



UNDERSTANDING Human Performance

Course Introduction:

The key to understanding and managing people effectively is to know something about what makes people act and behave in the ways they do. What are the drivers that determine individual behavior, action and motivation? This program looks at the underlying assumptions we make about human behavior and psychology and explains them. In particular the workshop will apply this knowledge to understanding how to make management and leadership more effective and efficient.

But people are not machines; they can be seriously affected by personal and work-related problems and concerns. People problems can include work related stress, marriage problems, lack of motivation, work stress, long hours of work, turnover, under-staffing, nationalization, bullying and job insecurity all impact on employee's health and performance. The cost to the employer can be enormous. No matter what industry you work in, stress at work can be a very real and overwhelming experience.

The amount of employees suffering from stress and stress-related illnesses is rapidly rising. More than half (53%) of people in work have suffered stress in the past 12 months, while one in four people had taken time off sick through stress in the previous year, according to the latest research by the International Stress Management Association.

Course Objectives:

As a result of attending this workshop delegates will have developed:

- A clearer understanding of human behavior
- A clear appreciation of how attitude affects behavior and motivation
- Be clearer on how to manage employee performance by:
 - Having practiced performance appraisal interviewing
 - Having worked through discipline and grievance case studies and examples
- To understand people problems at work
- To identify and develop critical skills needed for stress management
- To develop effective workplace interventions
- To understand how to motivate & counsel others
- To apply best practice in the management of employee problems

Who Should Attend?

- Human Resource or Personnel staff at any Level
- Risk management specialists
- Managers involved in staff welfare
- Staff nurses and occupational health nurses/personnel
- Occupational Health and Medical staff
- Those with an interest in the specific areas of staff welfare
- Media and PR staff
- Managers who are new to managing people and are looking for an insight into human behavior
- HR specialists who are advising on people issues may benefit from discussing some of the underlying assumptions about human behavior and learning some new skills in applying assertive behavior
- Individuals who are curious about behavior and attitudes and want to direct them to improved employee performance

Course Outline:

PERFORMANCE AND THE INDIVIDUAL

- Psychological profiles - Jungian typology and understanding human behavior
- How competency frameworks support performance management
- Human behavior questionnaire
- The Iceberg model to understand behavior
- Models of Performance Management
- The Johari window

MANAGING EMPLOYEE PERFORMANCE

- Discipline, capability and grievance
- Recognizing the difference between Capability and conduct issues
- The "rules of Natural Justice"
- The purposes of discipline
- Inefficiency and box markings
- Models of motivation and behavior

THE ASSERTIVENESS MODEL OF BEHAVIOR AND ATTITUDES

- Identifying and recognizing the types of behavior:
 - Aggressive
 - Indirectly aggressive
 - Passive (aggressive)
 - Assertive
- Communication skills
- Being proactive with people

Exercises with Behavior and Attitudes

- Managing performance -The Performance Appraisal Interview
- Role plays – dealing with discipline and Grievance cases
- Case studies –real stories explored and developed

Attitudes and Attitudes to Self

- The Behavior mirror diagnostic tool
- Social styles –a behavior model

MANAGING EMPLOYEE PERFORMANCE, BEHAVIOUR & ATTITUDES

Performance and the Individual

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Managing Employee Performance

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Attitudes and Attitudes to Self

- The Behavior mirror diagnostic tool
- Social styles - a behavior model
- Program review

MANAGING PEOPLE AT WORK

People Problems at Work

- Introduction to Human Psychology
- Understanding people problems
- Ways of helping people
- Impact of work - performance issues
- Employee Assistance Programs (EAPs)
- Steps to establish an EAP

Understanding Stress

- What is stress? - Recognizing the physical and behavioral signs, Stress in the mind and body
- What contributes to workplace pressures?
- The impact of stress on personal performance - the positive and negative effects of stress
- The symptoms of short term and long term stress
- Stress management techniques
- Individual Testing: The major causes of stress at work and at home

Basic Counseling Skills

- What is communication?
- Techniques for interviewing/basic counseling skill
- Developing Active listening skills

- Understanding body language
- SOLER Techniques for counseling
- Motivational Coaching Techniques

Understanding Motivation

- The Psychology of Motivation
- Motivation at work
- Team & Group Motivation
- Reward
- Case study: Absenteeism

Critical Incident Stress (CISD) and Trauma Counseling

- What constitutes a traumatic event
- A Model for Workplace Trauma Management
- Policy, Plans and Procedures
- Media Management, Preventive Training and Information
- Debriefing & Grief Counseling
- Traumatic stress and Post traumatic Stress Disorder

Course Methodology:

A variety of methodologies will be used during the course that includes:

- (30%) Based on Case Studies
- (30%) Techniques
- (30%) Role Play
- (10%) Concepts
- Pre-test and Post-test
- Variety of Learning Methods
- Lectures
- Case Studies and Self Questionnaires
- Group Work

Course Fees:

To be advice as per course location. This rate includes participant's manual, Hands-Outs, buffet lunch, coffee/tea on arrival, morning & afternoon of each day.

Course Certificate:

International Center for Training & Development (ICTD) will award an internationally recognized certificate(s) for each delegate on completion of training.

Course Timings:

Daily Course Timings:

08:00 - 08:20	Morning Coffee / Tea
08:20 - 10:00	First Session
10:00 - 10:20	Coffee / Tea / Snacks
10:20 - 12:20	Second Session
12:20 - 13:30	Lunch Break & Prayer Break
13:30 - 15:00	Last Session

