Managing People Effectively

In house Programmes for Leaders and Managers that promote Wellbeing and Performance

The Management Advisory Service provides products and services for ‘Managing people effectively’.

The platform for effective people management is building and sustaining commitment and trust between managers and their staff. This leads to improved and effective performance through increased wellbeing, reduced stress and stronger engagement and resilience.

Our Managing People Effectively Programmes include:

- Managing people effectively
- Creating a stress prevention culture
- Manager’s Code of Conduct
- Staff engagement – the route to high performance
- A resilient workforce – strengthening the resilience of people at work

All our programmes can be tailored to meet your specific requirements and can be delivered in different formats to meet the needs of those attending, from in depth, interactive workshops for small groups of senior managers to “bite sized” awareness seminars for larger audiences.

These workshops should be regarded as the first stage in a process of implementing change, that involves an implementing and embedding stage. Details of these implementing stages are available at www.mas.org.uk

Taken together the workshops provide a comprehensive approach to implementing wellbeing and performance into your organisation. The framework that we use for this is:

- Managing my Organisation
- Managing My Workforce
- Managing Myself

For further information, please contact Barbara.leigh@mas.org.uk or call 01242 241882.
Managing people effectively

Managing My Workforce

Why is this programme important?
Most managers drift into management without being inducted or trained in how to manage people. It is often said that managing people is common sense. It isn’t.

People are not rational; we don’t always do what others predict we will do; we are often seen as a challenge, and persuading people to do things without causing distress is not simple.

Managers are the principal cause of psychological distress at work. It is the managers job to interact effectively with staff to ensure that optimum performance is achieved consistently. This means that managers need to play to the strengths of their staff, and engage with them so that staff engage with their work, and achieve high performance.

The foundations for effective people management are commitment, trust and engagement. These features of interaction are known to be the antidote to stress, and the platform for wellbeing and high performance.

Outline – setting the scene:
- Psychological ‘flow’
- Psychological contract
- Mindfulness
- Emotional intelligence
- Engagement
- Commitment
- Trust
- Wellbeing
- Performance
- Positive work culture
- Manager behaviours
- Manager’s Code of Conduct
- Steps to implementation and embedding effective people management in your organisation.

This programme will cover:
Understanding the basic features of successful interaction, the psychological concept of reciprocity, the assertive message, and how to manage people effectively by creating and sustaining a positive working environment in which people want to perform at their best. It will introduce the frameworks for positive working, the attributes and behaviours that managers should adopt to promote commitment, trust and engagement, and the impact of all this on individual and collective high level performance.
Participants will design their own action plan for implementing a positive working environment, establishing the ‘rules’ that promote positive working. Participants will, also, prepare their own Manager’s Code of Practice as a device for assisting implementation. This part will provide practical demonstrations of the behaviours needed to build and sustain commitment, trust and engagement.

**Implementing the frameworks in your own organisation.** This involves designing an action plan for implementing a positive working environment in your organisation; establishing the ‘rules’ that promote positive working, leading to ‘flow’, a strong psychological contract and engagement. We will also help you to prepare your own Manager’s Code of Practice as a device for assisting implementation. This part of the programme will also train managers in the behaviours needed to build and sustain commitment, trust and engagement.

**Embedding the frameworks and behaviours** to your own organisation. This part of the programme provides individual and group support in embedding the action plan. This will involve action learning, combined with individual coaching and support for managers in their programme to manage people effectively.
Creating a stress prevention culture

Managing My Organisation

Why is this programme important?

Stress costs!

There are the costs of providing support services, the costs in manager time in dealing with the consequences of stress, the costs of sickness absence and staff turnover, and the costs of psychological presenteeism. Psychological presenteeism is estimated to cost between 1.5 and 5 times the cost of sickness absence and staff turnover combined.

Eliminating the risks of stress at work requires a systemic approach. It involves actions within a framework of Managing my Organisation, Managing my Workforce and Managing Myself focusing, respectively on culture, rules, behaviours and resilience.

As stress is behaviourally induced, there is a need to nudge organisations towards a positive working environment where the behaviours that are induced are those that result in high performance. This requires a focus on psychological wellbeing and performance.

This programme sets the scene for changing culture, changing manager behaviours and strengthening workforce resilience against stress at work.

This programme has been delivered throughout the UK over the past 12 months receiving excellent evaluations.

