



Effective People Management

QQI Level 6 6N3945

Course Workbook

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Introduction

Welcome to the Effective People Management course from DCM Learning. This workbook is designed to help you to take notes from the interactive modules, exercises and videos that make up this course. This can then be used to assist you in preparing your assessments, as well as being a practical 'aide memoire' for you in your role as a people manager.

We advise that you use the table on the next two pages to keep a log of what you have learned during the course and how you think this will impact you as a manager in the future. These key learning points can then be used as the basis for your 'Learner Record' assessment which we will discuss during the course.

Note that you will have received a course manual before your course begins, which can also be used as a reference source for your assessments but remember that you will also do other self-directed learning, such as reading and research (books, articles, relevant websites, videos etc.).

Learner Record Log

Key Learning Point	How it will impact me as a people manager

Key Learning Point	How it will impact me as a people manager

Effective Manager vs a Poor Manager

Complete the table below from the group exercise; highlighting the critical characteristics versus the desirable ones and think of how you might put them into practice.

An Effective Manager	A Poor Manager

The KSAs of an Effective People Manager

Complete the table below from the group exercise, noting how a competence is a combination of the knowledge required, the skill to put it into practice, and the attitude to do it correctly.

Knowledge	Skills	Attitude or Attribute

SMART Goal-Setting

When a manager sets a goal/target/objective, or simply gives a task to complete, it should always be SMART. Use the template below to assist you in writing some SMART goals for a direct report or a team; the actions will be part of the 'planning and development' part of the cycle, and the resources section also helps you to assess if the goal is realistic i.e. does the person have the human, physical, time and financial resources necessary to successfully achieve the goal?

SMART Goal (Clear, containing the Standard and the Conditions)	What action needs to be taken in order to achieve this goal	What resources are needed

Notes on Goal Setting:

Leadership Styles: Hersey & Blanchard

Supporting	Coaching
<ul style="list-style-type: none"> • Assume role of guide, listener, facilitator, etc. • Make yourself available for problem counselling • Continue to communicate widely and be available for feedback • Coach, mentor, train • Specify objectives and leave the team to decide how these will be achieved • Encourage shared decision-making and responsibility 	<ul style="list-style-type: none"> • Combine instruction with coaching questions • Spend time with each individual in the team • Develop personal relationships based on shared interests • Get to know the team individually • Concentrate on extensive daily communication and interaction with the team • Be directing, but encourage feedback and contributions from the team • Continue to monitor performance and reward positive behaviours
Delegating	Directing
<ul style="list-style-type: none"> • Clarify and agree objectives with full participation of the team • Give support if requested • Reconcile difficulties if reported • Provide information and technical expertise if requested • Represent the group to other groups if necessary • Avoid interfering/monitor indirectly • Attend to other aspects of leadership 	<ul style="list-style-type: none"> • Instruct clearly and extensively • Be clear about expectations and procedures • Develop an individual's technical knowledge • Rigorously monitor performance • Discipline constructively where necessary • Be fair, but firm • Praise and criticise justly • Explore performance in objective setting • Involve yourself fully in the daily performance of the team

Read the checklist for each style in the table below and mark the items that resonate with you at this point in time; the style with the most 'ticks' is the style that you mostly use. Remember that you should adjust your style to suit the needs of the individual or team that you manage!

Notes on Management Styles:

Delegation: Important/Urgent Matrix

This simple tool can be used both in helping you to prioritise your time and also to assist you in identifying what tasks you can potentially delegate from your workload.

< Level of Importance >	Urgent/Not Important	Urgent & Important
	Not Urgent or Important	Important/Not Urgent
	< Level of Interest >	

Delegation: Barriers and Benefits

Complete the tables below from the exercises to identify both the benefits of delegation, and also why managers don't delegate, which may be personal, organisational or physical/environmental.

Category	Benefits	Barriers	Solutions
Personal			
Organisational			
Other			

Giving Feedback

Use the template below to prepare for a SAID feedback session, where you have to give development feedback to a direct report. i.e. where they are not meeting the required standard. After your practice, complete the 'Review' section, based on feedback from the observer, and your own thoughts and feelings.

Step	Preparation What you need to say? What data you need to gather?	Review
S = Standard		
A = Action		
I = Impact		
D = Develop		

Planning and Development: Individual

Use the template below to assist in planning for **how** an employee can achieve their goal.

Name:		Goal:	
People Resource: Self (Does the person have the KSAs, experience, etc.)			
Knowledge	Skills	Attitudes/Attributes	
People Resource: Others: (e.g. trainer/mentor, support, training intervention)			
Physical Resources:			
Financial: e.g. Budget, expenses, credit etc.			
Time: Has the person got the time given their other work?			

