

American Management Association's Successfully Managing People

Learning Objectives

- Appreciate How the Role of Manager Has Changed in Modern Times
- Explain the Role of Values in Managing People'
- Adopt the Approach Needed to Motivate Different People in Different Situations
- Adjust Your Management and Personal Style to the Needs of Different Situations
- Delegate Tasks in Ways That Develop Your People
- Use Effective Feedback to Deal with Difficult People
- More Effectively Resolve Conflict
- Understand How Your Organization's and Workgroup's Cultures Shape the Behavior of the People You Work With
- Develop a Strategy for Improving Your Emotional Intelligence
- Describe How Ethics Tie into the Process of Adding Stakeholder Value
- Develop a Specific Plan for Applying Workshop Learning to the Workplace

LESSON ONE

The Experience of Being a Manager

- Recognize How Economic and Social Trends Have Changed the Manager's Role
- Identify the New Language That Reflects This Role
- Define "Successfully Managing People" as Getting People to Do What They Are Supposed to Do
- Discuss and Illustrate Specific Challenges You Face When Motivating Others in Today's Organizations

Values

- Identify the Source of Values
- Describe How Values Impact Work Life
- Describe How Values Can Have Productive and Unproductive Impact
- Identify the Value Conflicts in Yourself and Others

Motivation

- Identify What Motivates and Demotivates Employees
- Describe How to Create an Atmosphere That Fosters Motivation, While Accounting for Individual Differences

LESSON TWO

Personal Styles—DiSC[®]

- Determine Your Personal Profile (*DiSC[®]* Profile)
- Identify the Strengths and Limitations of Your *DiSC[®]* Profile
- Use Behavioral Cues to Determine Others' Personal Styles
- Describe How to More Effectively Work with Other Styles

Delegation

- Identify Different Delegation Styles and How and When to Use Them
- Evaluate Employees and Situations and Determine an Appropriate Delegation Style
- Describe the Importance of Varying Your Delegation Styles

LESSON THREE

Listening, Giving Feedback, and Dealing with Difficult People

- Use Techniques of Active Listening to Gain Information and to Recognize the Worth of Employees' Perspectives
- Use Positive and Corrective Feedback Effectively
- Use Values Alignment as Appropriate When Dealing with Difficult Employees

Conflict

- Identify Your Own Preferred Conflict Resolution Styles
- Describe How to Productively Use Different Conflict Resolution Styles in Different Situations

Understanding Organizational Culture and Subculture

- Describe the Impact of Organizational Culture and Subculture in Work Life
- Explore the Assumptions That Impact Your Workgroup's Thinking and Actions
- Identify and Build on the Strengths of Your Workgroup's Culture

LESSON FOUR

Emotional Intelligence

- Describe the Competencies of Emotional Intelligence
- Assess Your Level of Emotional Intelligence
- Develop a Strategy for Improving Your Emotional Intelligence

Ethical Leadership

- Tell Why Good Ethics Is Good Business
- Identify Ethical Standards Appropriate to Your Work
- Describe How Ethics Tie into the Process of Adding Stakeholder Value

Action Planning

- Develop a Specific Plan for Applying Workshop Learning to the Workplace
- Identify People Who Can Support Your Action Plans
- Schedule Progress Reviews