

IN-HOUSE SEMINARS FOR LEADERS AND MANAGERS

Managing People Effectively

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PROGRAMMES FOR LEADERS AND MANAGERS

Managing People Effectively

Introduction

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.

Managers are often unwittingly the principal cause of psychological distress at work. It is the manager's 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 levels of performance

Our Managing People Effectively programmes include:

- Managing people effectively
- Adaptive leadership
- Creating a stress prevention culture
- Corporate resilience - creating a resilient and healthy organisation
- Staff engagement - the route to high performance
- The psychological contract
- The manager's role in resilience.

Our seminars provide practical guidance and support to prevent stress and improve performance, and taken together, they provide a comprehensive approach to implementing wellbeing and performance into your organisation.

These seminars should be regarded as the first stage in a process of implementing change which also involves an implementation and embedding stage.

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 programmes for small groups of senior managers to “bite sized” awareness seminars for larger audiences.

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SEMINAR 1

Managing people effectively

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.

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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.

Content:

- Psychological 'flow'
- Psychological contract
- Mindfulness
- Emotional intelligence
- Engagement, trust, commitment
- Wellbeing and performance
- Positive work culture
- Manager behaviours
- Manager's Code of Conduct
- Steps to implementation and embedding effective people management
- Creating and sustaining a positive working environment which provokes great people performance
- Frameworks for positive working
- Attributes and behaviours needed to promote commitment, trust and engagement
- Understanding the basic features of successful interaction, reciprocity and the assertive message
- The impact of the above on individual and collective high level performance.

Outcomes:

Action plan for implementing a positive working environment,
Understanding of the 'rules' that promote positive working.
Creation of own Manager's Code of Practice as a device for assisting implementation.

Embedding the frameworks and behaviours

We can provide support with the following:

- Individual and group support in embedding the action plan
- Action learning
- Individual coaching and support for managers to manage people effectively.

SEMINAR 2

Adaptive leadership

Adaptive Leadership principles and style exhibit the characteristics that produce healthy organisations. The central feature is a process that shares responsibility for the future success of the organisation amongst everyone.

Healthy organisations are high performing organisations capable of responding to internal and external threats to their survival and development faster than their competitors. Healthy organisations are 'ambidextrous'; they are capable of delivering their products and services on a daily basis at the same time as determining their own future and adapting to anticipated and actual changes in their environment.

Healthy organisations result from plans to be healthy; they don't spontaneously arise or arise by chance. Their leaders adopt styles of leadership and management that promote corporate healthiness and the wellbeing and performance of the workforce.

An adaptive style of leadership has a profound impact on the wellbeing and performance of the workforce. It is a style that helps to embed a Positive Workplace Culture into organisations, which is the essential contextual influence on high achievement and performance.

Content:

- The principal components of Adaptive Leadership
- Shared responsibility for the future success of the organisation amongst all the workforce.
- Exposure of 'elephants in the room' and addressing them robustly.
- Independent thinking by the whole workforce is expected.
- Institutionalised learning is embedded in daily processes
- Expansion of leadership capacity
- The challenge – adapting to internal and external pressures for change
- Understanding corporate risk and threats to the workforce and individuals
- Understanding the significance of healthy organisations - renewal; responsiveness to pressures for change; ambidextrous capacity; dynamism
- Understanding the six building blocks of Leadership - self; self as leader; followers; emerging leaders; context; judges
- Explaining and applying Adaptive Leadership
- Shared responsibility - encouraging independent thought; tackling elephants in the room; expanding leadership capacity; embedding corporate learning
- The attributes of Adaptive Leaders that lead to adaptive behaviours - attentiveness; assertiveness; trustworthiness; intelligence with humour; direction with committed ambition; ability to create tension and dissolve it; addressing needs; nurturing.

Outcomes:

- Introduction to the characteristics of Adaptive Leadership
- Understanding the impact of this style on the wellbeing and performance of employees and managers
- Ability to apply this style of leadership to their own circumstances.

SEMINAR 3

Creating a stress prevention culture

Stress costs! There are the costs of providing support services and manager time in dealing with the consequences of stress, of sickness absence and staff turnover, and of psychological presenteeism. Psychological presenteeism is estimated to cost between 1.5 and 3 times the cost of sickness absence and staff turnover attributable to stress.

Eliminating the risks of stress at work requires a systemic approach. It involves actions within a framework of addressing the organisation, the management of the workforce and individuals themselves, 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.

Content:

- 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
- The appropriate strategies of change
- Steps to implementation, and embedding a culture of commitment, trust and engagement.