Planning and Development: KSA Audit

Use the template below to assist you in identifying the competences (KSAs) required by the team. Also ask 'how many require each competence', who already has it, and what actions are required to develop the others who require it. This can assist you in identifying if, for example, the team is over reliant on one or two members.

K, S, or A	Number Required/Who	Actions

Planning and Development: Job Analysis

Use the template below to identify the tasks required to do a specific job, and the resources required. For this exercise, the resources are typically physical, people and time.

Job:

Tasks	Resources

Motivation: Maslow and Herzberg

Complete the table below to identify what an organisation or manager can do to satisfy an employee's needs at the various levels, and/or the intrinsic and extrinsic satisfiers.

Maslow

Level	Item
Biological and Physiological	
Safety	
Belongingness & Love	
Esteem	
Self-actualisation	

Herzberg

Extrinsic	
Intrinsic	

Team Roles: Belbin

From the Team Dinner exercise (instructions on the next page), make some notes below on the various roles observed, using Belbin's roles as a guideline.

Role	Notes
Implementor	
Co-ordinator	
Shaper	
Plant	
Resource Investigator	
Monitor-Evaluator	
Team Worker	
Completer-Finisher	
Specialist	

Team Roles: The Team Dinner

To prepare for the team dinner, your team needs to complete all the tasks listed below in the next **20 minutes**.

1. Draw up a menu of four courses (not to include tea or coffee!), with three choices for each course. The menu should suit all the team members, and include as many as possible of their favourite dishes. It should cater for vegetarians, if relevant, and all religious or dietary needs of team members.
2. Design and draw a coat of arms or logo to represent the team.
3. Make a table decoration or flower from paper (and any of the other materials available).
4. Write a poem of at least 10 lines about the team. It can mention individual members, but should be about the team as a whole.
5. Write a team motto.

Notes on Team Roles:

Communication: Identifying Barriers

Complete the table below from the group exercise.

Category	Barriers	Solutions
Environmental & Physical		
Language & Cultural		
Psychological & Emotional		
Organisational		

Notes:

Communication: Active Listening

For the active listening exercise, your observer will complete this checklist with helpful feedback. Please add your own thoughts and feelings too.

Your Name:

Scenario:

Item	Comments
Use Listening Responses	
Ask Clarifying Questions	
Use Reflecting Phrases	
Limit Your Own Talking	
Review the Main Points	
Other	

Communication: Personal Reflection

Use the space below to note your thoughts and learnings from the first communications section of the course; think about your method of communication, how you use tone and body language, and then note what items you keep private, make public, and may not know about yourself (and how you can find out).

Notes:

	Open	Blind
Known to Others		
	Hidden	Unknown
Unknown to Others		
	Known to Self	Unknown to Self

