

MANAGING DIFFICULT PEOPLE

Course overview

This course is of direct use to managers who have to manage difficult people in the regular course of their work. It could be someone they are managing directly or a team member whose behaviour is affecting others. The “difficult person” could be external to the organisation or may be a colleague or senior individual within it. Tools and techniques will be introduced during the course that can be practised and used in the workplace.

Purpose

To provide managers with

- Insight into what makes some people more difficult to manage than others
- Awareness of their own behaviour drivers and triggers and how they impact on the situation
- Active practise of tools and techniques which delegates can take away and use to deal with difficult people more effectively

Key benefits of the course

- Develop more insight into different types of challenging behaviour
- Understand what makes some people and situations more difficult to manage
- Gain greater understanding of our own part in the dynamic and how we can use that more effectively
- Learn to look at situations with more objectivity and detachment and to deal with them more calmly
- Increase adaptability, flexibility and confidence and acquire a stronger sense of being in control
- Distinguish between what you can control and what you can't
- Change previously unsuccessful responses to more effective ones
- Identify your sources of support and realise you are not alone
- Learn how to set mental boundaries and manage your energy more effectively

Course Content

Defining the issue

- Moving from looking at the person to the behaviour
- Understanding different types of difficult behaviour
- Highlighting which types of behaviour we personally find difficult to manage
- Recognising the business impact of 'people problems' - reasons for tackling the issue

Understanding the dynamics

- Looking at our own behaviour and its impact on the situation
- Exploring triggers, responses and payoffs
- Exploring a variety of techniques for dealing with different types of behaviour

The organisational context

- Looking at organisational culture
- Defining your support systems, procedures and networks
- Real-life case studies

Managing your own reactions

- Dealing with stressful situations - keeping your sanity
- Managing ongoing and unexpected situations with difficult people
- Building confidence
- Learning how to leave the stress at work

Confident communication

- Using body language confidently
- Using assertive language
- Negotiation and 'win-win'
- The value of coaching skills - active listening and effective questioning to get to the root of the issue

Taking action

- Devise a personal action plan to take back to the workplace

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