Influencing Strategies: Preferred Order of Use
- The Feedback Sandwich Model: Providing Wholesomeness
- Encouraging Growth and Development
- Using the G.R.O.W. Model in Creating a Coaching Culture

# PROGRAM OUTLINES

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## MODULE 5: STORMING

Wherever two or more people come together, there is bound to be conflict. People often assume that conflict is always negative. This is not true! People are inherently different, and conflict simply happens when those differences come to light. Viewing conflict in this way can help us **maximise the possible positive outcomes** of the problem at hand. Equipped with a conflict resolution process, people can explore and understand those differences, and use them to interact in a more positive and productive manner. This module will give you a conflict resolution process, a set of skills in solution building, and finding common ground.

- An Introduction to Conflict Resolution
- Conflict Resolution Styles with the Thomas-Kilmann Instrument
- Creating an Effective Atmosphere and a Mutual Understanding
- Generating Options and Choosing a Solution
- 5 Principles of Dealing with Difficult Behaviour

## MODULE 6: TEAM DYNAMICS

When people begin to interact together genuinely, and they're open to each other's influence, they begin to gain new insight. But people have a myriad of differences between them, and these differences should be seen as strengths, not weaknesses. Valuing these differences is what really drives synergy. Synergy is the habit of creative cooperation. It is teamwork, open-mindedness, and the adventure of finding new solutions to old problems. It happens through a process, and through that process, people bring all their **personal experience and expertise to the table**. Together, they can produce far better results that they could individually. Synergy lets us discover jointly things we are much less likely to discover by ourselves.

- Identifying Your Belbin Roles and Your Colleagues' – An Assessment
- Adapting for a Better Outcome
- Lessons from Dr. Bruce Tuckman

## MODULE 7: WRAPPING UP

What is all worthwhile? In this module, we will assess certain knowledge and understanding gained throughout the program. Also, participants will come up with an action plan to **apply** what they have learnt in their professional lives.

- Learning Points and Key Takeaways
- Post-Test
- Commitment Pledge, Action Plan and Evaluations