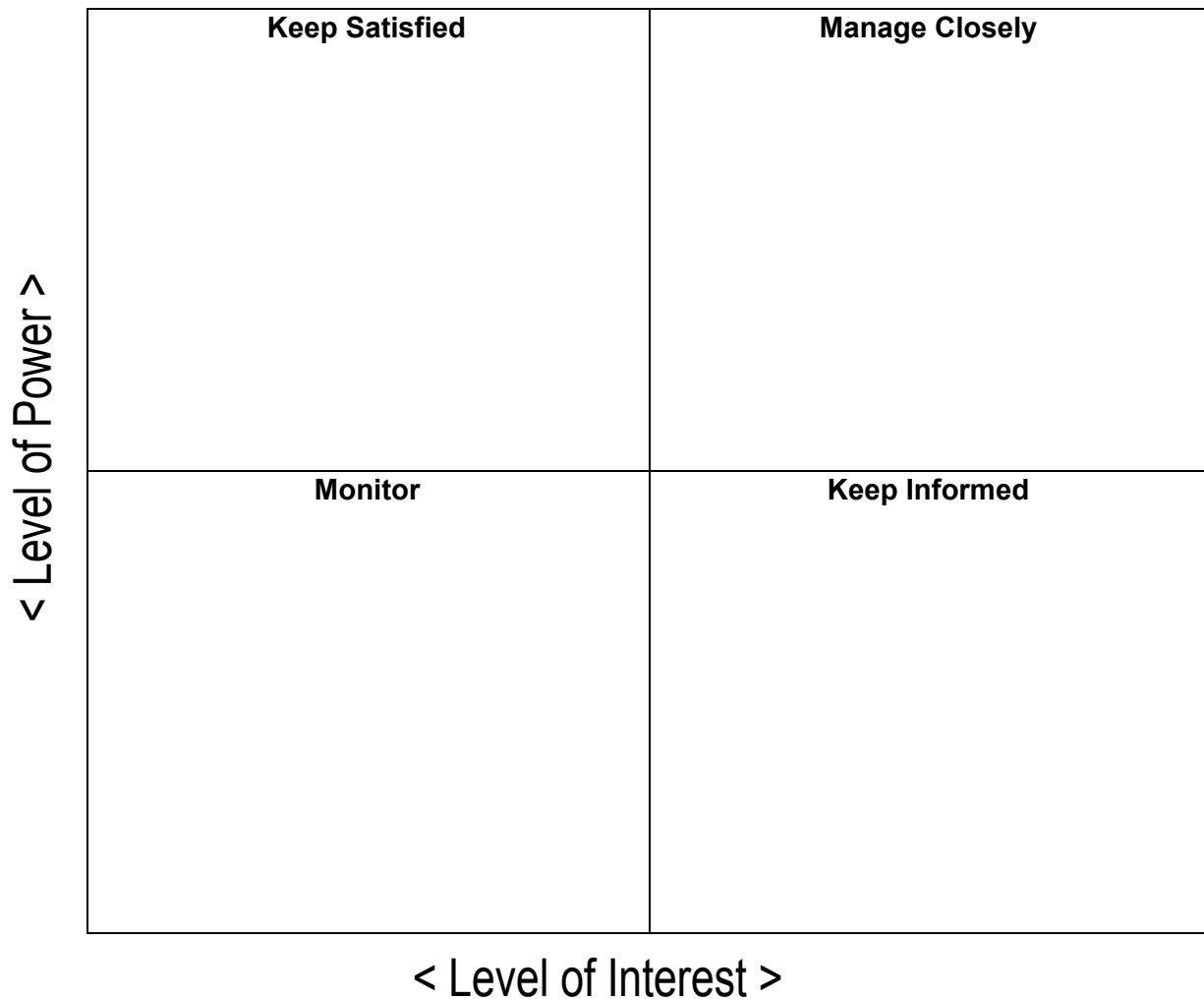
Legislation, Regulation & Policies: Equality and Diversity

Complete the table below to note how an organisation can comply with the 9 grounds for equality as defined in the Employment Equality Act 1998 – 2015, and further note any ideas regarding accommodating various cultures, personalities and levels of experience.

Ground	Notes
Age	
Race	
Sexual Orientation	
Disability	
Religion	
Gender	
Membership of the Travelling Community	
Civil Status	
Family Status	
Culture	
Personalities	
Levels of Experience	

Stakeholder: Identification and Prioritisation

Note below some of your personal stakeholders as a people manager. Further, note if they are internal i.e. within the organisation, or external, and also how you interact with them, for example through meetings, projects, initiatives and events and so on.



Notes on Stakeholders:

Training and Coaching: Choosing Suitable Interventions

Complete the table below to identify possible options for both on-the-job (OJT) and Off-the-Job training interventions, as well as what you might do as a manager to coach your direct report(s) or team.

Method	Options
On-the-Job (OJT)	
Off-the-Job	
Coaching	

Notes:

Workplace People Management Scenarios

Below are a series of different workplace scenarios in which a Manager may find themselves. Read each case carefully and answer the questions. When you have finished compare your response to the answers on page 27.

Low Productivity

You are a new Manager of a small team of 4 people. One person in particular is not producing the work you have requested by deadlines clearly set. This has happened on numerous occasions and the team member is repeatedly promising delivery but continues to fail to meet the deadline.

Q. How do you approach this scenario and what course of action should you take?

Answer:

Lost out on Promotion

You have been a Manager of a team of 20 team members for over 5 years, you get on really well with everyone in the team, you have collectively achieved goals and set a high standard for other teams to follow. An internal promotion opportunity arose which you went for but the offer was given to someone else. Everyone in the team is repeatedly asking why and what happened? The team feel you were hard done by and are not disappointed for you but also encouraging bad mouthing the decision makers.

Q. What should your response be? How would you ensure you are not continually asked this question?

Answer:

Disturbance

You are the Manager of an energetic and enthusiastic team, you get on great with everyone and have built a strong friendship with all. However two members in particular are close friends and tend to disturb the rest of the team by being too loud, you have received numerous complaints by other team members who have asked you not to do anything about it for fear of causing upset or conflict, but you have found the disturbance to be escalating and also interfering in your own day to day activities.

Q. What course of action would you take? How would you explain they are being too loud without affecting your relationship with them as well as ensuring they are not suspicious of other team members having made complaints.

