

# Managing People Catalogue

We are the retail and hospitality experts  
We help your team shine





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# Managing People Series

Managing People is a series of e-learning courses that equip your managers with the skills to help their team members shine. Get ready to be immersed in a fully interactive, story-led learning experience. We're opening the doors to a higher level of management performance.

Managing People is a new kind of management training. It harnesses the power of high quality video production and dramatic scenarios to bring the challenges of leadership to life. Thought-provoking and challenging scenarios put your managers through their paces as they make the decisions and apply this knowledge. This series prepares a new manager for the role and develops the confidence of even the most experienced manager.

**“Managing People gave me the confidence to deal with some challenging situations. The practical approach meant I was able to apply what I learnt from day one!”**

The story lines are based on the very best industry practice and inspired by people who have been there and done it. We've drawn upon established management theories and applied them to practical situations. Managing People is designed to enhance and seamlessly blend with your current programmes and procedures.

Your managers will not only know how to make changes, but will want to make changes. Their teams will quickly experience the benefits of better people management. And your customers will find improved efficiency and friendlier service.

**“I've been a manager for years, and I found the scenario-based learning really stretching. The course has really sharpened my people skills.”**

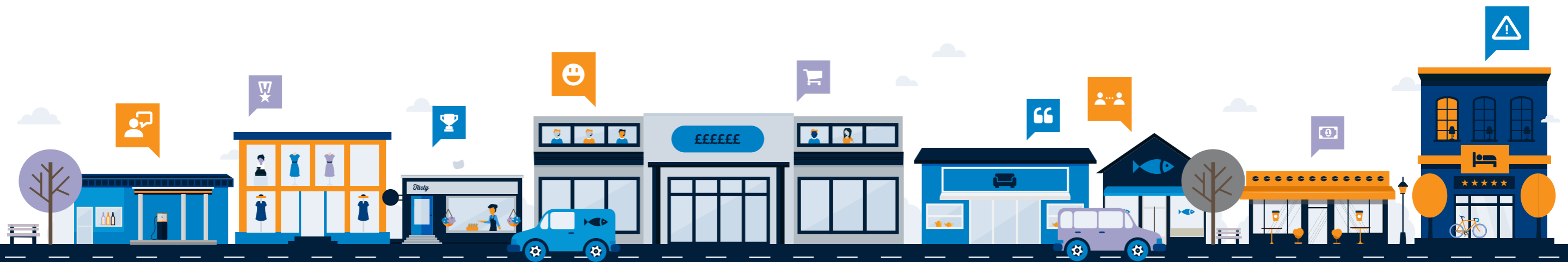
## Series benefits

- Understands the challenges of managing people, and how to deliver better performance and bottom line results.
- Provides a strong foundation of knowledge on which to build, through comprehensive and practical manager-centred learning that's cleverly condensed.
- Improves skills through challenging, immersive and realistic scenarios.
- Tests manager's understanding and decision making skills 'in the moment', using continuous assessment techniques.
- Covers the lifecycle of people management responsibilities – from induction through to performance management.
- Blends with other learning to support further management development.
- Delivers insight through survey functionality and question level analysis. Skill level is assessed throughout.
- Complements your specific business processes and procedures with a customisable learning design.
- Training can happen at a time that's convenient for the manager – and convenient for the business.

**“The characters were all very recognisable and I was hooked on the story. It made me want to learn.”**

## Series features

- Practical and easy-to-follow guidance to help people shine.
- High quality video production made using broadcast technology and professional actors.
- Challenging story-led simulations test learners' application of knowledge.
- Downloadable documents for easy reference and further reading.



- Detailed analysis of each learner's progress, so you can pinpoint where additional support is needed.
- Animations add to the realistic episodes to aid memory and understanding.
- End of course surveys record learner satisfaction.
- Hosted on the Upskill People platform – one place to report on all learning and development, both online, offline and face to face.
- Responsive design allowing learners to access the course on any device, anywhere, any time.

