

## About the Course

For anyone new to a management role, or moving up in their career, the task of managing the performance of others within an organisation is often the most daunting. Interpersonal skills, good judgment and the ability to motivate others in established roles do not always come easily to managers moving up into a more senior role - but they can be learned. This course will lay out a broad range of strategies and tactics that will help managers to navigate and respond to the often unpredictable things that can happen when managing people.

## Learning Outcomes

On completion of this course, the learner should be able to:

- Demonstrate actionable tactics and processes such as objective setting, learning and development, performance ratings, appraisals, and feedback
- Develop own interpersonal skills and learn the smart strategies and tactics that equip managers to handle the reality of managing groups of individuals

## Course Structure Options

- **Live Online Part-time:** One evening per week, 6:30pm to 9:30pm for 5 weeks
- **On Campus Part-time (UCD Belfield):** One evening per week, 6:30pm to 9:30pm for 5 weeks

## Course Breakdown

Module	Overview	Topics/Area Covered
1. Understanding Motivation: Setting Goals & Defining Roles	Gain an understanding of the various motivational drivers, how to define job roles, and practical frameworks for motivating and managing your team, including setting clear goals and objectives.	<ul style="list-style-type: none"> <li>• What motivates you and others</li> <li>• Setting clear goals and objectives</li> <li>• Considerations when reviewing job roles</li> <li>• Skills vs. competencies</li> </ul>
2. Communicating Across Teams, Embedding a Quality Culture & 360° Feedback	Discover the basic principles of effective communication, strategies for embedding a quality culture, and an understanding of the 360-degree feedback assessment tool and its uses.	<ul style="list-style-type: none"> <li>• Effective and authentic communication</li> <li>• Embedding a quality culture</li> <li>• How to work effectively</li> <li>• The 360-degree assessment tool</li> </ul>
3. Monitoring & Tracking Progress. Intervention	Discover the various intervention strategies and tools to help you monitor and track performance.	<ul style="list-style-type: none"> <li>• Understand the performance management cycle</li> </ul>

Strategies & Removing Barriers		<ul style="list-style-type: none"> <li>Performance management tools and strategies</li> <li>Barriers to managing performance</li> </ul>
4. Managing Underperformance & Acknowledging Success	Identify practical tools and strategies that will equip you to have those difficult performance conversations. You will learn best practice approaches to driving performance and identify new ways of acknowledging and celebrating success.	<ul style="list-style-type: none"> <li>Intervention to manage poor performance</li> <li>Providing effective feedback</li> <li>Preparing for a difficult meeting</li> <li>Bullying and harassment</li> <li>Dealing with workplace conflict</li> <li>Celebrating success and small wins</li> </ul>
5. Approaches to Appraisals, Job Reviews & Planning for Recruitment	Learn the knowledge, strategies, and insights necessary for conducting effective performance appraisals, competency-based interviews, and planning for talent gaps.	<ul style="list-style-type: none"> <li>Conducting an effective performance appraisal</li> <li>Conducting a job review</li> <li>Competency-based interviewing techniques</li> <li>Talent planning</li> </ul>

### Course Assessment

Assessed Component	Weighting	Deadline
Action Learning Log	40%	Week 5
Case Study Written Assignment (approx. 3000 words)	60%	2 weeks after course completion

The Action Learning Log will demonstrate the continuity of reflection throughout the course, by completing a separate AL Log worksheet for each of the main topics (average 250 words per worksheet). The full set of worksheets will be combined into an Action Learning Log, which will be submitted at the end of the course for grading.

The Written Assignment should be completed at the conclusion of the course, once all sessions have been completed. The goal of the assignment is to demonstrate how learners are thinking about putting course concepts, models, tools and practices in their own context to demonstrate the course learning outcomes.