



# ReSPA

Regional School  
of Public Administration

## Effective People Management – Interpersonal Skills for Managers

23-25 April 2013

Danilovgrad, Montenegro

**PROVISIONAL PROGRAMME**

## Background

Effective people management requires that managers use a range of interpersonal skills in implementing HR policies and engaging with staff. These interpersonal skills are the life skills managers use every day to communicate and interact with other people, individually and in groups. Interpersonal skills include not only how we communicate with others, but also our confidence and our ability to listen and understand.

The context in which interpersonal skills are used by managers will be varied but typically will include:

- Negotiating, leading and managing change and maintaining effective communications.
- Managing grievance, discipline, attendance, dignity (bullying and harassment) and diversity issues;

The key interpersonal skills that this programme is designed to address and develop include effective strategies, techniques and skills for:

- Negotiating, influencing, persuading, and assertiveness;
- Questioning and active listening;
- Verbal, non verbal and written communication;
- Problem solving and decision making;
- Identifying and moderating conflict.

## Objectives

By the end of the Programme it is envisaged that participants will:

- Understand the change management process
- Understand how individuals and organisations react to change and the nature of resistance to change and how best to manage it
- Acquire a framework for leading and delivering successful change - Kotter's 8 Steps to successful change
- Appreciate the benefits of a collaborative approach to negotiation and influencing
- Understand the concept of principled negotiation and the range of behaviours for effective negotiation and influencing
- Have a clear understanding of the key policies and practices in ensuring the rights of employees to dignity at work are maintained and upheld
- Have a clear understanding of the key policies and practices for line managers in relation to all aspects of grievance and discipline management
- Understand the role of the line manager in addressing absenteeism & managing attendance effectively and conducting 'Return to Work' interviews
- Practice the key interpersonal skills required to implement HR policies effectively in relation to a case study and role play exercises

- Practice the skills of negotiation and change management in relation to a case study and role play exercises

## Content

The content proposed by this training is organised around four core themes as follows:

- Leading and managing change
- Negotiating and influencing skills
- Key HR policies and practices for line managers
- Key interpersonal skills for line managers

Firstly, the Programme will provide participants with an effective framework and the knowledge and skills to manage change effectively.

In relation to the second and third themes the Programme will focus on the key interpersonal skills for managers in negotiating and managing and resolving potential conflicts between management and staff in implementing key HR policies in the workplace. The teaching will be supplemented by video material and practical role plays and will incorporate specific input on the styles and behaviours of effective communication, negotiating and influencing.

Fourthly, we will explore the key policies and the fundamentals of effective people management in areas such as grievance, discipline, attendance and dignity (bullying and harassment) management. The teaching will be supplemented by video material and practical role plays designed to illustrate the styles and techniques of effective influencing and communication essential for line managers to do their work effectively.

## Target Group

The target audience for this 3 day skills development programme would be managers who are charged with responsibility for managing staff effectively. It will be of particular interest to Civil and Public Administration Staff of the Western Balkan Region who are currently working in positions with responsibility for the work of others. In particular it would be of benefit to managers who are responsible for:

- Negotiating, leading and managing change initiatives and developing and implementing capacity building initiatives
- Maintaining good management – staff relations
- Implementing HR policies in relation grievance, discipline, dignity and diversity effectively
- Those aspiring towards management positions within any Ministry, Department or Government Agency in the Region. The Programme is also suitable for relevant decision-makers in the EUI Central institution.

No prior knowledge of the key HR policies and practices is required, however, as there is a specific emphasis on skills development in this Programme, **participants will be expected**

**to be in a position to apply knowledge and skills learned in the workplace upon their return to work.** All participants will be required to undertake role play exercises during this training Programme and be open to analysis and feedback, both from the facilitators and their co-participants. The participants from the following institutions are encouraged to apply: Ministry of Public Administration, Ministry for EU integration, State HRM institution, etc.

## Workshop Facilitators

The 3 day programme will be directed and presented by two international experts from IPA Ireland and one regional expert. Both of the IPA facilitators have a Human Resource Management background and will draw on their own experiences in the management and conduct of effective implementation of HR policies, conflict resolution and change management from both a theoretical and practical perspective in Ireland and abroad.