Outline – setting the scene:

- Stress and psychological presenteeism
- Commitment, trust and engagement
- Approaches to assessment and measurement
- Preventing stress and psychological presenteeism
- How to change culture
- A Wellbeing and Performance strategy and agenda
- Managing my Organisation, my People and Myself
- The appropriate strategies of change
- Steps to implementation, and embedding a culture of commitment, trust and engagement.

Participants will learn the characteristics of a Stress Prevention Culture and gain an insight to culture change.

They will learn how managers influence the ways in which people behave towards each other, and if the behaviour is based on commitment, trust and engagement, how employees respond by feeling psychologically well and working at their peak level of performance.

Participants will design their own Wellbeing and Performance strategy and agenda and create an action plan relevant to their own organisation.
Implementing the frameworks in your own organisation.

We will help you design a Wellbeing and Performance strategy for your organisation and agenda, taking account of existing strategies for preventing and managing stress. We will also assist in a review of existing policies, strategies and data on sickness absence and staff turnover, together with the results of recent staff surveys, and apply these to the prevention frameworks that focus on cultural change. We will assist in the creation of a clear action plan directly relevant to your own organisation.

Embedding the action plan in your own organisation.

This part includes support in raising awareness amongst managers and staff in the organisation, together with facilitating the implementation of the action plan. This will combine the methods of workshops, learning sets and facilitation together with individual support for the project leader.

You will find more information on Stress Prevention Culture on our website, [http://www.mas.org.uk/positive-work-culture.html](http://www.mas.org.uk/positive-work-culture.html) along with useful articles on the subject in our [Article Library](http://www.mas.org.uk/positive-work-culture.html).
Changing behaviour - Manager’s Code of Practice

Managing My Workforce

Why is this programme important?
For managers to change their behaviour they have to think differently first. In addition, the thinking needs to be constantly reinforced to ensure that the new behaviours are maintained despite pressures to revert to old habits. A manager’s code, based on the behaviours required to promote trust, commitment and engagement, is a vital tool in the process of change. It provides the reinforcement needed for managers to think differently and change their behaviour accordingly.

Outline – setting the scene:

- What is a code and what is it for?
- The impact of an effective code on culture, manager behaviour and performance
- The platform for an effective code – a Wellbeing and Performance strategy and agenda
- The contents of a code of practice
- How to present and embed a code of practice into the daily routine of the organisation
- How to monitor the implementation of a code of practice
- The steps to implementation

Participants will learn about:

Identifying the role of codes and how they assist with organisation and manager development.

The purpose of existing codes and a critique of their effectiveness.

The purpose of organisation credos, mission statements and codes, and codes that apply to managers, and how some are more effective than others.

The content of codes that lead to behaviour change in managers.

Introducing codes for engagement, ethical leadership, and effective management.

The challenges of effective implementation.
Implementing codes in your own organisation.

This part will support you in the design, construction, presentation, and implementation of their own code of practice. This involves the review of existing codes and taking the effective aspects of these and using them in a revised code of practice. If no existing code is available, we can help design a code from scratch, and assist with embedding the code into the routine of daily working life.

Applying the codes to your own organisation.

This part of the programme involves the training and development of managers in the content of the code of practice. The methods include workshops, learning sets and individual coaching. It also helps with the processes required to monitor the implementation of the code, and the range of remedial actions if the code is broken, and the reinforcement measures to maintain the application of the code from one generation of managers to the next.

You will find more information on Management Codes of Practice on our Website, along with useful articles on the subject at [http://www.mas.org.uk/codes_of_management.html](http://www.mas.org.uk/codes_of_management.html)
A resilient workforce – strengthening the resilience of people at work

Managing Myself

Why is this programme important?
Managers and staff have a responsibility to be as resilient as possible against the uncertainties of everyday working lives. Resilience at work is about personal attitude towards work and the events that take place in work and the working environment.

Resilience is a key component in the primary prevention of stress at work.

Resilience is the capacity to mobilise personal resources to tolerate, cope with and overcome adverse events without experiencing stress, and to grow and develop as a consequence of such events. Some aspects of resilience are personality dependant whilst others are skills determined. All elements can be learnt and strengthened.

This programme has been delivered to over 1000 people in the UK, mainland Europe and the USA, consistently receiving scores of excellence.

Outline – setting the scene:

- What is meant by resilience?
- Completing and understanding the Resilience Assessment Questionnaire and its use in measuring improved resilience
- When do we need to call on our resilience?
- The risks and threats to our survival at work
- Understanding who we are and
- Understanding how we evaluate events and form an attitude towards them
- Strengthening resilience with exercises on developing a personal vision, building self determination, improving interaction with others, strengthening relationships, improving problem solving abilities, being more organised, and building self confidence.
- A personal action plan.

