A group of people posing for the camera

Description automatically generated

***People Management Resources***

***Follow-up session***

**BALANCING ROLES AND RESPONSIBILITIES**

*Self-learning module available on Tembo:* [*https://tembo.msf.org/course/view.php?id=333&section=2*](https://tembo.msf.org/course/view.php?id=333&section=2)

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| **Objectives**   * Identify the different roles and responsibilities of a People Manager * Identify typical tasks of People Manager and their objective |

**Duration : 120 minutes**

**WORKSHOP OUTLINE**

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| 10’ | ***If first/only session***  Take a moment for:   * ice-breaking * propose/co-design working agreement (no judgement, participation, confidentiality…) |
| ***If other sessions before***  Take a moment to   * welcome participants, quick ice-breaker/energizer * come back to last session (what they remember, what they applied…) |
| 10’ | **Introduction**  Ask the question: ***what is your main objective as a manager?***  Collect some answers, then explain: yes, the ultimate objective is to (contribute to) provide service to beneficiaries, but to get there, you will need a performing team, where all feel safe, supported and motivated. This means that you have different roles and responsibilities as a manager. Let’s explore this together!  **Objectives**   * Identify the different roles and responsibilities of a People Manager * Identify typical tasks of People Manager and their objective   **Outline**   * We will identify the different tasks of a manager and how they relate to their different roles and responsibilities * We will identify what happens when a role is neglected, and what can be done. |
| 30’ | **Activity 1**   * Give 5 minutes to participants in sub-group/break out rooms to list as many typical tasks of a People Manager they can . The team that listed the most has won! * In plenary, find out who got most and hand out a reward (don’t ask them to read them out). Then explain/come back to the Adair model: a manager has three responsibilities: taking care of the tasks, but also of individuals and the team. Let’s try to figure out what this means in practice! Ask each team to share three actions they identified. Together, figure out whether they are more related to tasks, individuals or teams * Send back their participant in break out rooms/small groups for 10 minutes: they will have to sort out all the actions they had listed between the three categories. (Announce there will be no debrief) * In plenary, ask if any question or doubt |
| 5’ | **BREAK/ ENERGIZER** |
| 30” | **Activity 2**   * Explain: The challenge of the People Manager is to balance the three roles: As MSF we are very good in focusing on the Task, but keep in mind that developing your team and helping individuals to realise their potential are key to success and key to your responsibilities as a manager.   Examples:   * + You start your mission. You get to grip with the objectives, tasks, who is doing what, the schedule etc (Task). You know that under your predecessor some team-members struggled to keep up so you invest a lot in individual coaching (Individual). However, after a while you realise that deadlines have been missed and a blame culture starts existing in the teal (Team).   + You have a well-performing team but 1 member is not carrying his share of the workload. He/she is lacking motivation and deadlines. The entire group will start to suffer because 1 person drags down the productivity. This can lead to missing deadlines as a group   + You have a great team and skilled individuals but you did not clearly articulate the objectives > there will be no progress towards your goal. * In break-out rooms/sub groups, participants will share situation that they have experienced as team members, or with their own managers, when there was a lack of balance between the three roles. What could you do if you were the manager o fix the situation? 20 minutes * In plenary, ask if any group would like to share insights. If nothing comes up don’t insist |
| 5’ | Closing round  Ask each participant to share in turn:  - one thing that they take from this session  OR  - one question that they still have  OR  - one thing that they will do differently now (even small)  OR  - how do they feel at the end of the session  OR… |