

Session 2: The Power Of People

Day 1 Leadership: Challenging and Changing Behavior

This is a practical, "how-to-do" workshop on motivation management and techniques for increasing the job commitment of others. The focus is on the development of management skills in dealing with barriers to job identification, gripes, sub-productivity, and employees with diminishing job identification. This seminar is designed to help leaders create an achievement climate, fine-tune human relations skills, and examine their own impacts.

Pre-session Readings/Assignments:

- Raising Standards in American Health Care, Ch 8
- Managerial Performance & Promotability, Ch 2, 4, 10
- MANSYS Section 3
- Case Study: Hewlett Packard
- Complete: Leadership Opinion Questionnaire (scoring instructions provided)
- Articles:
 - How Great Managers Manage People
 - One More Time: How Do You Motivate Employees?
 - Pygmalion in Management
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Day 2 Dealing With Problem People: Discipline or Discipleship?

This program is an applied approach to mastering disciplinary and performance counseling techniques. Legal and management considerations are discussed and a conceptual framework for the principles that are applied to the program will be provided. The focus will be the sharpening of supervisory skills by doing and managers will be provided help with their Action Plans in a following WorkOut session.

Pre-session Readings/Assignments:

- From Losers to Winners. Scan the book, identify a type of problem employee case you currently have, and read in detail from the book the specific remedies that apply.
- Creating The New American Hospital, Ch 3
- Complete: Inventory on Problem Employee Managing
- Articles:
 - Will You Help or Heave Your Underperformers?
 - An Uneasy Look At Performance Appraisal
 - More Trouble Than They Are Worth
 - Chronic Time Abuse
 - How to Motivate Your Problem People