## Series overview



The Managing People series takes place in the Rise and Dine Deli - a fictional national company. With over 100 outlets it faces the same managing people challenges as many businesses.

**“Rise and Dine is a fictional business, but the people and the challenges the manager faces are all very real and feel close to home.”**

Rise and Dine Deli offers hospitality with diner area, where customers can eat in or take away coffee and food that has been freshly prepared on the premises. A retail area sells pre-packaged deli items (chutneys, jams, fresh fruit and health foods) along with products for the home (aprons, coffee machines and selected kitchenware).

The star of the series is Charlotte. She's new in her role, starting her career with Rise and Dine Deli. She's been brought in to improve an under-performing outlet that has some serious staff issues. She has a lot to deal with and some tough choices to make.

Your managers will make decisions for Charlotte as she works out a plan of action to turn things around. Each episode gives managers the chance to improve their knowledge and confidence across different areas of people management, with challenging scenarios designed to really test their skills.

## Characters

- Manager - Charlotte
- Diner, Back of House - Tom, Kerry
- Diner, Front of House - Anna, Rosie, Leona
- Shop - Gemma, Oscar, Vijay
- Area Manager - Tony



This series is endorsed by:





# 1. Preparation



Code: **MAN01**

Takes about: **60 minutes**

Assessment: 

**“Joining the business as a manager, and having to take over an established team was daunting. I really valued having access to Managing People during onboarding.”**

**Course Overview: Plan how to engage with and motivate a team.**

Whether you're new to the role or already have experience, as a manager you need to be both confident and effective. This requires preparing for the challenges ahead.

This episode helps you understand how successfully communicating with your team builds positive relationships. By interacting with your team, you will quickly identify key challenges and areas for improvement. Using this knowledge, you can create a plan to achieve positive change.

**Story:** Charlotte's first task is to assess the existing team and their performance (something worth doing regularly) - to build a picture of why the outlet's performance declined under the previous manager. She starts with 1-2-1 conversations with each member of the team. It's evident she's got her hands full. Some employees are falling behind the required standards and she has inherited some unresolved issues.

The road ahead seems daunting, but by adopting the right attitude and approach, she can achieve great things.



## Key knowledge and skills covered:

- planning and reviewing (100 day plan):
  - -assessing key challenges within the outlet
  - -planning how to carry out a thorough assessment of your team
  - -identifying roles and performance areas that need improvement
  - -evaluating priorities
  - -setting a realistic strategy with goals and deadlines
- carrying out effective and purposeful 1-2-1 conversations with team members
- evaluating skill vs will:
  - -how much can a member of staff rely on their skills to complete a task?
  - -how much do they really want to complete that task?
- delegating - identifying and utilising staff to improve your team's performance
- communicating - understanding your staff's needs whilst confidently asserting yourself in open conversations
- prioritising - managing deadline-orientated tasks in a people-focused way

## Outcomes - you will confidently be able to:

- understand how and why you need to create a 100 day plan
- effectively plan and prioritise tasks to improve business performance
- understand the concept of identifying what is urgent and important
- hold 1-2-1 conversations in an effective, structured way
- introduce the concept of the staff performance review/appraisal as a way to deliver individual and business performance
- explore team member roles to identify strengths and weaknesses

## 2. Wellbeing



Code: **MAN02**

Takes about: **60 minutes**

Assessment: 

**“The WELL acronym is a really helpful way of remembering how you can look out for your team’s mental health and wellbeing. Mental health is often not talked about, Managing People handles the subject in a practical but sensitive way.”**

**Course Overview:** Confidently manage mental health and wellbeing to create and maintain a culture of care.

Learn to recognise when someone might be struggling with a personal or work-related issue that is affecting their wellbeing. Learn what to look out for and how to approach team members who may be experiencing a mental health issue.

This episode gives you confidence to make changes that remove the stigma of mental health issues in the workplace. You’ll discover how you can create a culture of communication and empathy to help your team perform at its best.

