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## Course 154: Managing People

### Course Description

This course discusses the processes required to make most effective use of your organization's human resources. Among the topics covered in this course are leadership, motivation, delegation, coaching, mentoring, communicating dealing with conflict, and negotiating. The course also discusses such pragmatic issues as hiring, firing and layoffs, team building, and personnel morale.

### Learning Objectives...

- Identify the primary aspects of managing people
- Discuss the management practices of delegation, negotiation, mediation, and leadership
- Understand the process of acquiring personnel, assigning them to activities, and managing their work
- Apply communications and influence to enhancing the quality of the output of your people
- Use proven methods to build teams to improve work output
- Organize and plan the process of managing people

### Who should attend...

Project managers, general managers, human resources personnel and anyone involved with getting work done in an organization through people.

### Prerequisites...

An understanding of basic management or project management skills.



## Course Outline...

### Introduction and Overview

Course Objectives

### Unit 1: Elements of Managing People

- Understanding the person
- Understanding yourself
- External pictures
  - Consistency
  - Reputation
- Professional power
- Mentoring and coaching
- Politics

### Unit 2: Organizational Planning

- Organization theory
- Organizational interfaces
- Staffing requirements
- Defining roles
- Senior Management
- Sponsors and customers
- Project team
- Constraints on organizational planning
- Planning templates
- Assigning roles and responsibilities
- Methods
  - Responsibility Assignment Matrix
  - Resource histogram
  - Delegation
- Communications planning

### Unit 3: Staff Acquisition

- Acquisition – the planning process
- Recruitment
  - Staffing management plan
  - Staffing pool description
  - Recruitment practices
  - Negotiating for personnel
  - Dealing with pre-assignment
  - Contractor and consultant support
- Retention
  - Staff turnover
  - Retention mechanisms



## **Unit 4: Staff Management**

- Staffing management plan
- Reward and recognition systems
  - Performance appraisals
  - Effective reward systems
  - External feedback
- Labor relations
- Regulatory environment
- Human Resource function

## **Unit 5: Effective Communication**

- Forms of communication
  - Formal interfaces
  - Informal interfaces
- Styles of communication
- Components of communication
- Reasons for communication

## **Unit 6: Influence**

- Assertiveness
- Building productive relationships
- Networking
- Gaining collaboration
- Coaching
- Conflict
  - Dealing with problems
  - Dealing with bad behavior
- Negotiation

## **Unit 7: Politics**

- Understanding goals
- The reason for politics
- Game playing
- Identifying politics
- Isolating politics
- Positive politics

## **Unit 8: Upward Management**

- Managing the people upstairs
- Influencing management
  - Preparing your case
  - Presenting your case
- Presenting negative information
- Gaining a decision
- Types of managers



## **Unit 9: Team Development**

- Nature of project teams
  - Team composition
  - Staffing management
- Team building activities
- Collocation and alternatives
- Getting the most out of your team
  - Environmental considerations
  - Communication styles
  - Dealing with difficult team members

## **Unit 10: Meetings**

- Types of meetings
- Essential guidelines
- Increasing productivity

## **Unit 11: Managing Yourself**

- Dealing with stress
- Dealing with time
- Dealing with information
- Dealing with people

## **Unit 12: Taking It back to the Office**