This programme explains the impact that adverse events has on people, and how resilience is about forming an attitude towards an event that determines how the individual copes with it and become stronger as a result.

The programme will include several exercises that strengthen resilience, and participants are encouraged to continue to practice the exercises in times of challenge.
Bite sized sessions can also be delivered which explore more deeply each of the 7 elements of strengthening resilience by undertaking exercises.

Personal resilience can be strengthened with individual coaching sessions. These sessions provide customised support to individuals whose resilience may be lower than expected, and who need to strengthen personal resilience for the future, and the challenges they face. The 7 elements of resilience is used as the platform for individual coaching. This part may be of particular value to Board level directors and senior managers who would benefit most from individual attention.

You will find information of interest about Resilience on both the MAS and OrgHealth websites.
Staff engagement – the route to high performance

Why is this programme important?
High performance is achieved when people are able to concentrate on their work, and derive personal fulfilment from great achievement. High performance is achieved when the risks of stress are eliminated, and when managers and staff feel energised by their work and their involvement with the organisation that employs them.

Staff engagement is characterised by vigour, dedication and absorption in work. People who are engaged in their work often ‘feel alive’. Readers feel a similar sensation with a page turning book they can’t put down. The sensation produces huge amounts of energy and very high performance combined with innovative thinking and purposeful actions. The most successful organisations have a very high level of staff engagement.

Outline – setting the scene

- What is staff engagement?
- The link between engagement, attachment, burnout and performance.
- The concepts of psychological ‘flow’, the psychological contract, commitment and trust.
- The processes involved in building engagement at work
- The creation of commitment and trust at work
- The significance of culture in building and sustaining engagement
- The ‘rules’ that promote engagement between staff and their employing organisation
- The behaviours that sustain engagement at work
- Steps to implementation, and embedding staff engagement in your own organisation.

The programme will cover understanding staff engagement, its links to wellbeing, performance, psychological ‘flow’, psychological contract, and high level performance. It will examine the three forms of engagement, economic, loyalty and social, and explores the impact of these on performance.

We will introduce how to establish engagement between staff and their employing organisation.

We will help you construct a plan for strengthening engagement between staff and their organisation and review the architecture of the organisation to ensure that staff are engaged in decisions about the organisation and about themselves.

We will cover the ‘rules’ by which organisations should work so that they will encourage engagement. We will look at how a Manager’s Code of Practice can be used to outline the expected behaviours.

We will discuss a change strategy that will introduce and implement these concepts into your organisation, together with identifying and applying the measures that demonstrate performance improvement.
Implementing the frameworks in your own organisation.

We will help you construct a detailed plan for strengthening engagement between staff and your organisation along with the steps to be taken.

This involves:

- Reviewing the purpose of the business or service and expressing the purpose in a manner that strengthens engagement.
- Reviewing and adjusting the architecture of the business or service to ensure that staff are engaged in decisions about the organisation and about themselves.
- Review and adjusting the ‘rules’ by which the organisation is meant to work so that they will, in future, encourage engagement; participants will be asked to bring their existing ‘rules’ for a critical appraisal.
- Identifying the manager behaviours that foster engagement, and preparing a Manager’s Code of Practice outlining the expected behaviours.
- Developing a change strategy to introduce the products of this part of the programme to your own organisation.

Embedding engagement in your organisation. The methods used in this part of the programme include workshops, action learning, consultancy, facilitation and coaching. This is about embedding the changes identified earlier, and undertaking the training needed for managers to encourage stronger engagement of staff with their work and their organisation.

This part also involves identifying and applying the measures that demonstrate performance improvement.
Who are our programmes aimed at?

Our in house programmes can be delivered in a variety of formats to suit the requirements of the audience but predominately they are aimed at managers who are interested in improving staff performance.

They are also of interest to supporting staff such as health and safety advisors, occupational health specialists, HR specialists and those interested in providing in house training on the subject within their own organisation.

**Train the Trainer Programme** is also available; delivered over 2 days, it includes a licence to use the materials and train an agreed number of participants. For further information please contact Barbara.leigh@mas.org.uk.

Duration and style:

A single workshop is rarely sufficient to provide much more than “awareness”.

To make a real difference, we need to work on “awareness”, “implementation” and “embedding” of the subject area within the context of your organisation.