**Story:** Charlotte is concerned for the wellbeing of a couple of her team. Rosie has been turning up late for work, seems unhappy and is often scruffy. Anna has been making a lot of mistakes recently and has left jobs half-finished. She’s also being snappy with colleagues.

Charlotte must find the right way to engage with team members, handling difficult conversations with sensitivity and empathy. She must also tackle the behaviour that’s having a bad effect on the team.



### Key knowledge and skills covered:

- knowing what indicators of poor mental health and wellbeing to look out for
- understanding your duty of care for team members’ mental health and wellbeing
- knowing how to talk to team members about mental health
- creating a culture of mental health awareness and support
- creating an environment where people look out for each other

### Outcomes - you will confidently be able to:

- spot the signs of someone possibly struggling with mental health issues
- prevent your workplace adding to stress and poor mental health
- speak to your people and encourage an open conversation about their personal situations
- build confidential trust
- assess and amend job roles to help prevent mental health issues
- find ways to prevent mental health issues turning into costly absences

## 3. Recruitment



Code: **MAN03**

Takes about: **60 minutes**

Assessment: 

**“It not only covered basic interviewing skills, but also how the recruitment process can affect your existing team. The scenrios went beyond what I was expecting and made me re-evaluate my approach.”**

**Course Overview:** Recruit, select and develop the right people with the right skills for the team.

Recruiting the right people is essential to help build and manage a successful team.

In this episode, you'll learn how to identify skills gaps in your team and consider the different ways to fill them. You'll understand the importance of assessing and monitoring performance and how to develop team members for promotion. You'll also discover the knowledge and skills required to effectively prepare for, and conduct, external interviews.

**Story:** After going through the process of assessing her team, Charlotte begins the recruitment process for vacant roles. A new team member is required. Charlotte interviews external candidates who have been selected based on key criteria. She narrows it down to two candidates. But which should she choose?

Charlotte also needs to fill a Team Leader role. Tony, her boss, is insistent that someone with leadership experience should be recruited. However, this is a role that Oscar has unsuccessfully applied for in the past. If he's overlooked again, he might start asking some serious questions.



### Key knowledge and skills covered:

- reviewing application forms and selecting candidates for interview
- understanding how the competencies of your staff/roles relate to business goals
- asking the right questions in the interview
- listening to what your candidates say in interview – both verbally and non-verbally
- planning and communicating to get the best from each candidate during the interview
- selecting the right candidate for the role whilst avoiding legal pitfalls
- rejecting internal/external candidates legally and professionally
- being assertive in conversations with your manager without becoming aggressive

### Outcomes - you will confidently be able to:

- explain the importance of considering the job role when recruiting for a vacancy
- state the job skills and knowledge required
- explain the difference between 'essential' and 'desirable' criteria
- avoid any potential allegations of discrimination by reverting to your Company's own selection criteria and processes
- develop a successful interviewing technique
- create effective criteria for interview assessment
- demonstrate how to gain rapport without building risk
- describe how to effectively consider protected characteristics during interview and recruitment
- make the right, legal recruitment decision
- reject candidates in a positive way to maintain brand image
- positively deliver the outcome and feedback to a successful candidate
- prepare for new arrival(s)



## 4. Induction



Code: **MAN04**

Takes about: **60 minutes**

Assessment: 

**“I previously thought of induction as a bit of a ‘tick box’ exercise. Managing People helped me understand its value in creating motivated team members.”**

**Course Overview:** Successfully induct a new starter and address issues with performance during probation.

It's important new recruits get the best possible start, if you want to make sure they stay and thrive. Learn to motivate people in their roles and give them confidence to learn new skills.

This episode helps you manage a successful induction process that results in high staff morale and retention. You'll also learn how to handle performance issues during probation, and when to step in with further training if a member of your team has not gained the skills they need through induction.

