

THE ART OF MANAGING PEOPLE



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TRAINING CENTER



Introduction

The Art of Managing People Training Course develops managers who understand that leading people is a craft rather than a set of controls. Participants learn how to read individual motivation, adapt their style, and hold conversations that improve performance without damaging trust. The program combines behavioural insight with practical work on delegation, feedback, and difficult conversations. As a result, learners gain the confidence to handle the human side of management, which is usually the hardest part. Furthermore, the course strengthens emotional intelligence, influence, and the leadership presence that makes people want to follow.

The Art of Managing People Course Objectives

- Understand what motivates different people and how motivation changes over time.
- Apply situational leadership (Hersey-Blanchard) to match style to individual readiness.
- Build trust using the Trust Equation and consistent follow-through.
- Apply emotional intelligence frameworks including Goleman's model to daily management.
- Delegated tasks using the five levels of delegation with clear accountability.
- Coach individuals using the GROW model and structured on-the-job training.
- Give feedback with the SBI (Situation-Behaviour-Impact) model.
- Handle difficult conversations, conflict, and underperformance constructively.
- Adapt management approach across personality, culture, and generation.
- Build engagement and retention through recognition and development practice.

Course Methodology

- Interactive sessions built on real management and people situations.
- Workshops on motivation, delegation, and feedback practice.
- Group exercises on emotional intelligence and conflict handling.

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- Hands-on practice with coaching conversations and one-to-one routines.
- Simulation of difficult conversations and underperformance cases.
- Facilitator coaching and peer review on personal management plans.

Who Should Take This Course

- Managers and team leaders responsible for people.
- Newly appointed managers stepping into people leadership.
- Supervisors handling teams in operational settings.
- HR and organizational development professionals.
- Senior specialists moving into management roles.
- Managers seeking to improve engagement and retention.

The Art of Managing People Course Outlines

Day 1: Understanding People at Work

- What motivates people and how motivation shifts over time.
- Intrinsic versus extrinsic motivation and reward sensitivity.
- Personality differences and their effect on working style.
- Culture, generation, and expectations about management.
- Emotional intelligence: Goleman's framework in practice.
- Building self-awareness as a manager.
- Case study: a manager who treated everyone the same way.

Day 2: Adapting Your Management Style

- Situational leadership (Hersey-Blanchard) and readiness levels.



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- Directing, coaching, supporting, and delegating styles.
- Reading when to push and when to step back.
- The Trust Equation: credibility, reliability, intimacy, self-orientation.
- Building trust through consistency and follow-through.
- Managing former peers and friends.
- Workshop: matching style to individual team members.

Day 3: Delegation, Coaching, and Development

- The five levels of delegation and choosing the right one.
- Delegation with clear outcomes, authority, and support.
- The GROW model for coaching conversations.
- Structured on-the-job training and competence verification.
- Recognition, appreciation, and intrinsic engagement.
- Career conversations and development planning.
- Exercise: coaching a team member through a development goal.

Day 4: Feedback and Difficult Conversations

- Feedback with the SBI (Situation-Behaviour-Impact) model.
- Balancing positive feedback with corrective feedback.
- Preparing for and opening a difficult conversation.
- Handling defensiveness, emotion, and resistance.
- Managing underperformance with structured improvement plans.
- Conflict between team members and how to intervene.
- Simulation: a performance and conduct conversation.





Day 5: Engagement, Retention, and Managerial Growth

- Engagement drivers and what managers actually influence.
- Retention conversations and early warning signals.
- Building psychological safety in your team.
- Managing change and communicating it to people.
- Ethical judgement, fairness, and consistency as a manager.
- Personal management development planning.
- Capstone: presenting a people management plan.

Conclusion

By successfully completing The Art of Managing People, participants will gain a practical command of motivation, adaptive style, delegation, coaching, and difficult conversations. They will acquire skills in emotional intelligence, feedback, and engagement practice that improve performance and retention. Gentex Training Center designs the program to help managers handle the human side of leadership with confidence and fairness.

FAQs

Q1 What is the "The Art of Managing People" course about?

It develops managers who treat leading people as a craft rather than a set of controls. The course covers motivation and personality, adaptive management style, delegation and coaching, feedback and difficult conversations, and engagement and retention practice.



Q2 What are the key benefits of the "The Art of Managing People" course?

You gain the confidence to handle the human side of management, which is usually the hardest part. The course improves trust and communication, reduces unnecessary conflict and turnover, sharpens coaching and feedback, and helps you adapt to different people instead of applying one style to everyone.

Q3 What skills will I gain from the "The Art of Managing People" course?

You will develop four core skills: motivation insight and emotional intelligence, adaptive management style with trust building, delegation, coaching, and development practice, and feedback with difficult conversation and engagement management.

Q4 What tools, methods, or standards are covered in the "The Art of Managing People" course?

The course covers intrinsic and extrinsic motivation concepts, Goleman's emotional intelligence framework, situational leadership (Hersey-Blanchard), the Trust Equation, the five levels of delegation, the GROW coaching model, the SBI (Situation-Behaviour-Impact) feedback model, structured on-the-job training, structured improvement plans, psychological safety practices, and engagement and retention indicators.



Q5 How is the "The Art of Managing People" course applied in real-world practice?

Participants apply it to real work such as adapting style for a struggling team member, coaching someone through a development goal, holding a difficult performance conversation, and running a retention conversation with a valued colleague. The same methods support one-to-one routines and team engagement planning.