YES, YOU CAN REDUCE THE FRUSTRATIONS OF MANAGING PEOPLE!

Alison Miles-Jenkins, Managing Director, Training To Achieve (UK) Ltd, offers some tips and advice to help you refresh and update your management skills.

I've been working with quite a few practice managers and head nurses recently. Without a doubt your role can be challenging, can't it? You may well have been responsible for people for a while, or you might have recently been promoted and now you are having to stand back from the team. Either way, you are probably being faced with a whole range of responsibilities that you may never have been trained to do – and these involve managing people. Even if you have had some previous training there'll be some challenges that a refresh and update will help with.

People can be unpredictable, and they don't necessarily come to work for the same reasons you do. Some like change and challenge, and others will do their utmost to resist it. Some team members understand where the practice is going, and they are motivated to do all they can to help. Others are less inclined to buy

into the vision and are content to leave things as they have always been. Some embrace the opportunity to learn; others feel unsettled by it. Sound familiar? So how do you align this collection of individuals to all travel in the same direction with you? How do you select the right person in the first place, then motivate them, get buy-in to your ideas, build a winning team, have those difficult conversations when needed, manage performance, reduce any conflicts and also do the rest of the day job?

I know how challenging this can all be because I've been training professionals just like you for many years to help them overcome these problems, achieve greater results faster and reduce the stress. There are a number of proven strategies and tools that will improve your day to day people management skills and enable you to work more confidently without necessarily needing to pass problems 'up the line'.

If you want to accelerate your practical people management skills and accelerate your success when dealing with staff why not join us at the British Dental Association's (BDA's) intensive two-day event in January 2012? *The essentials of staff management* is a brand new course developed specifically for dentists and dental care professionals (DCPs). It will cover seven of the most important aspects of managing people, including what you must avoid doing if there is conflict in the team, and the one thing that is guaranteed to cause friction more than anything else.

The dental practice managers and other DCPs I regularly talk to tell me it feels as though they have to cope with new challenges and changes

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on an almost daily basis! But if you think about it, whatever those challenges are, the one thing you need to be great at is interacting with people. So the course is really going to help you with that. Just because it's a management course doesn't mean it's all theory and rocket science! We're not going to over-complicate things but instead focus on key, and often simple, factors in managing people that are priorities, but which people often overlook. We are going to give you lots of things to think about that are all very achievable back at the practice.

To help you decide if the course can accelerate your management skills and help you become more successful in your role, here's a preview of what we'll be covering in those seven most important aspects of managing people.

The **seven** most important aspects of managing people

1 Beginning with the end in mind - how to recruit/select the best person for the job

You've probably heard the expression before, 'Fail to prepare and you will be preparing to fail'. Come and discover why at no time is this more true than when you are looking to appoint a new person to your team. Get this wrong and you will experience a host of problems, and unless you are familiar with employment legislation, you and the practice could end up with all kinds of issues and expenses. **I'll be sharing with you the secrets to recruiting the right person and the ten things you absolutely must do, including the most important document you must use.**

2 How to build a winning team

Few of us would contest the value of teamwork. Cooperation is vital for the patient journey and for an enjoyable working environment. Do you know what to do to create and sustain team working? And of course it's an inevitable risk in practice life that there will be times when conflict occurs between two or more team members. It's imperative that you know how to aim for an early resolution, as it could escalate and cause no end of problems.

Come and discover how to build a winning team, why motivation matters and what you should and should not do to resolve conflict.

3 Being a manager and leader as well as a professional

This is often a tricky transition to make isn't it? We need to ensure we've got lots of skills and tools for you to use. Otherwise when things get difficult we can slip back into our 'operational comfort zone'.

Make sure your tool kit has the key techniques in it for managing and leading others.

4 Communicate for success

It often goes wrong doesn't it? Did you know that a simple comment like 'We are going to have to raise standards' can cause havoc?

Come and find out why and how you can communicate for maximum success.

5 Managing performance

Having a good performance management system in place is so useful as it brings together for you many of the elements of successful people management. Managing performance is so much more than just having an appraisal system.

I'll be showing you what you need to do to have a robust performance management system in place and giving you my top tips to make it all work.

6 These days it has to be about working smarter not harder

Running a dental practice is no different at the moment to any other type of business. You'll be trying to squeeze more from less. There's never enough time in the day is there? Work-life balance can suffer and stress increase. But the good news is that it's all about working smarter not harder.

Choose from over 100 working smarter not harder tips I'll be giving away that I've personally learnt over my working life.

7 How to make the most of meetings

Most practices I work with don't really make their team meetings work as well as they could. 'Too long', 'too boring', 'no opportunity to contribute', 'nothing changes' and 'a distraction from getting the real work done' are common views expressed.

We'll be looking at some great techniques to turn your meetings into success events that drive results.

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So there you have it – a taster of how this BDA course can massively help you and your practice.

We are restricting the numbers to allow for maximum participation and learning, so you'll get plenty of time to raise your own questions and concerns.

We're also conducting a survey at the moment on the people management frustrations that dental professionals are facing. We'd love your input. It only takes a couple of minutes at most and you'll get a free copy of the report when published. We'll also be using the results to fine-tune our BDA programmes for you. Just go to: www.surveymonkey.com/s/9VKVVXS

Remember, if you are serious about improving management skills, sign up for one of the limited places available on the BDA management course 'The essentials of staff management' 26-27 January 2012. For more information, visit www.bda.org/training.