**Story:** Charlotte's taken on responsibility for inducting the new team member and she's received an unexpected piece of information that's given her cause for concern. It seems they've been quietly helping themselves to some stock. Charlotte needs to deal with this fast.

Meanwhile, Charlotte also needs to address team member Gemma's repeated absence and poor performance. It's revealed that Gemma lacks confidence in her role because she was never given a proper induction. What should Charlotte do?



### Key knowledge and skills covered:

- stating the key factors of a successful induction process
- communicating to keep the team informed
- highlighting key milestones and monitoring an induction process
- delegating responsibility effectively
- building the relationship with a new team member and keeping them motivated
- recognising when an induction process needs amending

### Outcomes - you will confidently be able to:

- explain the importance and key factors of a successful induction process
- explain the importance of the probationary period
- delegate parts of the induction process
- monitor and observe the effectiveness of an induction process
- measure the success of the induction process within the probationary period (SMART objectives)
- understand the benefits of effective staff training
- acknowledge that people make mistakes - it aids learning



## 5. Coaching & Performance Management



Code: **MAN05**

Takes about: **60 minutes**

Assessment: 

**“I found myself in the situation of having to manage an underperforming member of staff. Managing People gave me the tools I needed to handle some difficult conversations.”**

**Course Overview: Effectively manage and motivate your team to achieve their best performance.**

You get the best results from your people when you're seen as a positive leader who is easy to talk to. This episode looks at how regular, consistent assessments of the morale, skills and behaviour of staff is vital to improving business results. Learn to successfully communicate your leadership to keep your people, and their performances, on track. Find out how to effectively manage performance issues and confidently handle difficult conversations.

**Story:** Charlotte needs to make sure she's getting the best performance from her team. Chef Tom is being rude to other members of the team and Charlotte needs to address this before it gets out of hand. His performance is also not up to the required standard. She plans to discuss and agree a Performance Improvement Plan with him. Tom is difficult to communicate with, and has complained to other team members that he feels picked on – so this is not going to be easy.

Meanwhile, Charlotte has observed Oscar, who is being developed for a Team Leader role, having a crisis of confidence. She needs to intervene before this starts to impact on his wellbeing and performance. She makes time for a coaching conversation that helps Oscar to look at things with a new perspective.



### Key knowledge and skills covered:

- assessing individual and team morale
- using coaching skills to motivate people
- using feedback to encourage goal achievement and development opportunities scripting - using scripts to get to the root of an issue
- building the scene:
  - -asking the right questions to understand the reason(s) for poor performance
- taking action - the importance of resolving issues raised
- dealing with sensitive subjects
- taking appropriate action to resolve performance issues
- handling difficult conversations - how best to deal with conflict
- agreeing a performance improvement plan (PIP) with a team member
- problem solving and grievances - knowing when to call for help and support
- recognising and praising team members who are performing to standard

### Outcomes - you will confidently be able to:

- demonstrate an understanding of the motivation, skills and negative behaviours of the team
- recognise when coaching is the most effective way to motivate
- identify where you and your team are going - check in with your 100 day plan
- identify and monitor weaknesses within the team
- conduct an effective coaching conversation to improve performance
- create actions to improve performance
- encourage staff to reach agreed goals and pick up any development opportunities
- deliver effective progress feedback to your team
- differentiate between, and manage, poor, good and great performance
- monitor and measure performance against agreed goals
- deal with difficult performance issues (difficult conversations) to achieve a positive outcome
- understand when to seek support, and from whom, to manage risk to the business
- consider methods of managing performance
- assert appropriate authority and leadership of the team, without becoming a potential victim (i.e. bullying from staff)
- maintain good, accurate records of all your staff

## 6. Appraisals



Code: **MAN06**

Takes about: **60 minutes**

Assessment: 

**“I think many people dread appraisals. I know I did. Managing People showed me how to approach them with a positive frame of mind.”**

**Course Overview:** Carry out an evidence-based assessment of an individual's performance, manage an effective appraisal meeting and set meaningful objectives.

