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# People Management Skills Training

Clear Review

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# Key Considerations

When rolling out a continuous performance management initiative or system, it is vital to provide training for employees and managers to ensure they fully embrace the change.

Your aim is to enable all your people to have the skills and motivation to adopt the new approach to performance management. Once people start putting these soft skills into action, they will soon build competence and confidence and become both better people managers and higher performers.

## 01 Who needs people management skills training?

- All employees and managers need training on skills such as effective feedback and objective setting. We suggest you think about training teams or departments together to build a transparent partnership approach
- Provide additional training for managers – for instance to build their coaching skills and familiarity in how to use reports and data to drive high performance
- Internal advocates are a highly valuable internal resource who can provide additional guidance within their own team to support HR's message. Advocates will need additional training and a hotline to HR to raise any questions and gain answers



# Training Tips



## 02 What are the key people management skills to cover?

- Effective objective setting – good performance management starts with the setting of great goals, so it's worth both managers and employees taking time to learn how to set great goals. We strongly recommend employees and managers should set goals together; so why not train them together as a partnership.
- Feedback skills – many individuals and organisations struggle to give and receive feedback and need help to get this critical area right. In our Feedback Tip Sheet we talk about the neuroscience of feedback, the importance of a growth mindset and give top tips for giving good feedback
- Meaningful performance conversations – high quality, frequent conversations lie at the heart of brilliant performance management. It is important to train people in the key skills: how to prepare thoroughly (both employee and manager), how managers can adopt a coaching style with an open-minded, facilitative style, how to use prompts to keep the conversation on track and focused on important themes rather than the urgent to do list
- How to manage difficult conversations – which no one likes to face! This can be one of the most challenging areas to train. Managers will need support in how to spot early warning signs of underperformance or anxiety, how to set appropriate performance measures, how to prepare a script to build confidence, the skills of supportive challenge, and how to follow up to support employees and maintain high performance standards



## 03 How best to provide training to your audience

- Know your audience and use appropriate delivery medium to meet their needs
- Certain skills are far better to practice face to face in a safe learning environment, such as giving and receiving constructive feedback, and holding difficult conversations
- Other training can be provided via guidance materials, videos, tip sheets, FAQs etc.
- One size doesn't fit all – and not everyone learns in the same way. Try and mix it up to keep training methods interesting and varied
- Post materials in a central area to make it easy to refer to them when needed (even better, embed links to learning materials within the new software or process)



## 04 When to Provide Training

- Think about providing people skills training in bitesize chunks at intervals to suit the rhythm of work in your organization. For instance, you might want to provide goal setting training at launch and ask people to put the learning into practice immediately. Feedback skills and the skills to have a meaningful performance conversation might follow a few weeks after launch
- Some training may need to be available on a 'needs must' basis such as how to manage difficult conversations

# Training Tips



## 05 Build in a feedback loop

- Open the door for feedback on the training provided – make it easy for end users to provide suggestions on an ongoing basis. This helps you stay up to date on where users need additional support to build their competence and confidence
- Acknowledge feedback when it's received and share your plans to address the issue or suggestion

## 06 Keep it fresh

- Actively monitor the success of your training
- Track, iterate and improve!



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