Answer:

Foul Language

You are a Manager of 3 team members although a small team your productivity is high and generally the team. One member in particular is behaving out of character lately but very subtly, you ask how their weekend went and are answering with a grunt. A few days later you spot an error on a piece of work they have produced only to be met with a defensive answer and are sworn out in front of the team.

Q. What action should you take immediately? Long term what do you need to be aware of? Do you think the rest of the team need to be spoken to regarding the incident?

Answer:

Internal Conflict

You are a Manager of a team of 10, one member of the team is new to the company and is currently in training, with good experience and a willingness to learn you think this member will be a good addition to the team, however some of the other members have been complaining at the pace the new member is learning is very slow and they are getting irritated having to pick up the slack. The new team member also approached you to say they don't feel as though they are fitting in and have heard some comments being made and one conversation became heated.

Q. What action do you need to take? How can you stop the situation escalating?

Answer:

Workplace People Management Scenarios

Answers

Low Productivity

You are a new Manager of a small team of 4 people. One person in particular is not producing the work you have requested by deadlines clearly set. This has happened on numerous occasions and the team member is repeatedly promising delivery but continues to fail to meet the deadline.

Q. How do you approach this scenario and what course of action should you take?

- A. Sit down in private with the team member, ask what roadblocks are preventing them from meeting the deadline and what action can you take to help them. Set some small goals for them to achieve to encourage some motivation. Explain that if deadlines aren't going to be met you need to know in advance so that something can be done.

Lost out on Promotion

You have been a Manager of a team of 20 team members for over 5 years, you get on really well with everyone in the team, you have collectively achieved goals and set a high standard for other teams to follow. An internal promotion opportunity arose which you went for but the offer was given to someone else. Everyone in the team is repeatedly asking why and what happened? The team feel you were hard done by and are not disappointed for you but also encouraging bad mouthing the decision makers.

Q. What should your response be? How would you ensure you are not continually asked this question?

- A. Hold an informal meeting telling them team why you are staying in your current position and that the promoted employee deserted the promotion and explain the reasons why, assure them you are more than happy to stay working with the team and hope everyone join you in respecting the decision made by the company and the newly promoted employee and that there are no hard feelings whatsoever and no one should be speculating that there is.

Disturbance

You are the Manager of an energetic and enthusiastic team, you get on great with everyone and have built a strong friendship with all. However two members in particular are close friends and

tend to disturb the rest of the team by being too loud, you have received numerous complaints by other team members who have asked you not to do anything about it for fear of causing upset or conflict, but you have found the disturbance to be escalating and also interfering in your own day to day activities.

Q. What course of action would you take? How would you explain they are being too loud without affecting your relationship with them as well as ensuring they are not suspicious of other team members having made complaints.

A. When the noise is too loud, ask them to keep it down in front of others, if the noise continues speak to them separately and explain the noise level needs to be kept down and that if it continues you will need to separate them from sitting with each other. Again if it continues separate the two individuals. If the problem still continues, issue a verbal warning.

Foul Language

You are a Manager of 3 team members although a small team your productivity is high and generally the team. One member in particular is behaving out of character lately but very subtly, you ask how their weekend went and are answering with a grunt. A few days later you spot an error on a piece of work they have produced only to be met with a defensive answer and are sworn out in front of the team.

Q. What action should you take immediately? Long term what do you need to be aware of? Do you think the rest of the team need to be spoken to regarding the incident?

A. Immediately tell the team member that foul language won't be tolerated and you will be stopping the conversation there. When time has passed if you have not received an apology ask to speak in private ask why the person felt the need to use that language and if anything is bothering them? Again reiterate that foul language won't be tolerated and issue a verbal warning.

Internal Conflict

You are a Manager of a team of 10, one member of the team is new to the company and is currently in training, with good experience and a willingness to learn you think this member will be a good addition to the team, however some of the other members have been complaining at the pace the new member is learning is very slow and they are getting irritated having to pick up the slack. The new team member also approached you to say they don't feel as though they are fitting in and have heard some comments being made and one conversation became heated.

Q. What action do you need to take? How can you stop the situation escalating?

-
- A. Speak to the new member of the team, assure them that everyone had to start somewhere and not to put too much pressure on themselves or the info they are learning won't sink in. Ask if there is anything that can be done to help with the training that you are not already doing? Speak to some key members of the team, ask them to be patient and remind them there was a time when they did not know how to carry out the tasks and had to be trained and take some extra time to go recap and ask if there is anything they need to repeat.

Think of a team icebreaker and team building activity something fun that means they have to all work together on something, no one knows how to do so they are all in the same boat.