As their manager, your team looks to you for recognition of the job they're doing. Conducting effective appraisals is crucial to increasing and maintaining high levels of motivation, performance and efficiency.

In this episode, you'll gain the knowledge and confidence to prepare for and deliver appraisals. Your team should feel engaged and valued as their skills, understanding and performances are acknowledged. You'll also learn how to address areas of improvement through objective setting and deal successfully with disagreement in an appraisal meeting.

**Story:** Rise and Dine Deli's annual appraisals have not been efficiently carried out over the past few years, so Charlotte is determined to make sure that all employees have a proper review. She's had appraisal meetings with some of the team already and is feeling upbeat about her conversation with chef Tom. However, things don't go to plan and she's faced with a very difficult situation.

Charlotte finds herself having to think quickly in the face of an unexpected outburst from another member of the team. This forces her to assess her own performance and reflect on how she could have handled some things differently.



### Key knowledge and skills covered:

- motivating team members by showing recognition of performance
- keeping staff involved and contributing to their appraisal, even when absent (i.e. sick/ maternity leave)
- providing continuous feedback - ensuring performance feedback is given leading up to appraisal so nothing comes as a surprise
- setting and monitoring SMART objectives
- problem solving - winning round disengaged staff and reacting to unforeseen challenges

### Outcomes - you will confidently be able to:

- review business and individual performance
- align individual performance and strengths with business objectives
- develop an individual's strengths and help them to achieve new ones
- iron-out weaknesses in staff
- set personal and team SMART objectives (task and behavioural)
- make the appraisal/review process a positive experience for all involved
- be prepared for unexpected staff challenges and know what to do



# 7. Managing Talent



Code: **MAN07**

Takes about: **60 minutes**

Assessment: 

**“It’s all too easy to focus solely on solving problems, and forget to look for opportunities for staff to develop. Managing People prompted me to assess the talent in my team and think of ways to keep them motivated.”**

**Course Overview:** Recognise high performing individuals, develop emerging talent and motivate team members to continuously improve.

Leading a team is an ongoing process and taking a step back to look at the bigger picture can be a challenge when in a busy role. However, forward planning is vital if you are to maintain a high performing team.

In this final episode of the series, you’ll learn the importance of regularly evaluating the performance of your people. You must continuously monitor performance to identify areas for improvement and opportunities to develop team members. You’ll discover the need to keep people motivated and engaged (including yourself!), even when there is no immediate opportunity for career progression.

**Story:** Charlotte is due her three-month probation period review – an opportunity to reflect on her team now: what she has achieved, what the team has achieved themselves and the effect this has had on the business.

One member of staff will be going on maternity leave soon, so temporary cover needs to be organised. In conversation, Charlotte learns that another valued member of the team has been offered a job with a rival company. This forces her to look at how she can retain all of her top performers – even when there may be no immediate opportunities for development. If there’s one thing Charlotte has learned in her role as Manager, it’s that there will always be challenges and new problems to solve.



## Key knowledge and skills covered:

- reviewing the team’s improvements, comparing from day 1: skill vs will:
  - -how much can a member of staff rely on their skills to complete a task?
  - -how much do they really want to complete that task?
- reviewing the 100 day plan:
  - -review plans and priorities
  - -assessing outlet performance
  - -making the best choices for your staff whilst avoiding business risk

## Outcomes - you will confidently be able to:

- review all staff and assess their individual contributions to the team’s current and future success
- assess an individual’s suitability for further role development
- effectively decide how to restructure your team based on strengths and business risk
- consider options and ramifications of promoting your staff outside of the single business unit
- consider additional input and support from your manager
- review performance against original 100 day plan

# Managing People - Mastery Checks

## Overview

To supplement Managing People, we have developed a series of mastery checks for each of the episodes. The mastery checks can be used in two ways. Firstly, they can test a manager's knowledge before taking any courses to determine whether they have a skills gap. Secondly, they are a great way of proving behaviour change and testing knowledge retention during the period (3/6/12 months) after completing the full series.