**Edwin Maguire**, Senior Human Resource Specialist and Director of the IPA / Chartered Institute of Personnel and Development (CIPD) Programmes, Institute of Public Administration, Dublin.

Edwin is currently responsible for leading a team of HR Specialists in the IPA who are engaged in the design and delivery of a range of HR training and consultancy projects. Edwin is also the lead Director of the IPA/CIPD (Chartered Institute of Personnel & Development) accredited Certificate and Diploma training courses in Human Resource and Learning and Development Practice. Among the programmes which Edwin has designed and delivered are: Recruitment and Selection Interviewing, Performance Management / Appraisal, Grievance and Discipline Management, Absenteeism / Attendance Management, Health and Safety Management, Job Analysis and Grading and Negotiating Skills.

He worked previously as a lead negotiator for a management / employer body and also for a public sector Trade Union representing nursing personnel. Edwin has a particular interest and expertise in change management.

Edwin is a Chartered Member of the CIPD.

**Lily Regan**, Human Resource Specialist and Director of Mediation Training Programmes, Institute of Public Administration, Dublin

Lily has designed and delivered a broad range of HR management training and consultancy projects in public sector organisations both in Ireland and abroad. She has a particular specialism in mediation and conflict resolution and works as a mediator for clients of the IPA. Among the programmes which Lily has designed and delivered are: Conflict Resolution; Grievance and Discipline; HRM for Line Managers; Managing Underperformance; training for Professional Mediators; Negotiation Skills; Performance Management; Recruitment and Selection.

Lily previously worked as Personnel Officer / HR Manager at the IPA.

Lily is a Chartered Fellow of the CIPD. Lily is an accredited mediator with the Chartered Institute of Arbitration UK and the Mediators Institute of Ireland.

## **Margarita Ivanova, Regional Expert / Trainer**

Margarita has over 15 years of training experience, and more than 12 years of project management experience. She has worked on different international projects and she has clear understanding of the working methods and responsibilities of the various organizations and institutions – Government, NGO Sector, and Public Administration.

Margarita is CIPD qualified and experienced in HR consultancy, especially on introduction of Performance Management, Recruitment, Training and Job Description. Specific skills in this area, especially in training, include development and delivery of training on soft skills, motivation, leadership, staff management. She has 10 years of professional experience in training and staff development projects, mainly in civil service and public employee training, career development and succession planning.

She worked previously on many projects on various position, being an HR Local Consultant in DFID PAR Project, Deputy Team Leader on Technical Assistance EU funded project, OSCE contracted trainer, etc.

Currently she is involved in designing and delivering training on implementation of the Methodology for Assessment of the Quality of Institutions including the process of presenting an award of excellence in Macedonian administration.

## **Methodology**

The seminar will be delivered through a combination of short lecture style inputs; PowerPoint presentations; video input; participant-centered classroom discussion and a range of practical exercises including one-to-one role plays of appraisal interviews. Participants will be provided with supporting handout material and details of further reading and references. The facilitators will, in particular, draw on their experiences of the successes and failures of various systems of performance management in Ireland and elsewhere. It is also envisaged that the Regional Expert will be able to provide insights into the HR policies and practices of effective people management, workplace negotiation and conflict resolution and change management in the Western Balkans and comment on the relevance of the proposed approaches and techniques for local public sector organisations.

# DRAFT TRAINING PROGRAMME

Day I - 23 April 2013

## Effective People Management – Interpersonal Skills for Managers Managing Change & Negotiating Skills

09.30	-	11.00	Introductions, Participants' Expectations and Course Overview
10.45	-	11.15	<i>Coffee break</i>
11.15	-	13.00	<p><b>Understanding Change</b></p> <ul style="list-style-type: none"> <li>▪ Dimensions of change: rational, political, emotional</li> <li>▪ Lewin's Field Force Analysis</li> <li>▪ Understanding individual and organisational resistance</li> <li>▪ Building commitment</li> </ul> <p><b>Implementing Successful Change</b></p> <ul style="list-style-type: none"> <li>▪ Kotter's 8 Steps to successful change</li> <li>▪ Scenario Exercise</li> </ul>
13.00	-	14.00	<i>Lunch break</i>
14.00	-	15.30	<p><b>Negotiation in Context</b></p> <ul style="list-style-type: none"> <li>▪ What is negotiation? Where do you get stuck? When are you required to negotiate?</li> </ul> <p><b>Styles of Negotiating</b></p> <ul style="list-style-type: none"> <li>▪ Push/pull styles; Principled Negotiation for Win/Win outcomes; Building</li> <li>▪ Trust; Power in Negotiations; Factors that affect persuasiveness</li> </ul>
15.30	-	15.45	<i>Coffee break</i>
15.45	-	17.00	<p><b>Stages in Negotiation &amp; Behaviours to Utilise</b></p> <ul style="list-style-type: none"> <li>▪ Preparing to Negotiate – identifying objectives/time/data/logic</li> <li>▪ During Negotiation - Behaviors to Avoid and Utilise including</li> <li>▪ Questioning techniques in negotiations</li> <li>▪ Active listening Being Assertive</li> <li>▪ Bringing Negotiations to a successful close</li> </ul>
17.00	-		End of 1 <sup>st</sup> day