Outcomes:

- Understand the characteristics of a Stress Prevention Culture
- Gain an insight to culture change.
- 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.
- Design your own Wellbeing and Performance strategy and agenda
- Create an action plan relevant to your organisation.

Future development and support:

We can support and help with:

- Implementing the frameworks in your organisation
- Implementing a Wellbeing and Performance strategy, incorporating existing strategies
- Review existing policies, strategies and data on sickness absence and staff turnover
- Apply results of recent staff surveys to the prevention frameworks that focus on cultural change
- Raising awareness amongst managers and staff in the organisation
- Learning sets and facilitation together with individual support

SEMINAR 4

Corporate resilience - creating a resilient and healthy organisation

The most successful organisations have characteristics of being healthy and resilient, that adapt well and quickly to internal and external pressures and challenges. Healthy organisations provide the context in which people at work flourish; they are engaged with the organisation, its purpose and their work; they provide unsolicited contributions, and produce high level performance.

The reason for this is that the cultural environment of the workplace influences the ways in which managers and staff behave towards each other. If the culture is encouraging, alive with energy, and focused on the psychological wellbeing of staff, the organisation works like a massive team, all pulling together to achieve great success.

This seminar provides a guide to building a sustainable healthy and resilient organisation.

Content:

- The reasons why a healthy and resilient organisation is so critical for performance and success.
- Definitions of resilience and how they apply to organisations
- The Management Standards for a Healthy Organisation
- The characteristics of a healthy and resilient organisation.
- Undertaking a cultural check on your own organisation, department, unit or team
- The ingredients to create and sustain a health organisation.
- A step by step guide to building and sustaining a healthy and resilient organisation that includes:
 - Purpose
 - Vision
 - Values
 - Culture
 - Corporate strategy
 - Structure
 - Rules
 - Problem solving capacity
 - Partnerships
- The style of management that produces a healthy and resilient organisation
- The use of a Manager's Code
- Improving psychological wellbeing and strengthening resilience - exercises

Outcomes:

- A step by step guide to building a resilient and healthy organisation
- Bringing about change in your organisation
- Applying the contents of this seminar within your own organisation

SEMINAR 5

Staff engagement – the route to high performance

High performance is secured when people are able to concentrate on their work, and derive personal fulfilment from great achievement. High performance is attained when the risks of stress are eliminated, and when managers and staff feel energised and motivated by their work combined with their involvement in 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.

Content:

- What is staff engagement?
- Staff engagement, its links to wellbeing, performance, psychological 'flow', psychological contract, and high level performance
- The three forms of engagement, economic, loyalty and social, and their impact on performance
- The link between engagement, attachment, burnout and performance
- The concepts of psychological 'flow', the psychological contract, commitment and trust
- The creation of commitment and trust at work
- The significance of culture in building and sustaining engagement
- The behaviours that sustain engagement at work
- Establishing engagement between staff and their employing organisation
- The processes involved in building engagement at work
- Review of the architecture of the organisation to ensure that staff are engaged in decisions about the organisation and about themselves
- The 'rules' by which organisations should work so that they will encourage engagement
- Using a Manager's Code for Engagement to describe the expected behaviours
- Identifying and applying the measures that demonstrate performance improvement

Outcomes:

- Creation of a plan for strengthening engagement between staff and the organisation
- Understanding of the processes involved in building engagement at work
- Creation of a Manager's Code for Engagement
- Understanding the steps to implementation and embedding staff engagement
- A change strategy to introduce and implement these concepts into your organisation
- Applying the contents of this seminar within your own organisation

SEMINAR 6

The manager's role in resilience

Designed for leaders, managers, HR and OD specialists, to acquire the knowledge and skills to implement the changes necessary to reduce the need for the workforce to call on their resilience.

This seminar will help managers strengthen their own resilience and to provide them with some approaches to help the resilience of their people. The rationale is if a manager understands the psychology of what makes people resilient, they will apply processes and techniques that ensure their people have few reasons to call on their own personal resilience.