We deliver our programmes in a format appropriate to the audience, from indepth, interactive workshops for small groups of senior managers to “bite sized” awareness seminars for larger audiences.

Where required, we can also provide consultancy and individual coaching to compliment the programmes.

For further information about our in house programmes and pricing, please contact Barbara.leigh@mas.org.uk or call 01242 241882.

To see our calendar of public workshops, please visit our website at [http://www.mas.org.uk/events-and-seminars.html](http://www.mas.org.uk/events-and-seminars.html)
Our Facilitators

Derek Mowbray

Derek Mowbray is a Chartered Psychologist and Chartered Scientist with a doctorate in leadership. Dr Mowbray focuses on the behaviour of leaders and managers in relation to their employees, and helps them to develop the behaviours that encourage commitment, trust and staff engagement.

Derek’s techniques include problem focused coaching, cognitive coaching, group work and consultancy. Professor Mowbray combines the unique features of working on the big picture as a strategist as well as facilitating effective leader and manager performance. He combines applied academic research with a career as a leader in ground breaking organisations, including MAS and OrganisationHealth.

He is a visiting Professor of Psychology at Northumbria University, and works for the European Commission as an Independent Technical Expert.

In 2008, Professor Mowbray was sponsored by the Institute of Healthcare Management to develop a 'Manager's Code of Conduct', which has the aim, once implemented, of improving manager behaviours to enable wellbeing and performance in the organisation. This is linked to further Codes including a Code for Ethical Leadership and a Code for Engagement.

Derek is a regular contributor to HSJ, HSE, CIPD and LinkedIn communities, and has made national presentations at the International Stress Management Association, NHS Employers Conference, HSJ’s World Class Workforce Conference and HSJ’s Tackling Staff Sickness and Absenteeism Conference. In 2011, he has been invited to speak at Health and Wellbeing @ Work at the NEC; SOLACE South East Conference; HPMA Wales Conference; Public Service Management Wales Summer School 2011; the RCGP Primary Care Conference and the CIPD HR Conference.
Gary Hogman

Gary Hogman is an Associate of the Management Advisory Service. He is focussed on supporting organisations to improve their peoples’ mental health by building resilience and developing creative people and organisations.

Gary is a psychology graduate with 20 years experience working in mental health in the areas of research, policy, communications and campaigns. After three years at the local health authority level he spent 12 years working at the national level in the third sector before joining the National Mental Health Development Unit to run the Department of Health’s national programme, ‘Shift’ for five years.

The ‘Shift’ programme was aimed at tackling the stigma and discrimination that surrounds mental illness. The main audience for the work was employers. Gary worked very closely with Dame Carol Black and her team on the Government’s health and employment review of which the Shift Line Manager’s Resource and Shift Employment Films constituted a key part of the Government’s response.

Gary has worked with a wide variety of individuals and organisations including Government departments, national charities, professional bodies, research institutions, media organisations and national businesses.

Gary also takes a keen interest in digital communications with a competent working knowledge of audio visual hardware and software.

Ann Harrington

Anna completed a degree in Occupational Health and Safety Management in 2000, which has enabled her to be one of only a few thousand nurses nationally who are fully registered Specialist Community Public Health Nurses (Occupational Health).

She spent 9 years working as a project manager for Sandwell’s Workwell Unit which created an innovative public health programme aiming to improve the health of the working population. Specifically, she developed teams to work on project ideas, implementation, evaluation and the dissemination of results. The teams would be a mix of representatives from public, private and third sector organisations, allowing her to refine soft project management skills such as creating and agreeing vision and objectives, project planning and team development.

Many concerns addressed related to the management of stress, anxiety and depression. The Unit were awarded two prestigious awards for their innovative work. Her work on the management of stress in a traditional Black Country Industry was submitted for these awards. Her work for Sandwell included a feasibility study into the support services that would be part of the case management model for the West Birmingham Fit to Work pilot.

Currently self-employed, Anna has been working with NEBOSH (National Examination Board for Occupational Safety and Health) on the development and progression of a new Certificate in the Management of Health and Wellbeing at Work which she is now accredited to deliver. She also remains an examiner, scrutineer and exam question writer for NEBOSH.

She also advises businesses on the management of sickness absence, from preventative and rehabilitation perspectives, much of which relates to mental health and wellbeing.

With 2 young children, Anna is familiar with juggling work and family life. In addition, being true to the maintenance of one’s personal resilience, she cycles, runs and takes on new challenges such as performance singing and triathlons.