## 8. Preparation - Mastery Check



Code: **MAN01\_R**  
Takes about: **40 minutes**  
Assessment:

**Course Overview:** Discover how to plan to engage with and motivate a team

### Key knowledge and skills covered:

- planning and reviewing
- assessing of your team
- identifying areas that need improvement
- evaluating priorities
- carrying out effective and purposeful 1-2-1 conversations
- evaluating skill vs will
- communicating and prioritising in a people-focused way

## 9. Wellbeing - Mastery Check



Code: **MAN02\_R**  
Takes about: **40 minutes**  
Assessment:

**Course Overview:** Can you confidently manage and understand mental health and wellbeing to create and maintain a culture of care?

### Key knowledge and skills covered:

- knowing what indicators of poor mental health and wellbeing to look out for
- understanding your duty of care for your team
- knowing how to talk about mental health
- creating a culture of mental health awareness and support
- creating an environment where people look out for each other

## 10. Recruitment - Mastery Check



Code: **MAN03\_R**  
Takes about: **40 minutes**  
Assessment:

**Course Overview:** Are you able to recruit, select and develop the right people with the right skills for the team?

### Key knowledge and skills covered:

- understanding competencies of staff related to the business
- listening to what your candidates say in interview – both verbally and non-verbally
- planning and communicating to get the best from each candidate during the interview
- rejecting internal/external candidates legally and professionally



## 11. Induction - Mastery Check



Code: **MAN04\_R**  
Takes about: **40 minutes**  
Assessment:

**Course Overview:** How to successfully induct a new starter and address issues with performance during probation.

### Key knowledge and skills covered:

- communicating to keep the team informed
- highlighting key milestones and monitoring an induction process
- delegating effectively
- building the relationship with a new team member

## 12. Coaching & Performance - Mastery Check



Code: **MAN05\_R**  
Takes about: **40 minutes**  
Assessment:

**Course Overview:** Asses whether you effectively manage and motivate your team to achieve their best performance.

### Key knowledge and skills covered:

- assessing individual and team morale
- using coaching skills to motivate people
- using feedback to encourage achievement and development
- taking action - the importance of resolving issues raised
- performance improvement plans (PIPs)

## 13. Appraisals - Mastery Check



Code: **MAN06\_R**  
Takes about: **40 minutes**  
Assessment:

**Course Overview:** Can you carry out an evidence-based assessment of an individual's performance, manage an effective appraisal meeting and set meaningful objectives?

### Key knowledge and skills covered:

- motivating team members by showing recognition of performance
- keeping staff involved, even when absent (i.e. sick/maternity leave)
- providing continuous feedback
- setting and monitoring SMART objectives
- problem solving

## 14. Managing Talent - Mastery Check



Code: **MAN07\_R**  
Takes about: **40 minutes**  
Assessment:

**Course Overview:** Test yourself on the basic knowledge of recognising high performing individuals. The course will confirm if you can develop emerging talent and motivate team members to continuously improve.

### Key knowledge and skills covered:

- review plans and priorities
- assessing outlet performance
- make the best choices for your staff whilst avoiding business risk
- consider additional input and support from your manager

# Our Vision and Mission

## Our vision:

To help people shine.

## Our mission:

We believe in the potential of people. This is why we create the most effective online people platforms. We are committed to clients that, like us, believe in people.

Five core values embody who we are, the culture we have and our dedication to getting it right. They guide our actions and reflect what we believe and what we offer. They remind us why we do it.

### Be unique

Understand the opportunity. Create the best solution.

### Be positive

Create benefit. Add value. Make every experience worthwhile.

### Be proud

Believe in what you say. Stand by everything that you promise.

### Be thoughtful

Develop potential. Create knowledge. Celebrate achievement.

### We are one

Think individually. Work as a team. Succeed as a company.



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# That's all folks!

Remember we're just at the end of the telephone, always online and there to help, whatever you need.

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