

# Solution 3 – Working with People

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## What's the 'Working With People' solution?

We believe that developing the skills of managers is the key to unlocking most other skills in an organisation.

In particular, many managers, while having excellent functional skills, can often struggle with the challenges posed by the range of personality type and behaviours they encounter in their team and their business network.

This is a practical solution that can help a real manager with a real problem today – managing and working with others effectively.

## Who should read this?

Individuals working for:

- SSCs<sup>1</sup>
- Brokers and Independent Advisors serving SMEs who are interested in Management and Leadership (M&L) development.
- Staff from the English Regional Development Agencies and the Devolved Administrations with a similar focus.

## Who's the customer?

It's difficult to imagine a management position where this is not a key skill need – after all a manager's job is to get things done through other people. But sometimes the sheer range of competencies required to do this can appear overwhelming.

## What's the evidence?

Of the 150 + M&L issues identified in the 2007 Sector Skills Agreement research 'Working with and managing people' was the most frequent problem cited by employers.

## What business issues may be addressed by this solution?

A comprehensive range of issues relating to working with and managing people, specifically:

- Planning the workforce
- Recruiting, selecting and keeping colleagues
- Addressing performance problems, reducing conflict
- Allocating and checking the quality of work; building and managing teams
- Leading effective meetings

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<sup>1</sup> The 25 SSCs form the Skills for Business network as the evidence-based, authentic voice of employers representing 87% of the working population. This programme is rooted in the employer needs that emerged from the major research exercise underpinning Sector Skills Agreements.

- Enjoying productive relations with colleagues and stakeholders
- And providing learning opportunities for colleagues.

## What's the offer?

Our Good Practice Guide<sup>2</sup> describes what programmes are run, sponsored, signposted or qualified by SSCs. It explores the range of offers that are available from external suppliers and offers suggestions to SSC staff, intermediaries and employers on how to identify a development offer that is right for them.

## The importance of choosing the right managers

Investing in managers' skills can have highly leveraged results throughout the organisation by increasing the level of engagement and effectiveness of all staff. But it's important to choose the right managers for the right reasons to get the greatest Return on Investment (RoI). Moreover, identifying clear criteria for success and following up and measuring the impact is crucial in order to launch the organisation onto a virtuous spiral.

## How is it delivered?

Offers of 'Managing People' development are popular and widespread. Public courses through to personalised offers are readily available. The key issue for the emerging manager is choosing the offering that is right for them (in relation to time, place, and cost) and ensuring that it is provided by a quality supplier. The Good Practice Guide suggests an approach that will help employers find the right offer for them.

## Where can I find more information?

Go to our solutions page<sup>3</sup> which provides a complete flowchart of suggested activities with employers, diagnostics that are available to use and M&L suppliers with some of their offerings. More importantly it provides a Good Practice Guide that suggests strategies for success.

## What can I do next?

If this is of interest to you, read the material we've signposted here which suggests a 'Best Practice' approach including a comprehensive list of diagnostics and suppliers.

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<sup>2</sup> [http://www.sfn-mandl.org.uk/files/NewSolutions/GoodPractice\\_Guide180707.pdf](http://www.sfn-mandl.org.uk/files/NewSolutions/GoodPractice_Guide180707.pdf)

<sup>3</sup> <http://www.sfn-mandl.org.uk/Solutions.html>