MANAGING PEOPLE

REFLECT AND DISCOVER

Employees are the primary determinants of the success of an organisation. Within health they are our most significant assets. Health managers must lead, motivate, appraise and monitor performance of staff.

To help improve your ability to manage people:
• reflect on the questions below and how they apply to you
• use the Discover activities

REFLECT

Think about a member of your staff who is frustrating, underperforming, rude or has all of these traits.
• Identify three positive performance discussions and strategies you could use to get this person operating in a functional manner within your service?

• In your strategy identify your support people and processes, the three changes that need to occur and the ongoing monitoring required when change is achieved?

• Crucial to this process is establishing the benefits change will have for this person and patients. How are you going to sell the benefits to them?

Revisit a partnership meeting that was a disaster or certainly did not meet your expectations.
• Identify at least two things you hoped to get out of the meeting but did not achieve?
• Examine the degree of planning and networking you did prior to the meeting: what was helpful and what could have been done differently?
• If you did not plan, list what your planning should have involved?
DISCOVER

1. **The Role of Frontline Managers in Bringing Policies to Life**
   Hutchinson, S. (2008), Bristol Business School, Centre for Employment Studies Research. This is essential reading for front line managers. This paper explores how these managers bring to life people management policies and the subsequent relationship to performance.
   [http://www2.uwe.ac.uk/faculties/BBS/BUS/Research/CESR/April%202008%20Hutchinson.pdf](http://www2.uwe.ac.uk/faculties/BBS/BUS/Research/CESR/April%202008%20Hutchinson.pdf)

2. **The Role of Middle Managers in the Transmission and Integration of Organizational Culture**
   Valentino, C. & Brunelle, F. (2004), Journal of Healthcare Management, 49(6): 393-404. Leaders rely on middle managers to drive positive organisational culture. Through this paper, leaders and managers can explore Bennis’ four management competencies. Crucially, leaders and managers must demonstrate reliability and consistency when working together.

3. **Leading for Outcomes: Integrated Working**
   Department of Health, Victoria (2009)
   Institute for Research and Innovation in Social Sciences (2013)
   This Scottish research paper considers integrated working approaches that are successful in the UK and supported by legislation. The paper acknowledges the benefits and also the work that is required by managers to achieve outcome-focused success. There are helpful exercises including identifying the barriers to and drivers for achieving integrated working. It is recommended or managers involved in partnership work or considering alignment opportunities.

4. **Seven Rules for Managing Creative-But-Difficult People**
   This very interesting short paper is suitable for all managers as it helps understand the strategies needed when managing creative but potentially difficult members of staff. Useful for all managers of people.

5. **How to Manage Someone You Don’t Like**
   An easy read, this short paper gives very practical guidance and will be useful for all managers. It highlights the benefits of working with those you don’t like and what it teaches you.