€TRAINING

Understanding Human Performance

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Introduction:

The key to understand and manage 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.

People are not machines, they can be seriously affected by personal and work-related problems and concerns. People's 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:

At the end of this course the participants will be able to:

- Understand human behavior more clearly
- Understand how attitude affects behavior and motivation
- Learn how to manage employee performance by:
- Having practiced performance appraisal interviewing
- Having worked through discipline and grievance case studies and examples
- Understand people problems at work
- Identify and develop the critical skills needed for stress management
- Develop effective workplace interventions
- Understand how to motivate & counsel others
- Apply best practice in the management of employee problems
- Develop practical skills in people management
- Get the best out of their people

Targeted Audience:

- Managers, Supervisors, and Team leaders
- HR Personnel
- Training Managers and Training Personnel
- Succession Planners and those responsible for people development
- HR Practitioners and Line-Professionals
- Professionals with an interest in people management and development

Course Outlines:

Unit 1: 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 the behavior
- Models of Performance Management
- The Johari window

Unit 2: 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

Unit 3: The Assertiveness Model of Behaviour and Attitudes:

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

Unit 4: Exercises with Behaviour and Attitudes:

- Managing performance -The Performance Appraisal Interview
- Case studies

Unit 5: Attitudes and Attitudes to Self:

- The Behaviour mirror diagnostic tool
- Social styles -a behavior model

Unit 6: 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

Unit 7: 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
- The major causes of stress at work and home

Unit 8: Basic Counselling Skills:

- What is communication?
- Techniques for interviewing/basic counseling skill
- Developing Active listening skills
- Understanding body language
- SOLER Techniques for counseling
- Motivational Coaching Techniques

Unit 9: Understanding Motivation:

- The Psychology of Motivation
- Motivation at work
- Team & Group Motivation
- Reward

Unit 10: Critical Incident Stress CISD and Trauma Counselling:

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