## Day II - 24 April 2013

### Managing Change & Negotiating Skills (Continued and Completed) and Management of Grievance and Discipline

09.00	-	09.15	Quick recap on Day 1 & introduction to Day II
09.15	-	11.00	<b>Managing Change – Case Study Exercise</b> <ul style="list-style-type: none"><li>Conducted in Teams</li><li>Individual Feedback and Group Observations</li></ul>
11.00	-	11.30	<i>Coffee break</i>
11.00	-	12.00	<b>Management of Grievance &amp; Discipline (G&amp;D):</b> <ul style="list-style-type: none"><li>Overview of G&amp;D policies and procedures in the Western Balkans</li><li>Preparation and conduct of grievance and disciplinary interviews</li><li>Effectiveness in grievance and disciplinary interviewing</li><li>Identification of sources of grievances &amp; approach to management of grievances</li><li>Managing disciplinary situations</li></ul>
12.00	-	13.00	<i>Lunch break</i>
13.00	-	14.30	<b>Management of Grievance &amp; Discipline (G&amp;D):</b> <ul style="list-style-type: none"><li>Continued</li></ul> <b>Effective Communication Skills in Managing Grievance and Discipline Issues</b> <ul style="list-style-type: none"><li>Styles of Communication; Barriers to effective Communication</li><li>Listening</li><li>DIRECT Approach to Problem Solving</li></ul>
14.30	-	14.45	<i>Coffee break</i>
14.45	-	16.45	<b>Participant Role Plays – Carrying Grievance and Discipline Interviews</b> <ul style="list-style-type: none"><li>Conducted in Pairs in Separate Groups / Rooms</li><li>Individual Feedback and Group Observations</li></ul>
16.45	-		End of 2 <sup>nd</sup> day



## Day III - 25 April 2013

### Managing Attendance and Dignity at Work

09.00	-	10.30	<b>Attendance Management</b> <ul style="list-style-type: none"><li>▪ Overview of Attendance Management Policies in the Western Balkans</li><li>▪ Issues &amp; concerns implementing attendance management policies</li><li>▪ The role of the line manager in addressing absenteeism &amp; managing attendance effectively</li><li>▪ The 'Return to Work' interview</li></ul>
10.30	-	11.00	<i>Coffee break</i>
11.00	-	12.30	<b>Participant Role Plays – Carrying out Return to Work Interviews</b> <ul style="list-style-type: none"><li>▪ Conducted in Pairs in Separate Groups / Rooms</li><li>▪ Individual Feedback and Group Observations</li></ul>
12.30	-	13.30	<i>Lunch break</i>
13.30	-	15.00	<b>Dignity at Work</b> <ul style="list-style-type: none"><li>▪ Policies in the Western Balkans: Highlighting the elements required in a policy on bullying and harassment</li><li>▪ Definitions of bullying and harassment</li><li>▪ Examination of the nature of bullying</li><li>▪ The impact and effects of bullying, individually and organizationally</li></ul>
15.00	-	16.00	<b>Consolidating the Learning</b> <ul style="list-style-type: none"><li>▪ Review of Key Interpersonal Skills in Negotiating and Managing Change and Implementing HR Policies in relation to Grievance, Discipline, Attendance and Dignity at Work</li><li>▪ Participant Learning Objectives Reviewed</li><li>▪ Workshop Evaluation &amp; Review</li></ul>
16.00	-		<b>Workshop close</b>