This workshop is divided into four parts:

Part A – a fabulous place to work

Part B – the barriers to becoming a fabulous place to work; challenges and the need for resilience

Part C – strengthening personal resilience

Part D – the Manager's Role in resilience

Content:

- The roles of leaders and managers
- The challenges they face
- The impact of the challenges on the performance of the workforce
- The events and behaviours for which personal resilience is needed
- Understanding resilience
- The Manager's role in Resilience
- To understand oneself as a manager and to be self-aware of one's own behaviours
- Exercises that help the manager and team members strengthen their personal resilience
- Preventing the events and behaviours, for which resilience is needed, from occurring in the first place by creating and sustaining a psychologically healthy workplace that squeezes out adverse events and behaviours
- Implementation of the Manager's role in resilience of the workforce

Outcomes:

- Understand what resilience means and why it is important
- Identify the challenges for which resilience may be needed
- Understand the role of managers in the resilience of their people
- Strengthening the resilience of the manager
- Reduce the need for people to call on their resilience
- Understand how to embed resilience techniques and exercises into routine daily working lives

SEMINAR 7

The psychological contract

The Psychological Contract is an unwritten set of mutual, and often implicit, obligations between employers and employees, based on a personal perception of fairness and reasonableness. Although not a conventional contract, its impact is often more powerful than anything that is written.

The Contract influences the behaviour of employees towards employers, based on the manner in which the employer behaves towards employees. Employees who feel they are fairly treated at work have attitudes that assist their resilience against challenging events and behaviours that may occur in the workplace.

This requires an approach to organisational development which places the psychological wellbeing of employees at centre stage, on the basis that people who feel psychologically well consistently maintain personal mental control, and if motivated, will perform consistently at their peak.

Content:

- The role that culture, behaviours, rules and approaches to leadership play in the process
- The psychological contract - what it means and its impact on corporate and individual performance
- Making the psychological obligations of employers and employees towards each other overt; what are the obligations and how can they be implemented
- Embedding the psychological contract - reducing the gap between employer and employee; introducing personal responsibility and promoting the workforce as the organisation
- Implementing the contract into everyday working life - addressing culture, leadership and manager approaches and behaviours, the working environment, and the resilience of individuals
- Preventing the risk of breaking the psychological contract - by being overt about the obligations the employer has with the employee, and vice versa, it is expected that the contract survives the working lifetime of the employee
- Why saying 'sorry' doesn't work with a broken psychological contract - the contract, whilst unwritten and based on covert obligations, is the basis for trust between the employee and employer
- The programme presents levels of detail about each of the processes involved, along with exercises

Outcomes:

- Understanding the challenge of consistent high performance
- Understanding the psychological contract and the implications of trust
- Making the psychological contract overt and embedding it throughout the organisation

Our products:

Derek Mowbray's Guides - innovative, practical resources

The Guide to the WellBeing and Performance Agenda - ISBN 978-09573835-3-1

The Guide to Corporate Resilience - ISBN 978-09573835-1-7

The Guide to Adaptive Leadership - ISBN 978-09573835-2-4

The Guide to Psychological Responsibility - ISBN 978-09573835-5-5

The Guide to The Manager's Role in Resilience - ISBN 978-09573835-4-8

The Guide to Personal Resilience - ISBN 978-09573835-0-0



Guides can be purchased from our website -

<http://www.mas.org.uk/publications.html>

ELearning Programme for Strengthening Personal Resilience

The **MAS Personal Resilience ELearning Programme** provides a flexible, powerful and economic approach to resilience training. It is an excellent way of supporting wellbeing programmes and providing a strengthening resilience programme, particularly for time pressed individuals and remote workers.

<http://www.mas.org.uk/personal-resilience-elearning-programme.html>

About MAS:

Our purpose is to help organisations achieve peak performance and productivity; to strengthen corporate and personal resilience and to prevent stress from occurring in the first place;

Our approach is to help organisations establish psychologically healthy workplaces by facilitating the implementation of our WellBeing and Performance Agenda framework.

Our services include programme delivery; consultancy; applied organisation health psychology; facilitation; assessments; cultural change; leadership and team development, tailored interventions.

Professor Derek Mowbray BA., MSc., MSc(Econ.), PhD., DipPsych., CPsychol., CSci., FBPsS, FIHM., FISMA..



Derek Mowbray is a Chartered Psychologist and visiting Professor at Northumbria University and the University of Gloucestershire.

Derek specialises in the primary prevention of psychological distress. His work approaches and interventions are well recognised and adopted throughout the UK and internationally. His work in the stress prevention field focuses on the problems at work that may trigger adverse reactions in people, causing them to feel unwell and under intense pressure resulting in under performance.

His approach is to use positive psychology to help organisations create and sustain **'the workplace as a fabulous and high performing place to work'**.

He is the originator of **Psychological Responsibility**, which places on the individual a responsibility for feeling psychologically well, as well as a responsibility to do no psychological harm to others. He is, also, a sponsor of the method of **'sharing responsibility for the future success of the organisation'** as a principle underpinning organisational success and high achievement. His work and approach are easy to understand. His mission is to ensure individuals have a fabulous experience at work.

For further information about our programmes, products and services, please email

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