



Managing People

People are an organisation's key resource - but they can be difficult! This highly participative activity allows teams to practise dealing with human resource issues in a risk-free environment.

Key Benefits

- Helps participants to handle staff rationally
Emphasises the importance of establishing facts
- Discourages making assumptions
- Encourages the need to see things from other points of view.
- Illustrates the importance of following correct grievance and disciplinary procedures
- Provides an opportunity for teamwork and reaching consensus.

Participants 1, 2, 3 or 4 teams of 3-6 people per team

Timing 1.5 - 2 hours

Price £395

One computer and printer required

How it Works

Working in groups of 3-6 each team is faced with 10 scenarios concerning staff and their problems. Teams must reach consensus on how to react to the situations by choosing from five possible options that are listed for each scenario.

Each team keys its chosen option into a single laptop or pc. You, the Trainer, have nothing to do except observe! The computer prints out the consequences of the team's chosen option -together with the next scenario. Teams also receive a statement which serves as a measure of the success of their decisions:

1. Their current budget figure. As costs are involved for some of the options, teams start the activity with a **personnel budget**.
2. The state of **morale** in their department. Starting with a rating of 50, this figure will vary in line with the effects of their decisions.
3. The **business outlook**.

Keeping department morale and future outlook high are key objectives but the way to do this is not always clear. Many decisions give unexpected consequences - especially where people are concerned!

What *Managing People* Does

Managers who experience this activity report a number of key learning points and many go straight back to their Staff Handbook to check up on a few procedures! They realise that as *people* managers, or team leaders, they must:

- know current employment law and follow its procedures to the letter
- establish the facts before acting - avoid jumping to conclusions or making assumptions
- not act in haste (always allow time for issues to be fully considered)
- communicate with staff (ask them about facts and feelings, check their needs)
- be aware of potential problems *before* they arise (keep an ear to the ground)
- avoid the rumour mill
- control prejudices.

The Debrief is particularly valuable. The different answers to each of the scenarios can be compared and discussed and this leads to a broadening of the focus - often to real issues from the workplace. **Answers and full guidance are provided in the Trainer's Notes.**

Managing People is an excellent way to raise awareness of the way managers and team leaders deal with staff on a day-to-day basis. It is extremely easy to facilitate as teams interact with the computer leaving the Trainer free to listen, to observe teams at work and to gather data that will be useful at the Debrief.

There are also two one-page handouts for reference during the debrief; one on Employment Law, and one on Human Rights Legislation.

At the end of the session the computer also prints a final report for each team summarising their decisions and giving them a final score ... ***but the real value is the discussion between participants and the opportunity it gives them to practise different approaches to dealing with staff in a variety of challenging situations.***

The Scenarios

These are the ten different scenarios, set in differing types of organisations:

1. Member of staff wants more reward but has too high opinion of his skills.
2. Worker is not performing well enough - but is it their fault?
3. Praise can be a powerful motivator - but what if it is not forthcoming?
4. The perils of dealing badly with a difficult member of staff.
5. How long do you tolerate under-performing staff and how to react.
6. A disruptive employee presents a challenge.
7. Dress code violations can be serious. Making staff aware of their weak points - but how?
9. When you as a manager make a mistake what should you do?
10. Human Rights Legislation at work.

What to Do

1. Introduce the activity using the **PowerPoint** and then divide the group into 1, 2, 3 or 4 teams of 3-6.
2. Issue each team with a few copies of the **Briefing Sheets**.
3. Print **Scenario 1** from the computer and issue to teams.
4. Issue **Summary Sheets** for recording Team Decisions (and individual decisions).
5. Teams enter decisions into laptop or pc using unique access codes. You simply listen and observe.
6. When all scenarios are dealt with, print off **team reports** and begin Debrief.
7. Issue **Handouts 1&2**, discuss and move to **Action Plans**.

Managing People **Trainer's Comment**

Managing People is a great exercise. It's easy to run and provokes much useful discussion towards improving people management.
M. Tyndall, GA Training.

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