

PEOPLE SKILLS FOR FRONT LINE MANAGERS

THEME

Front line managers spend 70% of their time dealing face-to-face with staff. Therefore, good people skills are critical to their success.

This People Skills course is designed to train participants in the skills and techniques of dealing with the everyday situations that arise between a front line manager and his or her staff member on a one-to-one basis. It enables them to reach for a set of tools to handle difficult situations that normally cause front line managers some apprehension.

People Skills will teach participants by taking each component of the required skills and examining it carefully. Each participant will learn to assess their own level of skill and through observation, practice and feedback to improve it.

The course uses a "learning by doing" approach. This means that new attitudes are quickly adopted. This gives a high impact, positive change experience for each participant.

BENEFITS

By the end of the course participants will be able to:

- Brief staff and give instructions
- Deal with problems as they arise
- Use influence rather than authority
- Motivate staff
- Maintain valued behaviour
- Avoid negative labels
- Deal with unacceptable behaviour
- Say no without damaging staff relationships
- Spot staff complaints early
- Handle staff grievances
- Solve problems jointly
- Manage performance problems through counselling
- Use rules positively
- Conduct staff appraisal interviews
- Conduct a first stage disciplinary interview

DESIGNED FOR

Middle Managers, Team Leaders, Supervisors, Branch Managers, Foremen and Functional Specialists.



Course leader:
Dr. Paul Donovan

PROGRAMME OUTLINE

The best leadership approach

- Knowing different styles
- Choosing the right style

Getting your message across powerfully

- Getting a change to happen
- Being assertive
- Instructing staff
- Saying "no"
- Praising and reprimanding

Motivating Staff

- Know how people get motivated
- Find what motivates your people
- Rearrange the job to motivate your staff

Delegation

- Why delegate
- What to delegate
- What not to delegate
- How to delegate

Coaching

- The difference between coaching and counselling
- The skills of coaching
- How to do it

Complaints and grievances

- Spot the problem early
- Deal with a grievance
- Handling staff complaints

Performance Counselling

- Deal with tough situations and people
- Why have rules?
- Improving performance from complex situations

Appraisal interviews

- Getting the best from staff
- Being clear about the job to be done
- Preparing for the interview
- Handling the interview and planning forward

Discipline

- Positive face of discipline
- Conducting the interview
- Making the change stick.

The programme has been approved by the HRDA. Enterprises participating with their employees who satisfy HRDA's criteria, are entitled to subsidy.

PEOPLE SKILLS FOR FRONT LINE MANAGERS

FACULTY

Dr. Paul Donovan MSc. (Mgmt.) MIPM

Dr Paul Donovan is one of the world's leading developers of human capability. For over thirty years and across three continents he has been at the forefront of outstanding effective development of thousands of executives and leading edge research.

Dr Donovan is Director of Teaching and Learning at the School of Business and Law, NUI, Maynooth in Ireland. He was previously Registrar and Head of Management Development at Irish Management Institute (IMI) specialising in Management Development. Before joining IMI he worked as a general operations manager with the Irish Peat Development Authority.

He has designed and delivered extensive programmes in the private and public sectors all with blue chip clients. His international client list includes Ashridge Management College, Dell, Intel, IBM, PayPal, HP, Symantec, Boston Scientific and Wyeth. In the public sector he has developed major transformational programmes in people management, performance management and team development. In Cyprus, Dr Donovan has delivered over one hundred open courses and dozens of in-company projects with clients such as Amathus Group, Lanitis, Bank of Cyprus, Hellenic Bank, HRDA, NatWest, Societe General, and Cyta.

His current portfolio of responsibilities includes being programme director of MSc in Strategy and Innovation, MSc in Business Management, the MSc in IT Management. As Director of Teaching and Learning at Maynooth he is responsible for the Quality Assurance process of teaching at the School.

He has written several peer reviewed articles on leading edge research into the transfer of learning. He has published over 10 books in training and general management and writes a column for HRD magazine, the journal of the Irish Institute of Training and Development of which he is a Fellow. Paul holds two masters degrees in Organisational Behaviour and in Technology and Learning, both from Trinity College in Dublin. He also holds a doctorate from Leicester University.

Dr Donovan has been invited to present at many international conferences and events including four times at the American Society of Training and Development. This year he won the Microsoft Prize for best dissertation at the School of Computer Science and Statistics in Trinity College Dublin

ENROLMENT DETAILS

- Venue** Hilton Cyprus, Nicosia
- Dates** 14-15 May 2012
Sessions start at **8 am** and finish at **3.15 pm**
- Participation Fee** €800.00 plus V.A.T.
payable in advance to:
HEAR & KNOW CONSULTANTS LTD.
This includes the cost of materials, coffee on arrival, one coffee break and lunch.
- HRDA Subsidy** The subsidy is €247.00 per eligible participant.
- To Enrol** Please complete and return the attached enrolment form to:
HEAR & KNOW CONSULTANTS LTD.
P.O. Box 42102, 6531 Larnaca
- Cancellations:** If received in writing not less than fifteen days before the start of the course your full fee will be returned minus €171.00 handling charge.
With less than fifteen days notice no fee will be returned.
However, substitutes are welcome.
- For Bookings:** Please fax your completed application form to
Pepa Hadjiyiannadjis. Fax. 24638755.
e-mail: hereknow@cytanet.com.cy
- For Information:** visit our website: **www.hear-know.com**
or please ring: Pepa Hadjiyiannadjis at 24638401.
Tony Hadjiyiannadjis 99461554
e-mail: hereknow@cytanet.com.cy

ENROLMENT FORM

PEOPLE SKILLS FOR FRONT LINE MANAGERS to be held on 14 - 15 MAY 2012

Please use one enrolment form, or photocopy, per participant

Three easy ways to enrol: By Fax. 24-638755 - By Post P.O. Box 42102, 6531 Larnaca - Cyprus

By e-mail: hereknow@cytanet.com.cy

Please enrol the following participant on this course and mail to us your invoice

SURNAME _____ FIRST NAME _____ POSITION _____

COMPANY _____ TEL. _____ FAX. _____

ADDRESS _____ E-MAIL _____

SIGNATURE _____ TYPE OF BUSINESS _____