



Understanding & Managing Human Performance

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Introduction:

The key to understanding and managing people effectively is to know something about what makes people act and behave in the ways they do. What are the drivers that determine individual behavior, action and motivation? This program looks at the underlying assumptions we make about human behavior and psychology and explains them. In particular the course will apply this knowledge to understanding how to make management and leadership more effective and efficient.

But people are not machines; they can be seriously affected by personal and work-related problems and concerns. People problems can include work related stress, marriage problems, lack of motivation, work stress, long hours of work, turnover, under-staffing, nationalization, bullying and job insecurity all impact on employee's health and performance. The cost to the employer can be enormous. No matter what industry you work in, stress at work can be a very real and overwhelming experience. The amount of employees suffering from stress and stress-related illnesses is rapidly rising. More than half (53%) of people in work have suffered stress in the past 12 months, while one in four people had taken time off sick through stress in the previous year, according to the latest research by the International Stress Management Association.

Who Should Attend?

Human Resource or Personnel staff at any Level, Risk management specialists, Managers involved in staff welfare, Staff nurses and occupational health nurses/personnel, Occupational Health and Medical staff, Those with an interest

in the specific areas of staff welfare, Media and PR staff, Managers who are new to managing people and are looking for an insight into human behavior, HR specialists who are advising on people issues may benefit from discussing some of the underlying assumptions about human behavior and learning some new skills in applying assertive behavior, Individuals who are curious about behavior and attitudes and want to direct them to improved employee performance.

Course Objectives:

By the end of this course delegates will be able to:

- Have a clearer understanding of human behavior
- Acquire a clear appreciation of how attitude affects behavior and motivation
- Be clearer on how to manage employee performance
- Understand people problems at work
- Identify and develop critical skills needed for stress management
- Develop effective workplace interventions
- Understand how to motivate & counsel others
- Apply best practice in the management of employee problems
- Be more effective as a manager or supervisor
- Get the best out of your people
- Have developed a clearer picture of their own attitudes and behavior, and therefore also, of the motivation, attitudes and behavior of other people
- Improve your skills in practical performance management - such as appraisal, discipline and grievance
- Develop practical skills in people management
- Develop practical skills in trauma and crisis management
- Learn how stress affects individuals mental health at work

- Actively identify and reduce stress in self and others
- Learn the skills and knowledge necessary to motivate others

Course Outline:

Performance and the Individual

- Psychological profiles - Jungian typology and understanding human behavior
- How competency frameworks support performance management
- Human behavior questionnaire
- The Iceberg model to understand behavior
- Models of Performance Management
- The Johari window

Managing Employee Performance

- Discipline, capability and grievance
- Recognizing the difference between Capability and conduct issues
- The rules of Natural Justice
- The purposes of discipline
- Inefficiency and box markings
- Models of motivation and behavior

The Assertiveness Model of Behavior and Attitudes

- Identifying and recognizing the types of behavior
 - Aggressive
 - Indirectly aggressive
 - Passive (aggressive)
 - Assertive
- Communication skills
- Being proactive with people

Exercises with Behavior and Attitudes

- Managing performance -The Performance Appraisal Interview
- Role plays - dealing with discipline and Grievance cases
- Case studies - real stories explored and developed

Attitudes and Attitudes to Self

- The Behavior mirror diagnostic tool
- Social styles - a behavior model

People Problems at Work

- Introduction to Human Psychology
- Understanding people problems
- Ways of helping people
- Impact of work - performance issues
- Employee Assistance Programs (EAPs)
- Steps to establish an EAP

Understanding Stress

- What is stress? Recognizing the physical and behavioral signs, Stress in the mind and body
- What contributes to workplace pressures?
- The impact of stress on personal performance - the positive and negative effects of stress
- The symptoms of short term and long term stress
- Stress management techniques
- Individual Testing: The major causes of stress at work and at home

Basic Counseling Skills

- What is communication?

- Techniques for interviewing - basic counseling skill
- Developing Active listening skills
- Understanding body language
- SOLER Techniques for counseling
- Motivational Coaching Techniques

Understanding Motivation

- The Psychology of Motivation
- Motivation at work
- Team & Group Motivation
- Reward
- Case study: Absenteeism

Critical Incident Stress (CISD) and Trauma Counseling

- What constitutes a traumatic event
- A Model for Workplace Trauma Management
- Policy, Plans and Procedures
- Media Management, Preventive Training and Information
- Debriefing & Grief Counseling
- Traumatic stress and Post traumatic Stress Disorder